The National Joint Strategy Planning on Community Health System

1. The policy of Healthy Community

Now, it is commonly accepted that local communities are significant foundations of society. An appropriate analogy is that of a huge structure of a building can only be supported by its strong foundations [1].

During the past fifty years, the government has given priority to economic growth and upper-level management for development of the country but ignored has community development. Not only have communities been neglected, but have also weakened and destroyed them until it inevitably became a large crisis for society as a whole. This includes social, environmental, health, economic and political crises.

It took at least 4 decades for it to be accepted that community strength was an essential factor for development of the country.

2. Background and development of healthy community concept

The healthy community concept, referred in academic circles as the 'community culture concept', was the country and community development theory initially used by non-government organizations from B.E. 2520. Later, some government agencies started to support this concept until it was generally accepted. Currently, the notion of healthy community is addressed in country development plans, the constitution, and relevant laws [2,3]. This development has been continually mobilizing to create a strong and healthy community as well as civil society which are very powerful in this era.

The development of the community culture concept was divided into three phases. Each phase was developed and combined with other concepts to strengthen the main points and increase acceptance from society. The movement of the three phases is described as follows:

Phase 1: The concept of community culture as alternative form of development (B.E.2520-2529)

The concept of community culture was introduced by non-government organizations which worked in rural areas and watched the impact of government's economic development plans. The first one was the Foundation for Thai Rural Reconstruction Movement, established by Dr. Puey Ungpakorn. The researchers of this foundation who embedded their work in the central region of Thailand found that amid the process of capitalist development, the community culture still existed. They proposed that country development should be mainly based on developing the communities.

The second one was the Catholic Council for Development of Thailand. The leader of this organization got the concept from the second chanting in unison of Vatican (B.C.1962-1965). He proposed that Catholic churches needed to understand community culture and changed the Catholic religion to be a religion of community rather than changing community to be westernized.

However the government sector has begun to be interested in community development since the first national economic development plan was launched. The Division of Community Development was promoted to be the Department of Community Development.

Phase 2: The concept of community culture as social and economic development theory (B.E. 2530-2539)

Groups of academics from leading universities conducted the studies and developeda body of knowledge fromthe experiences of developers and community members. They insightfully strengthened the social and economic development theory and it has been widely accepted. They pointed out two significant points of the community culture concept, as follows:

1. The community institution and the community culture were at important positions in Thai history. The community system was considered as the core of Thai society; whereas, community culture was the core of Thai culture. Basically, Thai society was a community society, not a capitalist society.

2. Development through the concept of community culture was fair as it fully benefitted indigenous people and served a majority of Thai people. In addition, its approach was consistent with context, economic status, and Thai culture, where family and community were considered fundamental societal units.

Phase 3: The concept of community culture as an ideology of the society. (B.E. 2540- now)

Since economic crisis in B.E. 2540, the concept of community culture has been more widely accepted by the society, including government sector, till it implicitly becomes an ideology of society.

Various concepts were integrated into this concept and became the important factors of wide acceptance. The first example of them is the Buddhist concept, in which Buddhist principles were proposed to be added to build a moral community. The second one is the concept of community business which was proposed to be included as a part of the community economic system, and connect to the macro-economic system, without being a part of the capitalism system. The third one is a Marxist concept. Although a Marxist concept is opposite to the concept of capitalism, it didn't strongly support the concept of community. Furthermore, it is an extreme concept so it was not well accepted. The last, but not least, is the Philosophy of Sufficiency Economy, which regarded three essential steps: 1) having sufficient resources for living and self-reliance, 2) collaborate to build community cooperatives, and 3) cooperate with external agencies.

While the concept of community culture steadily supports the growth of healthy communities and a civil society, there have been many crises and violent situations occurring periodically. Those situations became an opportunity for the rapid growth of healthy communities.

Moreover, a new pattern of social movement, globally called the "New Social Movement" has directly and indirectly fostered the civil society in Thailand. As has been seen since the coup in May 1992, there has been social movement in numerous key issues such as the environment, AIDS, narcotics, poverty, human rights, gender equity, family and youth, and so on.

Due to the complexity of social problems, problems solved solely by the government was not effective. Thus, Thai society needed to rely on the power of people's networks. At that time, Prof. Saneh Jamarik and Prof. Dr. Prawase Wasi, the two founding leaders of 'healthy community mission' in Thailand as well as the founders of the Local Development Foundation, introduced a concept of community rights and community participation. These two concepts were addressed in the constitution of Thailand (B.E. 2540). This resulted in the

formation of the National Human Rights Commission and the National Economic and Social Advisory Council.

3. Situation of Community Health System Development Support

Nowadays, various government and private organizations, as well as civil society and local administration, are concerned with and have put forth strong efforts to support community development. The existing evidence revealed that community health system development, so called the healthy community, can be classified based on a main purpose of the development as follows:

Health Dimension: Holistic health care has been provided in regard to health promotion, disease prevention, curing diseases, and rehabilitation. Some health innovations were introduced to deliver holistic health care services, such as the development of community health care service systems, health management sub-districts, and Thai-style healthy sub-districts. Moreover, health care for specific sub-populations, such as the elderly, people with disabilities, disadvantaged people, and people with HIV infection, have been promoted. In light of holistic health and well-being, particular strategies were implemented. For example, the community health development plan (according to the Thailand-WHO collaboration plan), the collaboration building for health promotion through a healthy subdistrict model, the self-management subdistrict, the subdistrict health fund, etc.

