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The Lessons Learned From the Development of Community Enterprises Into Self-Reliance Communities in the 21st Century: A Case Study of Nong Sarai Community, Phnom Thuan District, Kanchanaburi, Thailand

ถอดบทเรียนการพัฒนาวิสาหกิจชุมชนสู่ชุมชนพึ่งตนเองในศตวรรษที่ 21: กรณีศึกษาชุมชนหนองสาหร่าย อำเภอพนมทวน จังหวัดกาญจนบุรี ประเทศไทย

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Abstract

The purpose of this qualitative research was to analyze the process through which community enterprises in Nong Sarai Community, Phanom Thuan District, Kanchanaburi Province, Thailand, transformed into self-sufficient communities in the twenty-first century. It utilized in-depth interviews and participatory and non-participatory observation as data collection tools, along with field studies and relevant document reviews. The main data providers were the chairperson and members of the Nong Sarai community enterprise group, totaling 15 people, and secondary data providers included the village headman, school representatives, and development officers of Phanom Thuan District, totaling 16 people, making a total of 31 participants. Subsequently, the collected data were analyzed for content and results were reported through narrative analysis.

The results showed that 1) The Nong Sarai community is one that addresses community crises through the formation of community enterprise organizations that motivate and resolve economic issues, according to the findings. The Nong Sarai community enterprise group has demonstrated resiliency and success in both its operational activities and the provision of products and services. The achievement can be ascribed to the critical role that group participation played in the formation of community enterprises. 2) The Nong Sarai community has developed through membership, collaborative thought, decision-making, and the distribution of benefits;

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these are all examples of community participation. 3) In an age of globalization, the Nong Sarai community is capable of sustaining itself in the face of societal transformations. This independence is apparent in the management of natural resources, intellectual property, as well as in social and personal spheres. These developmental procedures are critical for bolstering and achieving self-sufficiency of the Nong Sarai community enterprises. They function as successful paradigms for sustainable development, placing a high value on quality of life, and guaranteeing ongoing advancement.

***Keywords*:** lessons learned, development, community enterprise, self-reliant communities, 21st century

บทคัดย่อ

งานวิจัยนี้เป็นการวิจัยเชิงคุณภาพ มีวัตถุประสงค์เพื่อศึกษารูปแบบการพัฒนาวิสาหกิจชุมชนสู่ชุมชนพึ่งตนเองในศตวรรษที่ 21 ในชุมชนหนองสาหร่าย อำเภอพนมทวน จังหวัดกาญจนบุรี ประเทศไทย ใช้การสัมภาษณ์แบบเจาะลึก และการสังเกตแบบมีส่วนร่วมและไม่มีส่วนร่วมเป็นเครื่องมือรวบรวมข้อมูลภาคสนามร่วมกับการศึกษาเอกสารและงานวิจัยที่เกี่ยวข้อง โดยมีผู้ให้ข้อมูลหลักคือ ประธานและสมาชิกกลุ่มวิสาหกิจชุมชนหนองสาหร่าย จำนวน 15 คน และผู้ให้ข้อมูลรอง คือกำนันตำบลหนองสาหร่าย ผู้ใหญ่บ้าน โรงเรียนหนองสาหร่าย และพัฒนากรอำเภอพนมทวน จำนวน 16 คน รวม 31 คน จากนั้นนำข้อมูลที่ได้มาวิเคราะห์เชิงเนื้อหาและเขียนรายงานผลโดยการพรรณนาวิเคราะห์

