

From Theory to Practice: Case Study of Drug Problems Solving of Sub-District Administrative Organizations in Muang District, Kamphangphet

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Abstract. This study aims to explore problems and obstacles regarding the implementation of Thailand's drug policies by Sub-District Administrative Organization in Kamphangphet Province. The study was conducted with in-depth interviews and open-ended questionnaires of sub-district administrative directors and officers from 12 sub-districts in Kamphangphet. The results revealed that problems in implementing drug preventing and solving policies are 1) planning 2) Organization Management 3) Human Resources Management 4) Directing 5) Co-coordinating 6) Reporting and 7) the budget. There is also 5 additional problems regarding the implementation of drug preventing and solving policies; 1) officers' competence, 2) Controlling Problems, 3) cooperation and resistance, 4) problems relate to authority and relationships with other related organizations, and 5) problems regarding supports and bonding within the organizations.

1. Introduction

In present days, drugs have become Thailand's crisis once again. Drug problems in Thailand tend to expand and become more severe to the level of before the drug war declaration of Prime Minister Taksin Shinawatra in 2001. The main factor is the failure to coordinate within the nation to achieve this national agenda. Every organization as a nation should strictly work together to sustainably overcome drug problems in Thailand. From the Drug War Policy in 2001 to 2012, Thai government under Prime Minister Yingluck Shinawatra had declared drug as nation agenda under the campaign, "Power of the Nation Overcoming Drug Problems", which requires cooperation from all sectors of the nation including state authority, public sector, people and civil society. These sectors will act as power of the nation to approach and prevent drugs under integrative and effective management.

Local Administrative Organizations are the main sector to operate preventing and solving drug problems policy. They are responsible for creating knowledge, understanding and awareness of the power of people against drug problems. This study aims to explore potentials of Sub-district Administrative Organizations in Kamphangphet Province on implementing drug problems policy from the central government, focusing on the campaign by the government of Prime Minister Yingluck Shinawatra in 2012. The result of this study will not only support effective implementation of the policy, but will also be utilized in creating strategy plan for Sub-district

Administrative Organizations in the future.

1.1 Purpose of the Study

To study problems and obstacles on implementing preventing and problem solving drug policy.

1.2 Scope of the Study

1.2.1 The study covers 12 sub-district administrative organizations in Kamphangphet Province; 1) Trai Trung, 2) Ang Thong 3) Na Bor Khum, 4) Song Thum, 5) Lan Dok Mai, 6)Khon Tee, 7) Wang Thong, 8) Tha Khun Ram, 9) Thammarong, 10) Sa Kaew, 11) Nakorn, Chum, and 12) Klong Mae Lai.

1.2.2 The study applies Gulick and Urnwick's POSDCORB Management Model to describe the organizations' potential in implementing "Power of the Nation Overcoming Drug Problems" 2012 policy against drugs.

1.2.3 The study collected and analyzed data from May 2014 to July 2014

2. Methodology

The study is conducted by using questionnaire and interview. Before creating the questions the researcher cooperates with sub-district administrative organizations for important information that is used to design the questions for in-depth interviews. The interviewees have been notified in advance and asked for permissions to record the interview. The collected data from the interview are analyzed and conducted a complete report. The data will also be reported back to the organizations for further application.

2.1 Instruments

Primary data will be collected by in-depth interview with 12 sub-district administrative organization executives who are the key information of the study. The samples are chosen with Purposive Sampling Method. Content Validity and reliability are made valid by comments and corrections from experts

2.2 Analyzing Data

Data are analyzed by Descriptive Analysis Method using Gulick and Urnwick's POSDCORB Management Model as analytical guidelines.

3. Results and Discussions

3.1 The implementation of Preventing and Solving Drug Problems Policy will be discussed according to following points

3.1.1 Planning

Planing has been conducted in macro-scale in the process of turning policy into practice by the ministry of interior. The plans are mostly in the form of projects that local sectors will have to apply. Sub-district Administrative Organization is responsible for social strategy and supporting well-being of local people which considered to be micro-scale. [1].The lower sector receives plans and adapts into projects; creating local center for preventing and solving drug problems. The implementation of drug problems policy is top-down implementation. This pracice makes sub-district Administrative Organization an important part suiting for mission against drug problems.