Economic Dimension: Several efforts have been made to secure community economy which will, in turn, support community health as a whole. Some examples of economic management included community funding promotion, "household accounting" for poverty resolution, the application of the sufficiency economy concept, village and community competency development projects, village funds, community enterprises, and community financial institutions.

Social and Environmental Dimension: With respect to social and environmental contexts, a variety of approaches have been implemented. For example, a community master plan, a community development plan, a model of local administration, the integration of community and local development plans, the promotion of civil politics through democratic learning subdistricts, the mobilization of subdistrict community organization councils, the house-security project, community environmental preservation, community classrooms, local

curricula, community volunteers, etc. Furthermore, the study by the National Health Commission Office of Thailand regarding healthy and strong communities found two significant factors accounted for community strength, including:

1) Internal factors

- **Human capital:** formal leaders, natural born leaders, and community members who were involved with and devoted themselves to their communities.
- **Natural resource value awareness:** awareness toward a value of natural resources, including local wisdom and culture.
- **Financial capital:** especially the community fund established by the community itself, such as a special deposit group called 'Satja' saving (faithfulness saving).
- **Data management:** community's competency on data-related thinking processes and data management.
- **Community participation:** sense of community ownership among community members to achieve community development—decision making, planning, monitoring and evaluation.
- **Continuous learning process:** a process of continuous learning from both inside and outside the community, with skill of knowledge application**.**

2) External factors

- **Community network:** building a community network for knowledge management on community development
- **Outsider's support:** organizations providing academic, consultation or financial support.

Due to the promotion and development of the community health system or healthy communities, currently, at least forty-six organizations take the role of community supporters, as summarized in the table below:

Areas of support	Policy Enacting Organizations	Academic Supporting Organizations	Operation Organizations
Health (16)	1. National Health Commission Office 2. Ministry of Public Health	1. Bureau of Strategic Administration on Thai Healthy Lifestyle 2. Department of Disease Control	1. Department of Health Service Support 2. National Health Security Office 3. Thai Health

Areas of support	Policy Enacting Organizations	Academic Supporting Organizations	Operation Organizations
		3. Department of Health 4. Department of Mental Health 5. Department for Development of Thai Traditional and Alternative Medicine 6. Food and Drug Administration 7. Office of Community Based Health Care Research and Development 8. Society and Health Institute 9. Health Systems Research Institute 10. Thai Holistic Health Foundation 11. National Health Foundation	Promotion Foundation
Economy (9)	1. Ministry of Interior 2. Office of the National Economic and Social Development Board 3. Ministry of Agriculture and Cooperatives	1. The Thailand Research Fund	1. Bank for Agriculture and Agricultural Cooperatives 2. Government Savings Bank 3. Office of Promoting development on the Philosophy of Sufficiency Economy, Prime Minister's Office 4. National Village and Urban Community Fund Office 5. Office of Thai Women Empowerment Funds Board

Areas of support	Policy Enacting Organizations	Academic Supporting Organizations	Operation Organizations
Social and environment (13)	1. Ministry of Social Development and Human Security 2. Office of the National Economic And Social Advisory Council	1. Department of Local Administration 2. Local Development Institute 3. LIFE Learning Institute for Everyone 4. Office of the National Commission on Social Welfare Promotion	1. Community Organizations Development Institute (Public Organization) 2. The 4-region Network of Life Plan for Self-reliance community 3. The Community Development Department 4. Department of Disaster Prevention and Mitigation 5. Green World Institute, Sustainable Energy Foundation 6. Offices of the 84 Subdistricts with Self Sufficiency philosophy under the PTT Chemical Public Company Limited 7. Siam Cement Company Limited Foundation
Others (8)	1. Ministry of Energy 2. Ministry of Culture 3. Ministry of Justice	1. Office of the Narcotics Control Board 2. Office of Energy Regulatory Commission	1. Moral Promotion Center 2. Bangkok Metropolitan Administration 3. Office of the Political Development Council

Although there are numerous national organizations supporting the community health system, the ability of strengthening communities has not been as

successful as it should have been because those organizations did not collaborate well and redundancy of operations among them always occurred. A major root cause was that there was no joint key performance indicator (KPI) that all organizations could use to evaluate their performance. Practically, each organization has its own KPIs so each works separately to fulfill its KPIs.

So far, even work integration among organizations is an understood concept but has never been put into action. However, when scrutinizing their work, they all have the common mission, which is to develop capacity of community organizations in order that they can tackle their problems by independently. Most of them conduct quality evaluation by developing tools by themselves in each organization.

4. The Importance of Healthy Community and Holistic Health

Health care reform in Thailand has been principally mobilized by the national health assembly network since 2000. According to the reform, the community health system was broadly defined to cover social health, healthy community and strong society.[6] Key concepts of the community health system consists of:

1. A concept of health and well-being

To date, health is defined based on the National Health Act B.E.2550, which considers 'Health' as physical, mental, social, and spiritual health. In this case, health goes beyond the illness and treatment and includes well-being and happiness in one's life. Therefore, community health must include health and well-being of communities.