ผลการวิจัยพบว่า 1) ชุมชนหนองสาหร่ายเป็นชุมชนที่ดำเนินการแก้ไขปัญหาวิกฤตชุมชนโดยอาศัยการสร้างกลุ่มวิสาหกิจชุมชนเพื่อขับเคลื่อนและแก้ไขปัญหาด้านเศรษฐกิจที่เกิดขึ้น ซึ่งกลุ่มวิสาหกิจชุมชนหนองสาหร่ายเป็นกลุ่มที่ประสบความสำเร็จและเข้มแข็งทั้งในการดำเนินงานของสมาชิกกลุ่ม การผลิตสินค้าและบริการ เนื่องจากวิสาหกิจชุมชนหนองสาหร่ายมีกระบวนการพัฒนาวิสาหกิจชุมชนที่อยู่บนพื้นฐานของกระบวนการมีส่วนร่วมของกลุ่มเป็นสำคัญ 2) ชุมชนหนองสาหร่ายอาศัยกระบวนการพัฒนาบนพื้นฐานการมีส่วนร่วมของชุมชน ได้แก่ ร่วมเป็นสมาชิก ร่วมคิด/ร่วมแสดงความคิดเห็น ร่วมตัดสินใจ และร่วมรับผลประโยชน์ และ 3) ชุมชนหนองสาหร่ายสามารถพึ่งตนเองได้ท่ามกลางการเปลี่ยนแปลงของสังคมในยุคโลกาภิวัตน์ ได้แก่ ด้านทรัพยากรธรรมชาติ ด้านภูมิปัญญา และด้านสังคมและบุคคล ซึ่งกระบวนการพัฒนาเหล่านี้เป็นกระบวนการสำคัญที่เป็นรากฐานในการพัฒนาวิสาหกิจชุมชนหนองสาหร่ายให้เข้มแข็ง ประสบความสำเร็จ และพึ่งตนเองได้ นำไปสู่การเป็นต้นแบบของการพัฒนาที่มีประสิทธิภาพมุ่งเน้นคุณภาพชีวิตที่ดีเป็นสำคัญ นำไปสู่การพัฒนาอย่างยั่งยืนต่อไป

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Introduction

Thailand has undergone substantial societal transformations across all spheres amidst the rapid global changes that are emblematic of the twenty-first century. Although certain components have managed to adapt, others have faced considerable obstacles in their pursuit of doing so. In light of these changing conditions, communities in numerous regions of Thailand have collectively gained knowledge and adjusted. In 1997 CE (2540 BE), the nation was confronted with a profound economic crisis that began as a crisis involving financial institutions and swiftly spread to almost all sectors of the economy, instigating a comprehensive nationwide economic decline. The economic downturn had a profound impact on the purchasing power and consumption habits of the general public, resulting in considerable challenges for the business sector. As survival mechanisms, numerous organizations and industrial facilities were forced to reduce output and implement workforce reductions, which led to extensive unemployment in a variety of sectors and industries. The social consequences of the economic losses were significant, affecting communities in both urban and rural areas. As a result, it became imperative that governmental entities promptly execute strategies to alleviate these difficulties, including the provision of assistance and the promotion of self-sufficiency among the populace via the establishment of job prospects. An effective strategy involved leveraging indigenous knowledge as a fundamental element for the advancement of local economies, thus enabling communities to rebound more robustly and attain long-term sustainability in the aftermath of economic downturns (Jeronen, 2020).

In 1997 CE (2540 BE), the Thai government launched various initiatives to mitigate the economic crisis's impact, notably through the establishment of community enterprises aimed at curbing unemployment and fostering additional family income sources. These enterprises, defined by their management by and for the community, blend local wisdom and creativity with global insights to advance self-reliance and economic sufficiency across families and communities. Central to sustainable community development, community enterprises underscore the importance of active community member involvement and embrace a bottom-up, polycentric management style, characterized by decentralized decision-making processes. This approach ensures a democratic and participatory governance model, highlighting community enterprises' pivotal role in promoting sustainable development by engaging community members actively (Bauwens et al., 2022).