The implementation of the policy and planning should indicate duties and responsibilities for each local administration because of the different conditions in each area [2]. Muang Sub-district in Kamphangphet manage their own plans according to the social contract of people in the community which is the more effective and sustainable way to implement policy.

3.1.2 Organization Management

There are 2 types of Organization management in sub district administrative Organization; [1]. management according to the ministry of interior's strategies, integrated with central controlling systems, and [2].manage according to the responsibilities of local administration.Sub-district Administrative Organization works closely and integrately with the minister of interior but works within the structure that already exists. The mission of overcoming drug problems in each subdistrict may vary depending on each area's structure.

3.1.3 Human Resources Management

Human resources have been managed mainly with existing responsibilities. The Duputy Officer gives directions to local planning and analyzing officer then follows by social development officer. The selection of office will be project based sometimes according to central administration but local administration works better if they can manage their own human resources.

3.1.4 Directing

Directing management is managed according to the central government structure through drug problems preventing center in each province and district. The director of sub-district administrative organization will receive projects to proceed and the deputy officer will be put as director. Sometimes there is cooperation of other organization as well. The direction comes mainly from central government, so it loses connection with the locals.

3.1.5 Cooperation

The sub-district administrative organization officers work clasely together as friends, so they cooperate better. The center against drug acts like the connector between government and the locals.

3.1.6 Reporting

Provincial and district center against drug problems uses information technology based on governmental format to create report on budget and projects. Sub-district administrative organization uses mostly plain report. There is no access to some important statistic and

information. There are no reports on behavioral change in the rehabs only report on statistics.

3.1.7 Budget

The budget is set by the central government according to drug situations in each area, determined by community context and the severity of the situations. Sub-district administrative organization manages the budget, creating projects based on number of population.

4.2 Problems and Obstacles in implementation of preventing and solving drug problems policy are as followed;

4.2.1 The plan runs according to the central government regardless of any differences in local areas. In local administration, there are problems in indicating responsibilities for offices as the 12 sub-district administrative organizations have different criteria.

4.2.2 The positions assigned by central government intervene with local organization managements as their officer has already been assigned a position.

4.2.3 The Officers do not have enough specialized knowledge to manage drug problems, so it is difficult to achieve the projects within timeframe

4.2.4 Sub-district administrative organization performs according to the central government framework and directing authority, so they are separate from community and cannot cooperate well enough.

4.2.5 Officers and locals cooperate mostly on personal level rather than official level which creates in official communication in projects directed by central government.

4.2.6 Sub-district administrative organization does not have access to some important information, so it is difficult to make a correct report. The direction from central government also changes due to political situation.

4.2.7 Sub-district administrative organization cannot issue the budget from government due to complications of timeframe. This leads to complications in cooperating within the organization and with other organization. S

4.3 Factors to achieve the implementation of preventing and solving drug problems policy

According to PODSCORB management model, these following factors are steps to achievement for Sub-district Administrative Organization. First planning should generate from the central government in order to set goal and purposes for each sectors, so that every sector can work together with integration. Secondly, organization structure should be easy to understand and easy for directing responsibilities to officers. The organization should also develop knowledge on drug problems policy implementation for officers as well. Third, Human Resources should be sufficient to run the organization and have potential to work to achieve goals. Fourth, Sub-district Administrative Organization directs orders accordingly with the central policy. The direction of each project should be on schedule for the most effective implementation. Fifth, Sub-district Administrative Organization should cooperate with community leader and deputy officer for faster

cooperative system. Sixth, report should be authentic and in the right format. Information technology should be used for the sharpest and fastest information. And lastly, there should be legal criteria for issuing budget for Sub-district Administrative Organization managed by the central government in order to achieve central indicators.

5. Suggestions for Further Study

1. Politicians that are related to drug problems policy planning should be studied about their ideas on policy and practice.

2. Local community, local people and social contract should be studied on cooperation within implementing drug problems policy.

3. Studies about influences on working against drug problems will be useful to create sustainable achievements against drug problems.

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