2. A concept of community

The meaning of community varies from context to context. Nevertheless, in the viewpoint of country development, community is the foundation of the country with essential resources—land, water, forest, and food. Also, community is a human habitat and a center of human's wisdom and culture. If community is capable and versatile, the country as a whole will have a strong foundation that is

necessary for further development. Thus, it can be said that community is a powerful target for country development.

3. A concept of community health system

A community health system certainly relates to the health and self-management of communities. This reflects integrative community development. The community health system and healthy community, or self-managed community, are fully combined and become a strategic aim for country development, and one in which all stakeholders should take into account. A structure of the community health system is composed of human values and healthy communities as the main pillars and other partnerships as relevant supporters.

Paiboon Wattanasiritham suggested that the community mission must go hand in hand to develop capacity of local communities and let them reform themselves to be self-managed communities.

4. A concept of strong community based on other relevant laws

The constitution of the kingdom of Thailand, B.E. 2550, section 66, 67, 80 (2), 87 (1), the statute of the national health system, B.E., 2552, the 11th national economic and social development plan and the 11th national health plan, all address the importance of the community from the perspective of community rights, community participation in community development policies, community strength on health, and development of strong health management sub-districts. Government policies have also given priority to community as expressed in people's health development policies, focusing on participation of the public sector with some indicators such as good health management sub-districts, sustainable community enterprises, etc. [7, 8]

The aforementioned notion reflects that the principle of community health system development requires the promotion of community's sense of ownership for sustainable development. In the other words, it must be community-centered development. This is to achieve a strong community with self-management skills, leading to well-being of the community. Other organizations and agencies are outsiders who provide support and assistance for community development only.

5. **Various types of dynamic community**

One of the important problems in providing support for community health system development is that the community context is dynamic; it adapts to changes in society all the time. In contrast, most supportive partners still collaborate with communities in an old-fashioned style. This leads to lacking of modern organizations and lacking a body of knowledge to support various types of communities.

1) Typical communities:

a) Typical rural communities, local villages and sub-districts: they are generally seen in remote areas of Thailand.

b) Typical urban communities: including slums and communities in an administrative district, emerging as a result of rapid city growth.

2) Modern communities:

c) Housing estates, sub-urbanization, condominiums, flats, and apartment communities: they are a new style of urban community adapting to the limitation of the physical environment and city lifestyle. Also, the relationship among community members and the cultural way of life differ from typical urban communities.

d) Industrial communities: they emerge from the gathering of those whose jobs are in factories. The relationship among members is different from former-time communities in terms of working and social life. There are employers and employees but without natural resources which are commonly found in any rural community, so a welfare system is needed for community members. Community supporters are not as concerned about industrial communities, though this sort of community has swiftly grown up as a result of industrial growth.

e) Workplace or office communities: they are the other kind of communities similar to industrial communities but differ in that most workplace community members are white-collar. Both private and government offices are considered as workplace communities.

3) Other relevant communities:

f) Virtual communities: the connectivity of community members is specifically different from aforementioned communities. Community members almost never touch base in person but via technologies instead. Some examples of

virtual communities are cyber or online communities and radio communities. The virtual community has its own value and culture as well as a morality control system.

g) Other specific communities: such as border communities, ethnic communities, indigenous people communities, and marginalized communities.

On these days, only typical rural communities and typical urban communities are being supported by allied organizations. Appropriate patterns of supporting other kinds of communities have not been created. So, owing to high social dynamics, the other patterns should be initiated for supporting them in a timely manner.

6. Opportunities and threats to community health system development support work

Based on primary SWOT analysis, strengths, weaknesses, opportunities, and threats to community health system development support work can be summarized as follows:

1) **Strengths**
- At present, community health development support becomes a social ideology where all governmental sectors are taken into consideration.
- Since the constitution and other laws address community rights and development, many government organizations have had plans, projects, and a budget for community health development support since the 8th national economic and social development plan.
- Furthermore, at least 46 national organizations have provided concrete support for community health development, they have still directly and indirectly built networks with more than 100,000 community organizations which work together powerfully.

2) **Weaknesses**
- Unfortunately, these 46 organizations, especially the government ones, have limitations in terms of organizational structure and culture. In other words, each organization bears a heavy burden and each has its own KPIs to achieve so they have to devote a major time for KPI-based tasks and are not able to

collaborate with other organizations as they should do. Integration in supporting work is only an ideal concept that has not been put into practice.

- The leaders of government organizations are always influenced by politicians in a government party so they cannot freely use their profession to develop policy, to conduct academic work, or to operate other works.

3) **Opportunities**

- In this era, society is aware of and calls for community health system support. Therefore, it is a great advantage to mobilize potential communities and healthy communities. However, this opportunity might not sustainable due to a country situation.

- An unfriendly political climate, long-term conflicts, alerts people to call for reform of the country which requires strong communities as one of the significant strategies.

4) **Threats**

- The policy of infrastructure development is not concerned enough with environmental impacts and community involvement. This leads to conflict between the government and communities.