In response to the challenges highlighted and amidst the rapid global changes of the 21st century, community enterprises have increasingly focused on the importance of alternative development pathways. This strategic shift aims to empower community enterprises to conduct activities more efficiently, achieve sustainable outcomes, and foster self-reliance. The fundamental goal behind developing community enterprises towards self-reliance is to ensure that both communities and their residents attain self-sufficiency in terms of community capital, resources, and various other aspects. Achieving this objective necessitates relying on community resources and local wisdom, employing collaborative processes, and facilitating

knowledge exchange as operational tools. These initiatives are crucial for empowering communities, enabling them to devise community-driven master plans that accurately reflect communal needs. A lack of capacity for self-reliance often stems from residents' insufficient knowledge and understanding of self-reliance principles and practices. Consequently, such communities might heavily depend on external organizations, potentially compromising their operational autonomy. This dependence can hinder communities' ability to navigate challenges independently when external support wanes. Therefore, promoting self-reliance involves equipping communities with the necessary knowledge, resources, and decision-making capabilities, thereby enhancing their potential to thrive even in the absence of substantial external support (Mettathamrong et al., 2022).

Self-reliance emerges as a pivotal development pathway, empowering communities to achieve self-sufficiency by placing community members at the heart of development efforts. The concept of self-reliance in community enterprises facilitates a form of interdependent living within the community. Initiatives should originate from the community's core needs, with collective ownership and management by community members. This approach ensures that the community's foundational economy can drive sustainable economic growth within the societal and community context (Romprasert & Trivedi, 2021). Highlighting the value of the self-reliant development concept is essential, focusing on providing community members with sustainable livelihoods, income, and opportunities to improve their living standards. To this end, the government should advocate for community members to take ownership of their enterprises. Such ownership encourages active participation in ideation, planning, implementation, problem-solving, and sharing the benefits of collective efforts. This collaborative model aligns with the development objectives of both the community and its enterprises, leading towards genuine self-reliance (Chantarasombat et al., 2022).

Community participation emerges as a pivotal process in the development of communities, significantly influencing the effective implementation of plans and projects. It allows community enterprises to efficiently harness their inherent potential by collaboratively addressing issues, identifying needs, devising solutions, and jointly planning and evaluating activities. Through active participation, community members engage in collaborative problem-solving, align their efforts with community needs, undertake collective planning, execute tasks, and share the benefits. Such endeavors not only strengthen the community but also promote self-sufficiency. Community-led initiatives are vital as they directly tackle the community's unique challenges. In the context of developing self-sustaining community enterprises, community participation stands as a crucial pathway, enabling communities to generate additional income to support their families. This research aims to delve into and enrich our understanding of the dynamics through which community members partake in the process of developing community enterprises towards self-reliance (Anggun et al., 2023).

The evolution of community enterprises grounded in self-reliance is a key mechanism that empowers communities towards self-sufficiency. This transformation process enables community enterprises to progress from struggling entities to robust, self-reliant units operating within the community's economic ecosystem. Currently, numerous community enterprises have evolved into medium and small-sized businesses with a primary focus on capital accumulation and profit-driven marketing strategies (Jirojkul et al., 2021). In many instances, the emphasis on product manufacturing and profit maximization overshadows the fundamental objective of fostering community cohesion. This shift has resulted in a diminished focus on shared learning processes and underutilization of community resources and local wisdom. To nurture community self-reliance and address the challenges encountered by community enterprises, it is imperative to foster a culture of collective learning and effectively leverage community resources and local expertise. Developing community enterprises for self-reliance not only fortifies these entities but also acts as a paradigm for other community enterprises facing similar challenges, thereby generating additional income and creating alternative livelihood opportunities within the community.

The development guidelines for community enterprises aimed at achieving community self-reliance function as both a mechanism and a process to fortify these enterprises. This fortification is accomplished by learning from challenges, transforming these experiences into communal wisdom, and fostering collaborative solutions within the community. An illustrative example of this process in action is observed in the community enterprise of Ban Nong Sa-rai, located in the Phanom Thuan District of Kanchanaburi Province. Originating from a collective vision and a communal aspiration for development, this enterprise capitalized on the inherent potential of its members, guided by principles of self-reliance. This approach led to its recognition as an outstanding community enterprise in 2018. The success of Ban Nong Sa-rai underscores the critical role of community collaboration, highlighting the community members' strength and their collective determination to achieve self-reliance. This exemplifies community development founded on active engagement: empowering members of the community to achieve self-sufficiency. The accomplishment is exemplified by the Ban Nong Sa-rai community, which demonstrated its capacity to come together and tackle a range of challenges by employing diverse strategies.