- Some megaprojects destroy natural resources, environment, and communities. Besides, the populist policies used in Thailand for a certain period of time might make people addicted to them and thus communities will be weakened in the long run.

- Asian Economic Community (AEC) is another threat for Thai communities due to their unreadiness. It can be said that Thai communities have had less AEC preparation than neighboring countries.

- Developed nations came to buy land from agriculturists. Also, Free Trade Agreements and carelessly opening up the country can bring harm and weaken communities.

- Finally, long-term social crises such poverty, inequity, violence, drug addiction, and corruption are still threats to building strength of communities.

7. The definition of healthy community in a broad dimension

The words 'healthy community', 'strong community', 'self-management community' and 'well-being community' are used interchangeably depending on

the user's purpose. To be in harmony in the future, it is necessary to use a single word for all. Thus, the definition must be broad enough to serve all the users.

Healthy community and strong community

…refers to communities with competency in learning, adapting, and addressing their own problems (economic, social, political, environmental, health, and ethical problems) and being able to conceive strengths, self-reliance, happiness, peace, health, and well-being.
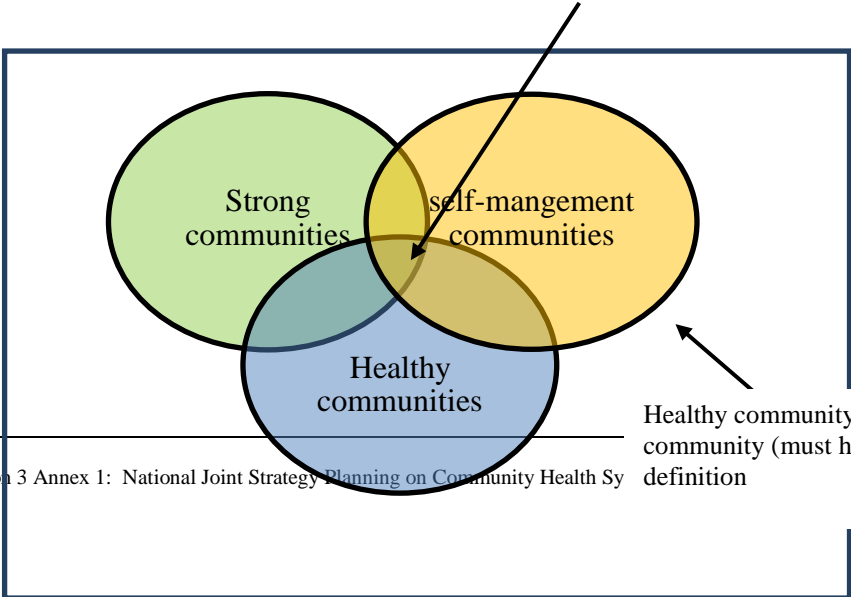
Supporting work for healthy community or strong community

...refers to a mission in promoting and empowering rural and urban communities as well as other kinds of communities to achieve people participation in problem solving and community capacity in self-management, and finally, to meet the ultimate goal to become strong communities with well-being of its residents.

Community organization

…refers to a pattern of establishment of communities with structural and systemic self-management that can differ by objectives, interests, and interrelationships between them and other organizations regarding type, size and property.

Community organization (needed to improve competency in self-management

Healthy community / strong community (must have a clear definition

Collaborative mission framework for supporting community health system

8. The information of Community Organization from 12 primary folders

Community organization is the concrete output of strong community support from allied agencies which develop strong communities under the same guidelines, starting from supporting communities to develop teamwork with systemic management, and developing competency in learning and self-management, while supporting units to develop databases of community organizations and evaluate the quality of strong communities with various tools.

The information from surveying and reviewing the strategies of twenty organizations that support strong communities shows that only some of the organizations have a huge database which covers all provinces of the country. These databases contain information of community organizations that can be used by other agencies to reflect the strength of the community in overall picture of the country.

Table shows some information of community organization on main database

Institute	Type of Community Organization	Quantity	Qualified	Level 1 (%)	Level 2 (%)	Level 3 (%)	Level 4 (%)
Community Development Department	Saving Group for production	11,000	11,000	56.2	29.4	14.3	-
Community Development Department	OTOP goods producer	• Career group 19,773 • Cooperatives 329 • SME 3,839 • SSE 2,171					
Department of Agricultural Extension	Small &micro community enterprise	72,404					
National Village and Urban Community Fund Office	Village funds/ Urban Community Fund	79,225	79,225	40.3	15.2	7.8	

Institute	Type of Community Organization	Quantity	Qualified	Level 1 (%)	Level 2 (%)	Level 3 (%)	Level 4 (%)
National Health Security Office	Subdistrict Health Security fund	7,759	7,759	Grade A+ 24.1	Grade A 54.3	Grade B 19.3	Grade C 2.2
Community organization development institute	Community Welfare Funds	5,887	6,692	13.7	34.8	51.5	
Cooperative Promotion Department	Credit Union Cooperative	1,321 unions Member 1.238 million Share 20,872 million Assets 60,490 million Money deposit 30,951 million					
Department of Forest	Community forest	8,186 forest 3.49 hectares					
Community Organization Development Institute	Community organization council	4,194					
Thai Health Promotion Foundation	Healthy subdistrict	2,104 local administrations	2,104	62 centers			
Center of database	House of leaders, scholars and smart farmers						
	total	205,838	106.780	13.7 – 56.2			

9. Pooling support for community health system development

From the concept and situation review above, it can be concluded that community health system development, or promoting strong communities, is forming a strong base for their development, quoted from Prof. Prawase Wasee. Although many sectors have been working in various issues, Assoc. Prof. Seree PongPit mentioned, "In developing for extending strong communities to all over the country, the strategy of community development should be viewed in the same way, share the same goals, and think based on local communities and wisdom. Allied strong communities could have success even though it might have been done by a different method."