As a result, the residents of this community have experienced a notable improvement in their quality of life, have fostered a spirit of cooperation, and have participated in activities grounded in self-reliance and the community's economic foundations, all of which have contributed to their collective happiness. These outcomes have sparked scholarly interest in exploring the self-reliance models and processes exemplified by Ban Nong Sa-rai. Researchers aim to derive insights that can inform the development of community enterprises, ensuring they are robust and self-reliant amidst the contemporary social and economic development landscape.

Research Objective

The research aims to examine the development model of community enterprises transitioning towards self-reliance in the 21st century, focusing on the Nong Sarai Community in Phanom Thuan District, Kanchanaburi Province, Thailand.

Research Methodology

The methodology employed in this study is outlined as follows:

1. Data Collection

Primary informants were purposefully selected, comprising Mr. Raem Chiangka, the head of the community enterprise group in Ban Nong Sa-rai, and 15 members of this group. Additionally, 10 community leaders and residents were interviewed. Secondary informants consisted of 6 individuals, including development officers from Phanom Thuan District and Nong Sa-rai Sub-district, healthcare personnel from the Nong Sa-rai Sub-district health center, and the village headman of Nong Sa-rai Sub-district.

2. Research Instruments

The study utilized qualitative in-depth interviews, along with participatory and non-participatory observations, as the primary tools for data collection.

3. Data Analysis

The qualitative data were descriptively analyzed and validated for accuracy, directness, and practicality. This was achieved through a joint analysis involving the Nong Sa-rai community enterprise group and related individuals. Documentary research formed an additional component of the study's methodology. The synthesis of in-depth interviews, observations, and contributions from a diverse group of informants facilitated a thorough investigation into the development process of the community enterprise and the factors driving community self-reliance in Ban Nong Sa-rai, Phanom Thuan District, Kanchanaburi Province.

Literature Review

Community Enterprises

Community enterprises are collective initiatives aimed at the creative management of community resources to achieve self-sufficiency. These resources include agricultural products, knowledge, wisdom, culture, and local customs. As community-based enterprises, their ownership encompasses production, trade, and financial aspects, directly supporting income generation and livelihood improvement. Socially, these enterprises play a pivotal role in strengthening unity among families and the wider community. They achieve this by encouraging collective thought, collaborative work, and shared responsibilities, all facilitated through active community participation (Eijk, 2020).

Community enterprises are entities owned, operated, and governed by community members aimed at addressing local needs and fostering socio-economic development. These enterprises encompass a variety of forms, including cooperatives, social enterprises, community-owned businesses, and grassroots organizations, as detailed by Cavite et al. (2021). Rooted in the principle of collective ownership and management, community enterprises are established by community members uniting to confront shared challenges or seize opportunities. Distinct from purely profit-driven entities, these enterprises balance social, environmental, and economic goals, often arising as solutions to market inadequacies, access barriers to crucial services, or as mechanisms for empowering marginalized groups.

Community Participation

Community participation denotes the dynamic engagement of community members in all aspects of community development, encompassing decision-making, planning, implementation, monitoring, evaluation, and the sharing of benefits, undertaken with enthusiasm. Its goal is to collaboratively attain predetermined objectives. The process of community participation unfolds in four pivotal stages:

1. Participation in Problem Identification and Cause Analysis: This initial stage sees community members actively identifying problems and discerning their underlying causes within their domains. Effective problem identification is pivotal as it forms the cornerstone for subsequent initiatives. Without a deep understanding of the issues and their causes, efforts in later stages may falter in efficacy.
2. Participation in Planning Activities: Planning is a vital phase wherein community members are equipped to think critically and make informed decisions. It involves synthesizing various factors and information to craft comprehensive development plans.
3. Participation in Investment and Work Execution: Despite potential financial limitations, community members can contribute through labor investment and active involvement in work execution. This participation fosters a sense of ownership and enhances their understanding and skills by managing diverse activities.
4. Participation in Monitoring and Evaluation: Engaging community members in the monitoring and evaluation of projects or activities is crucial. Absence in this phase might lead to unawareness of the outcomes or benefits of their contributions, potentially overlooking any adverse impacts that need addressing. Such oversight could hinder the efficacy of future projects. Therefore, community participation throughout the development stages not only heightens awareness of community needs but also amplifies the chances of successfully resolving community challenges (Singh, 2022).

Self-Reliance

The objective of operating a successful operation is self-reliance. Evidently, the term "self-reliance" encompasses an extensive array of definitions.

Successful community self-reliance was defined as follows in this study: Government Agencies Perspective: Self-reliance for communities denotes the capacity of communities to maintain themselves through collaborative efforts and community development strategies (Mndebele, 2021). The program's objective is to foster community self-awareness, which empowers members to adapt to evolving societal concerns, consider and make decisions autonomously, without external influence, and efficiently develop and oversee community resources. Community Development Perspective: Community self-reliance is defined as the establishment of activities that are indispensable for individuals to achieve self-sufficiency. In situations where elements such as knowledge, materials, apparatus, or technology surpass the capabilities of the populace, aid from the government is imperative to guarantee the triumph of community initiatives and undertakings. It is essential to engage in community collaboration, which entails collective thought, consultation, and cooperative effort (Eder, 2023).

Significant influence is exerted by organizational factors on changes that occur within these groups. Participatory work, accord building, policy translation, involvement in a variety of supporting activities, and research teams and group leaders who prioritize the overall effort are some of these elements. It is imperative that knowledge management models are congruent with the learning process context of the group. Instead of exclusively prioritizing the generation, retention, or application of knowledge, it is crucial that these frameworks align with the particular intricacies and requirements of the collective's educational expedition.

Findings

Findings are reported in alignment with objectives as follows:

1. Background of the Nong Sarai community enterprise in Phanom Thuan District, Kanchanaburi Province

The approach in which community enterprises are established in order to maximize efficiency and accomplish their goals is contingent on the local environment and way of life. Long-term self-reliance development that is both sustainable and effective may be unattainable if it is founded on processes or methodologies borrowed from other communities or government agencies, without due consideration for the community's way of life. This is exemplified by the community enterprise of Ban Nong Sarai, which fostered a collective comprehension of problem-solving methodologies among its members by learning from its mistakes. Active involvement from the local residents was a pivotal element in effectively addressing issues that emerged within the community. When issues arose from within the community, only the inhabitants possessed the knowledge of the procedures required for effective progress. Furthermore, the

establishment of community enterprises necessitates a methodical progression that is consistent with the circumstances of the community. Community engagement is not only an essential element in the development process of community enterprises; community self-sufficiency is a critical mechanism that facilitates the autonomy of its members and the resilience of the community enterprise. The research results indicate that the prosperous community enterprise in Ban Nong Sarai attained its success by means of a dual approach involving community engagement and self-sufficiency. Members of the enterprise actively contributed, exchanged ideas, participated in decision-making processes, and ultimately benefited from the enterprise's endeavors. Furthermore, in terms of community capital, the self-sufficiency of the communal enterprise was demonstrated.

In conclusion, the progression of community enterprises towards self-sufficiency is an essential procedure that aids in guaranteeing the caliber and efficacy of activities conducted within the collective. Two crucial elements are critical to its success: community engagement and independence. In the past, community enterprise development in Thai society was primarily concerned with group integration. However, Nong Sarai Community Enterprise has grown by encouraging community members to participate in cooperative efforts, joint thought, and joint action in development, in addition to strengthening the community. Current development is influenced by numerous stimuli that can lead to failure. These calamities were surmounted by Nong Sarai community enterprises by means of community interdependence. The act of participating is the means by which the objective of becoming an independent community is accomplished.

2. Community Participation of the Nong Sarai community enterprise in Phanom Thuan District, Kanchanaburi Province

Community participation is indispensable for the prosperity of community enterprises. These are the three fundamental conditions that indicate this result belongs to a community. To exemplify how communities meet these conditions and are essential for ensuring meaningful community participation:

(2.1) Willingness and Intent: Participation must be voluntary, stemming from the individual's genuine willingness and intent to contribute.

This voluntarism ensures that members perceive themselves as integral components of the community enterprise, fostering their commitment to the processes of problem-solving and decision-making.

(2.2) Equality and Fairness: Participation ought to be grounded in principles of equality and fairness, where the contributions and capabilities of each individual are recognized and valued. It is critical that participation does not result from coercion or intimidation by those in positions of authority.

(2.3) Active Membership: The efficacy of community enterprises hinges on the active engagement of members who join and participate in activities willingly. This voluntary and enthusiastic participation cultivates a culture of shared responsibility and collective commitment. In summary, community enterprises like Ban Nong Sarai rely on these principles of community participation to drive their development processes effectively.

(2.4) Self-Reliance: Self-reliance is identified as a crucial mechanism that enhances the resilience of community enterprises and empowers their members to be self-sufficient. It encompasses the members' active engagement, exchange of ideas, involvement in decision-making processes, and attainment of benefits. The interdependence and cooperation that characterize community engagement are crucial for the development of community-owned businesses.

They are indispensable for the group's achievement, guaranteeing that members are actively engaged, contribute their ideas, participate in decision-making, and gain from the enterprise's undertakings. In conclusion, for community enterprises to flourish and achieve self-sufficiency, they require the dedication and voluntary participation of their members, in addition to the capacity to utilize their collective wisdom. Community participation is, therefore, an indispensable pillar upon which the prosperous growth of community enterprises must be built. Contingent on the attributes and requirements of its constituents, cultural and contextual affiliations may vary from community to community. Community participation is not a one-size-fits-all process; rather, it necessitates customization to account for the particular circumstances and variables involved.

Community participation is comprised of several essential components: establishing objectives for engagement, identifying relevant stakeholders, taking into account community culture, and comprehending economic and social environments. Each of these elements has an impact on the community participation procedure. It is essential to recognize that there is no single optimal method for implementing community participation; rather, one must be adaptable and situation-dependent. Economic and social contexts, as well as community culture, exert a substantial influence on the community participation process. The examination revealed that the community participation process in the Ban Nong Sarai community enterprise encompasses a multitude of components, including membership, collaborative ideation, opinion expression, decision-making, action implementation, problem-solving, and benefit accrual.

In conclusion, the operation and growth of a community enterprise are contingent upon the active involvement and contribution of its members. At this time, Nong Sarai has evolved into a model community enterprise that can serve as an example for others on account of its transparent and tangible implementation process. This extends to the formation of an organization, the operation of activities within the community, and the coordination of goods production by a grouping. Collaboration within the community is also highly effective. Participatory development

unifies the community as a whole through the implementation of collective efforts, collective thought, collective action, collective decision-making, and collective benefit distribution.

3. Self-reliance of the Nong Sarai Community Enterprise in Phanom Thuan District, Kanchanaburi Province

Community enterprises represent an additional mechanism through which communities can cultivate resilience and adaptability in the twenty-first century. In addition to being predicated on community engagement, development initiatives ought to foster self-sufficiency within the community. Self-reliance signifies the capacity and potential of communities to engage in productive endeavors and efficiently resolve their own challenges. It is a fundamental element that facilitates the successful development and self-sufficiency of community enterprises. Self-reliance may differ between communities and community enterprises; however, it is crucial that it corresponds with the particular circumstances, way of life, and distinct requirements of each community. As an illustration, the Nong Sarai Community Enterprise operates with high efficiency, fostering self-reliance among its members through collaborative endeavors. This community enterprise's self-sufficiency began with the community's capacity to achieve self-sufficiency, predominantly through the local transformation of agricultural products (rice). The application of traditional local knowledge to the establishment of a community enterprise resulted in the creation of livelihoods. The self-reliance of the villagers was made possible by their community unity.