The Joint strategy in supporting community health system development is a tool for integrating and pooling support of allied organizations and working together. The conceptual framework is shown in the following picture.

Comprehensive Concept: National Strategy of Allied Organization for Development Support for Community Health System

Local Community Organization

Target

Strong Community

Whole Area

Strong Community- Healthy Community

Whole Community

46 community organizations support at nation level and various functions

Pooling Tools
1. Target Goals 2. Principal 3.Ownership 4.Database 5.Strategic plan 6.Tools 7. Strategic management

From interviewing twenty experts and reviewing the literature on the plans and strategies of twenty allied agencies which support communities, it can be

concluded that only perfect strategic plan is not enough for pooling support, but the composition of essential tools is needed.

The supporting strategy for developing healthy community systems in this document is an important set of tools that will pool support to develop communities all over the country.

It comprises of:
1) Purpose
2) Principle
3) Ownership and Participation
4) Plan and Driving Strategic Plan
5) Multi-centric Database
6) Tools and Technology
7) Mechanism of Organization

10. Framework of Joint-Strategy Development

The process of supporting community health system development should be comprised of 9 issues:
1) Who are supporting organizations? Who is the strategy driver?
2) Process of strategic plan and ownership?
3) What are thevisions and joint-targets?
4) What is the joint-principle of the operation?
5) Plan andproject?
6) Mechanism of cooperation?
7) Database, knowledge and technology?
8) Target of strong community organization in the first phase?
9) The goals of self-reliance in the final phase?

Allied Organization of 46 Organizations (Partnership/Ownership)	Mechanism of Cooperation (Organization)	Database System and Technology (Multi-centric Database)
Process of Strategy Development (Participation)	Plan/Project to Drive Strategy (Plan/Object)	Achieve Strong Community (Community-based Organization)
Vision and Mission (Share Vision/Purpose)	Develop principle of Cooperation (Common Principle)	Local Community Self-Reliance (Healthy Community)

11. Joint-targets in supporting Community Health System Development

Although the allied organizations are different in functions and their culture of organization in support to communities, unity of cooperation could be formed to achieve long-term goals together, especially regarding the following:

- Vision i.e., there are strong communities all over the country; they are self-managed and healthy, which can be evaluated scientifically.
- Concrete goals with specific time frames, i.e., all sectors drive for strong community organization around the country, at least 2 from 3 parts of allied organizations within 10 years.

Besides visions and goals, another issue can be used to work together, for example:

- Commitment to key principles for supporting community development in order to increase integration with each other.
- Specifying some issues or areas or plans together for driving strategic activities to achieve the final goal.

However, allied organizations should retain their own nature and culture; it should not be placed under pressure, for example;

- working style
- tools, process, and management
- data system
- finance and resources
- strategic plan and action plan
- database of information and knowledge

12. Joint-principle in supporting community

8 principles have been already used in most of the allied organizations and it works well. Those are as follows:

1) Principle of community-based development

The community will be strong or healthy if it's developed by the community itself; ownership and self-management are essential. Community immunity is also important to protect them from outside environment. Other organizations are merely supporting not commanding sectors who make top-down command.

2) Principle of sufficiency and sustainability

On specifying outcomes of supporting community, it should consider advantages and disadvantages, survival strategies, economic sufficiency, and how to be a sustainable and strong community.

3) Principle of knowledge transfer

Experience sharing within the community and among communities should be promoted, especially the exchanges between different cultures. New innovations may emerge from knowledge transfer, particularly from leader to leader.

4) Principle of extreme decentralization

The community holds their own destiny and should not be dominated from external partners but use the community information to analyze and design the roadmap with public hearings in the community. The community itself is the real owner of its development plan. The community development plan should be clear regarding: 1) what the community does; 2) what local administration does; 3) what is beyond the community authorization and the government. These help clarify what the supporting organizations should do.

5) Principle of social capital development

One of the key factors for a long-term strong community is the promotion of learning local history so that leaders and youth will deeply understand the social capital and culture of the community. Accompanying this, the household accounts should be promoted; it would help identify limitations and strengths for better planning.

6) Principles for development of surroundings facilitating an integration and/or interlinked missions

Allied organizations should be flexible without strict rules in order to support integrating functions with each other.

7) Principle of monitoring barriers

It is important to monitor negative factors that could hamper strong community development, i.e. government policy, local projects by private organizations and government. The warning signs should be sent timely to all partners to review the community plan.