It is apparent from the analysis and research data that the Nong Sarai Community Enterprise's success can be attributed to the self-sufficiency of the community. Multiple facets of this community exemplify self-reliance: individual endeavors, natural resources, indigenous knowledge, and social influences. The residents of the Nong Sarai community have ultimately benefited from the development of a robust community and a prosperous community enterprise as a result of their self-reliance in these areas. The process of successfully establishing the community enterprise in Nong Sa Rai, which has contributed to its enduring nature and empowered its members to rely on themselves, holds considerable importance. Alongside the criticality of community participation, the capacity of the community to operate independently is an additional significant determinant. The researchers have conducted a data synthesis and analysis within this particular framework. Their findings indicate that the community enterprise's self-reliance process is comprised of three distinct components: natural resources, local wisdom, and social and personal aspects.

The community of Nong Sa Rai is endowed with an abundance of varied natural resources. By harnessing local knowledge, including traditional weaving and textile production, they have successfully converted these resources into community goods. Additionally, by coexisting within the community and the community enterprise group, members of the community exhibit a profound sense of solidarity, benevolence, reciprocal aid, and a shared objective. This community

is well-equipped in terms of human resources to collectively engage in a variety of community activities, such as participation, production, distribution, and consumption, due to the unity that serves as the basis for their livelihoods. The success of these processes is contingent on the expertise and capacities of individuals in every facet, who collaborate, support, and advance each endeavor individually. In brief, the Nong Sa Rai community enterprise's achievements and capacity for self-sufficiency can be ascribed to a confluence of factors: the utilization of plentiful natural resources, the implementation of indigenous knowledge, and the community's robust social and personal fabric, which enables its members to collaborate efficiently across a multitude of community endeavors.

In conclusion, the *Self-Sufficiency Process* implemented by the Nong Sa Rai community serves as a pivotal mechanism in bolstering the community enterprise and fostering a sense of unity among its members. By consuming products processed by local villagers who are members of the community, one not only sustains community income but also stimulates circulation, thereby contributing to the improvement of the local economy. In summary, the Nong Sa Rai community's process of self-reliance has propelled the formation of a robust community enterprise that has emerged as a focal point for continuous community progress.

4. Model for community Self-Reliance: Nong Sa Rai Subdistrict, Phanom Thuan District, Kanchanaburi Province, in the 21st Century

Community participation and self-sufficiency must underpin the development of community enterprises that are robust and self-sufficient in the swiftly changing globalized world of the twenty-first century. These operations are critical investments that will facilitate the success of community enterprises (Jangjarat et al., 2023). The triumph of the Nong Sa Rai community enterprise cannot be attributed exclusively to its products; rather, it is a product of community members' active engagement and the collaborative endeavors of the group. It involves considering, collaborating, and working together to overcome a variety of obstacles. The Nong Sa Rai community enterprise serves as an exemplary community enterprise that achieves success through the collaborative efforts of its members. The achievement can be ascribed to proficient group management executed by leaders, internal operations founded on the principle of member engagement, and production that integrates indigenous knowledge with natural resources in order to generate services and products.

Group Management - The chairperson of the Nong Sa Rai community enterprise effectively oversees the group, which significantly contributes to the enterprise's growth and progress. When members place trust in their leader, collaboration improves and becomes more efficient. Effective leadership is crucial in facilitating the establishment of a resilient and commendable community enterprise, which can act as an inspiration for the growth of self-sufficient community enterprises in other locales or the local community. Effective leadership at the Nong Sa Rai community enterprise has endowed the organization with the authority to

function efficiently, to its great benefit. The leadership exhibited by the group's chairperson serves as an exemplar in the process of cultivating community enterprises that strive for autonomy.