8) Principle of dissemination to educational institutes

Enhancing the strong community to function as learning centers for educational institutes and adding content of the strong community to the curriculum.

13. The process of drafting the strategic plan

The organizing committee of the national health assembly 2013 has appointed the subcommittee of national strategic plan development on community health system. This subcommittee was assigned to organize the process of drafting the strategic plan for consideration in the 6th national health assembly meeting, June 17-18, 2014.

The subcommittee, which was composed of representatives from allied organizations, had started to develop strategic plan on community health system development by assigning a research team of the local development institute to work on systemic reviews as follows: 1) Conducting in-depth interview with 20 experts, 2) Studying the strategies and plans of 20 allied organizations which support healthy communities, 3) Studying sample cases from abroad in 5 countries, 4) Exploring community organization database in 10 allied organization. The subcommittee had considered this information six times between July and December 2013.

During the same time, the subcommittee had organized4 brainstorming meetings for the drafting strategic plan and for public hearing, as follows:

The 1stmeeting, August 31 to Sept 1, 2013, was the meeting of the subcommittee, the representatives of allied organizations and the research team,

with a total of 50 participants. The objectives of this meeting were to analyze the situation; analyze SWOT; and to develop vision, goals, and strategies. After this meeting, the research team had developed the 1st draft of the document.

The 2ndmeeting, on September 20, 2013, was the meeting of the representatives from 46 allied organizations with the subcommittee and others, totaling 100 participants. The objective of this meeting was to hear public opinions to the 1st draft of strategic plan. And after this meeting, the research team had taken all opinions to consider for developing the 2nd draft of the document.

The 3rd meeting, October 17, 2013, was the pre-assembly meeting among representatives from 46 allied organizations with the subcommittee and others, total of 150 participants. This meeting was to hear public opinions to the 2nd draft of strategic plan. After this meeting, the research team had taken all opinions into consideration for developing the final draft of the document and sent to this national health assembly.

The National Health Assembly, June 17-18, 2013, is the great meeting with guests from allied networks and various agencies relating to policy, technical support, administration, and operation. One of the objectives of this meeting is to approve concept of the supporting strategy with 7 tools for community health system development.

In this meeting there will be the announcement of the Charter to drive joint-strategy of 234 networks of the National Health Assembly and there will be the MOU-signing of the national organizations that agree to support to drive strategic plan and projects.

14. Database, body of knowledge, and technology

In developing the database system to share information together, the important contents which should be addressed into database are: 1) information of allied community organizations, 2) bodies of knowledge, lessons learned, and experiences of community and allied organizations, 3) tools and technologies that have been developed by community and allied organizations.

These will be useful for exchanging or transferring technologies among the allied organizations to further develop their tools or technologies, so they don't need to start from zero.

At the initial assessments, there are at least 22 good instruments that have developed and used. These tools which should be used as the beginning step for the development of better tools as follows:

1. Tools of Healthy Subdistrict plan, Thai Health Promotion Foundation, e.g.
    1.1) Rapid Ethnography Community Assessment Process – RECAP is a tool for developing conclusion of lessons learned and the skill of designing the process of developing the learning center
    1.2) Thailand Community Network Appraisal Program- TCNAP is information system at sub-district level, consisting of 2 levels; level of person and family and level of group and community. Data revealed the community competency in 7 aspects, including: 1) information of community funds, 2) information of communication, 3) information of health care, 4) information of population, 5) information of community economy, 6) information of environment, and 7) information of politics.
    1.3) Curriculum of learning together of local administration both within and across communities
    1.4) 6 guidelines for local community technicians: 1) developing a handbook of the learning process, 2) project development, 3) progress reporting, 4) project design, 5) knowledge management and public policy development, and 6) integrating special projects to routine work
    1.5) Handbook of driving work for specific issues. There are 3 aspects: 1) developing health care systems care for elderly, 2) stop smoking, 3) stop drinking
2. Tool of the Bank for Agricultural and Agricultural Co-operatives
    (1) Credit Scoring
3. Tools of the Community Organization Development Institute
    (2) Self-assessment tool of the community organization council
    (3) Self-assessment tool of the community welfare group
4. Tools of the National Health Security Office
    (4) Tool for assessing sub-district health funds
    (5) Strategic Map
5. The seven community assessment tools of Society & Health Institute

(1) Geo-social mapping

(2) Genogram

(3) Community organizations

(4) Local health systems

(5) Community calendar

(6) Local history

(7) Life history

6. Tool of the Community Health Development Office

(1) Self-assessment in 6 dimensions of the community health system (sub-district level)

7. Tools of the Village Foundation and Thailand Research Funds

(1) Community life plan

(2) Family accounts

8. Bodies of knowledge in developing quality of life for those with disabilities i.e., curriculum of orientation and mobility (O & M), the curriculum for disability assistants, the curriculum of the finger alphabet, the curriculum for caregivers of those with disabilities and a database of prosthesis & orthosis and disability assistive tools.

15. Mechanism of joint management in settings

To move the joint strategic plans according to the direction mentioned above in order to achieve mutual ultimate outcomes and magnificence of diversity circumstances, three main considerations, categorized by levels of mechanism of joint management in settings are made.

1) Operational mechanisms at the sub-district level. An agreement suggested that the mechanism of participatory management to support communities should be performed at the sub-district level. Therefore, all sectors in the same province can share information and select the appropriate mechanism to work together which will strengthen their autonomy and reduce duplicated and unnecessary tasks. Additionally, giving feedback or key information to the settings may provide positive impacts to the communities or settings. These mechanisms are flexible and may be run by local administration, sub-district groups, or the sub-district health security

fund, depending on the contexts in terms of characteristics and readiness of the settings.

2) Supporting mechanisms at the provincial and/or district level. Each province should arrange coordinative and supportive mechanisms to drive field operational networking among all sectors. For example, the model of supportive mechanism, developed by the residents in Amnatcharoen province serves as a magnificent example. Therefore, networking organizations should survey their own mechanisms at both provincial and district levels as baseline data and choose the appropriate mechanism for supporting community development. Moreover, the concepts of autonomy and resource distribution should be applied to enhance self-management competency of each setting.

3) Strategy coordination mechanism at the national level – this mechanism, for example, organizes the meeting of allied organizations every 1-2 months to let them have the chance to exchange knowledge and experience. This mechanism should use the same secretariat unit, established and supported (policy & resources) by allied organizations. The secretariat team will function in terms of arranging conferences or seminars, providing database and information from surveys, assessing the situation for the forum, and raising public awareness of the complicated and massive issues via campaigns.

16. **The joint strategic plan of allied organizations: to enhance the community health system development**

The joint strategic plan, committed by allied organizations and social networks, aims to enhance community health system development in the same direction without any obligation from the government sectors.

Seven key words are:1) vision 2) mission 3) goal 4) objectives 5) indicators 6) strategy 7) plan and projects.

1) Vision:

" Thai society is broadly covered with strong, diverse and secured communities connecting together as networks. These communities are the foundation of the country's development in all aspects: economy, society, politics,

environment, health, morals and ethics, security and safety of life and assets, leading to healthy communities.

2) Missions:

(1) to coordinate every allied organization for supporting community development, both urban and rural, to possess the capability of self-management and to be strong with quality under their own culture and social capital.

(2) to support and encourage communities to use data and information for decision making. Furthermore, communities should monitor any policy that may lead to their long term weakness, such as: 1) mega projects for developing infrastructures that lack public hearings, 2) investment projects resulting in the destruction of natural resources and the environment, 3) inducing people to become addicted to populism or rely on social welfare. In addition, communities should move for policy change from social welfare to civil society welfare. All these activities aim to encourage people to be givers rather than to be takers.

(3) to maintain the situation of supporting strong communities as long as possible.

(4) Develop a body of knowledge, innovation and learning processes about strong communities at network level and the whole of society.

3) Goals:

1) To empower and strengthen communities in their learning capacity, adaptation and self-management

2) To push the policy of promoting self-management of communities and development of strong communities.

3) To promote and maintain the atmosphere of supporting the development of community health systems

4) To develop a body of the knowledge and innovation that are appropriate to changes in the world..

4) Objectives

(1) to empower local communities:

(1.1) All communities around Thailand are able to manage themselves and be strong with quality.

(1.2) Modernized communities around Thailand have been empowered systematically and concretely.

(1.3) Promoting and supporting research and development to find the most appropriate support and promotion model.

(2) To push the policy of promoting self-management of communities

(2.1) promoting communities to develop public policy, enhancing their self-management

(2.2) Networks of allied organizations support communities in terms of the information and knowledge relating to long term negative impacts of policies or mega projects, which may affect negatively to natural resources, the environment and communities, in order that people in the community can follow up and provide feedback to policy makers appropriately and in a timely fashion.

(2.3) Thailand has national policies, plans and projects which enhance community strength and promote the health system of the community, continuously.

(3) To induce and maintain the atmosphere of supporting communities:

(3.1) Promoting utilization of social capital of communities in order that people in their community can live together with happiness.

(3.2) All branches of press media give priority to the development of the community health system, strong community and civil society, as the essential factors of the development of the country and quality of life of the people.

(4) To create and further develop the body of knowledge:

(4.1) Networks of allied organizations develop and provide adequate data and knowledge relating to the development of the community health system to communities in order that they can plan and solve their own problems.

(4.2) Various and adequate media relating to community health system development should be available for sharing.

(4.3) Innovation and new tools relation to community health system development have been continually produced.

5) Indicators

(1) At least two-thirds of all community organizations possess a good capacity of learning and self-management, including being strong with quality within 10 years.

(2) At least one-half of traditional communities pass the criteria of being a strong community or healthy community within 10 years.

(3) Modernized communities are supported and promoted on community health development by allied organizations within 5 years.

(4) At least 80 percent of the country is strongly run with supporting mechanisms at the sub-district and provincial levels within 5 years.

(5) Both mega projects, affecting negatively to the community or destroying natural resources and environment, and government populist policy should be reviewed and refined to the direction of community empowerment by civil society within 5 years.

(6) The database regarding local leaders, local philosophers and social experts in various aspects covers at least 500,000 persons within 10 years.

(7) In 5 years, success stories of communities in tackling social problems such as addiction, violence, all vices, social degeneration, are increasingly reported in various ways. For example, editorials, articles, journals, analysis articles, documentaries via television programs, radio and social media. These will reflect hope and confidence towards the concept of strong community and civil society.

(8) The issue of strong community and civil society will still be contained in the 12th, 13th and 14[th]country development plans as the significant issue.

(9) Within 5 years, the complete database network system of community organizations and sources of knowledge, tools, handbooks and technologies are available for developing strong communities. These belong to the public.

(10) Within 5 years, the complete stock of media used for developing strong communities is available for sharing and belongs to the public.

6) Strategies:

(1) Forming strong coordinating mechanisms among networks at sub-district, district, provincial and national levels, with unity.

(2)   Specifying only joint targets and principles of working together, aiming for unity of allied organizations and communities, but leave them free to develop their own styles of working. .

(3)   All sectors take part in developing systems, tools and teams to evaluate strong community's outcomes and prepare progress report with obstacles annually. This report will be used for learning and improving.

(4)   Supporting local community organizations to develop specific mechanisms aiming to detect and follow up the impact of megaprojects which may affect communities and natural resources, as well as the impact of populist policies. In the same time, pushing the policy of strong community and civil society to give better solutions.

(5)   Communicating effectively with networks and society about threats in order that they can react freely and in a timely manner.

(6)   Developing communication network systems covering major and minor media as well as new social media.

(7)   Investing in multi-centric database system development.

(8)   Investing in the development of appropriate knowledge, tools and technology sources for developing communities.

(9)   Investing in the development of archives of media, news, entertainment, documentary, cultures and arts for community development.

7) Plan and project

Allied organizations and communities will cooperate to be joint-owners and decide clearly who is focal point of each project.

The focal point will be responsible for providing a budget and leading operations continuously for at least 3-5 years, with plan evaluation and adjustment every 2 years, Nonetheless, changing the focal point may occur by agreement of the allied organization meeting.

One principle of working together is that no organization works alone.

Examples of plans and projects can be shown, as follows:

(1) Plan: Collective power and unity of allied organizations networks for supporting the development of community health system**s:**

(1.1) Project of developing joint mechanisms among allied organizations to drive the process of community health system development at the community, regional and national levels.

Objectives: 1) to create coordinating mechanism covering three levels all over Thailand and 2) to develop the competency of local coordinating mechanisms for an effective linkage among the three levels.

Host organization: …………………

(1.2) Project of developing networks of community organizations database system and target population in social development all over Thailand.

Objectives: to promote allied organizations to develop community organizations databases in terms of both quantity and quality, with linkage among all organizations and belonging to the public.

Host organization: …………………

(1.3) Project of developing appropriate models and establishing a health security fund in communities of Bangkok

Objectives: to study feasibility and to develop appropriate models and establish a health security fund in all communities of Bangkok

Host organization: …………………

(2) Plan: Monitoring the impact from policy and pushing the policies of strong community and healthy community.

(2.1) Project of setting up the policy watch team for monitoring impacts of government policies.

Objectives: to set up the policy watch team for 1) monitoring the impacts from policies such as mega projects of infrastructure, including buildings, concessions or investments which destroy natural resources and the environment, and government populist policies which result in community weakness and 2) to provide information or educate people in communities to understand the situation in society and can thus react to policy makers appropriately and in a timely manner.

Host organization: …………………

(2.2) Project of monitoring progress and obstacles related to the country development plan

Objectives: to report progress, obstacles and lessons learned from the 11th, 12th, and 13thcountry development plan, annually or every two years. This project will result in the sharing of knowledge and experience as well as in adaptation among allied organizations.

Host organization: …………………

(3) Plan: Promoting social and policy environment for supporting community health system development

(3.1) Project of media and communicative networking development for community empowerment

Objectives: 1) to develop information and media relating to the community health system and, 2) to improve quality of communicators and increase the variety of communication channels. These objectives will enhance learning, sharing and empowering the community continuously.

Host organization: …………………

(3.2) Project of developing the bank of media regarding strong community in terms of various types and channels, good quality, ease of access and belonging to the public

Objectives: to encourage allied organizations to develop their own media bank or archives, open for the public and help sharing technology among allied organizations.

   Host organization: …………………

(4) Plan: Developing knowledge, innovation and learning process of strong community and healthy society

(4.1) Project of developing appropriate model to promote and support modern communities and other special kinds of communities

Objectives: to study, research and develop the appropriate models which be able to be used to support modernized and other special kinds of communities to be strong communities. The result from this research will lead to policy and strategic plan of allied organizations.

   Host organization: …………………

(4.2) Project of strong community appraisal assessment all over Thailand and disseminating the annual report to the public

Objectives: to survey and publish an annual report relating to the status of strong community or healthy community, to reflect the success, failure, obstacles and lessons learned from sharing knowledge together continuously among allied organizations.

Host organization: …………………

(4.3) Project of developing a repository of knowledge, innovations and technologies for empowering communities

Objectives: to promote allied organizations to develop a repository of knowledge, innovations and technologies for empowering communities. The repository is easily accessible and applicable by networks and the public.

Host organization: …………………

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