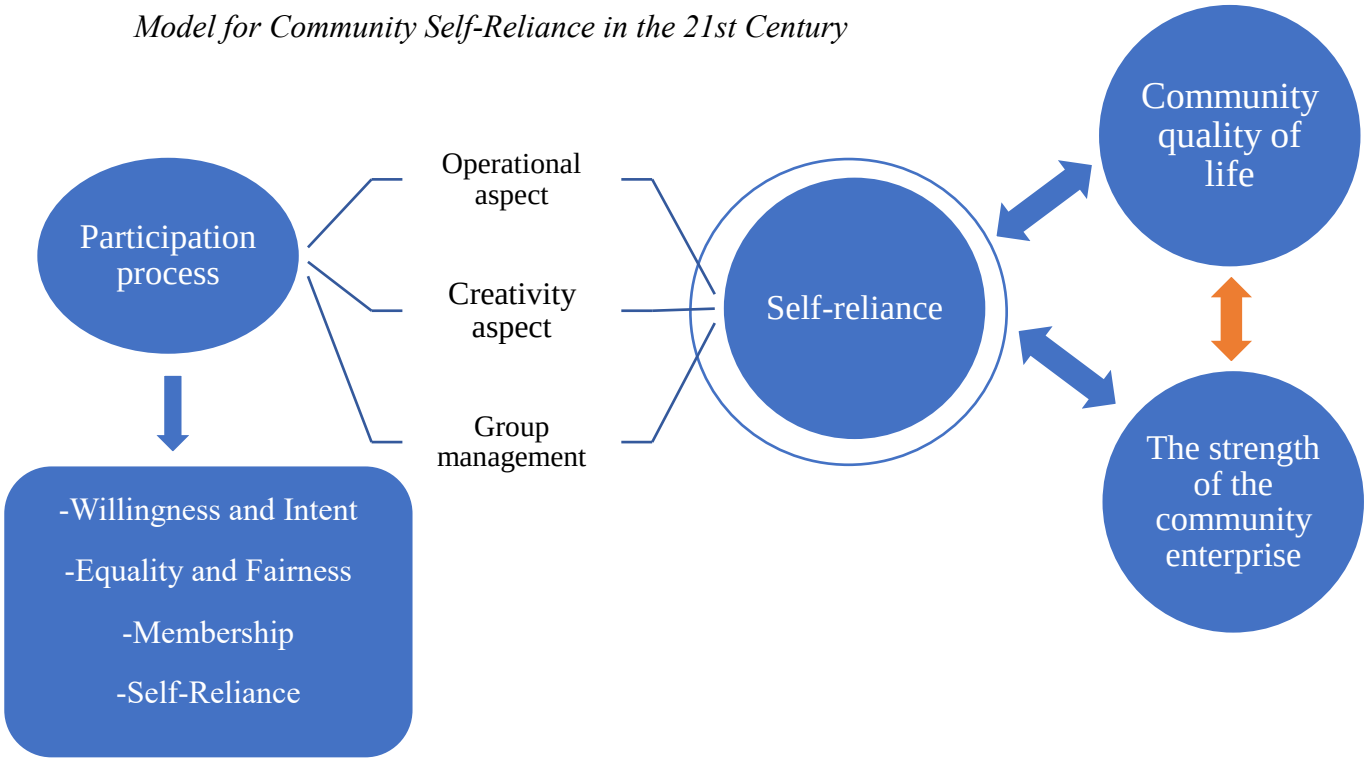
Operational Aspect - The Nong Sa Rai community enterprise's progress towards self-sufficiency and robustness is significantly propelled by its collaborative operations. Cooperative effort is a fundamental component of this development model, serving to both guarantee the excellence of the community enterprise and mirror the capabilities of its constituents. The attainment of objectives and success would be unattainable in the absence of active participation and mutual support among group members. Hence, the operational facets of the Nong Sa Rai community enterprise exemplify how operations can be conducted in accordance with the organization's members' strong group cohesion, compassion, cooperation, and mutual aid.

Creativity Aspect - The production conducted by the Nong Sa Rai community enterprise functions as a model for self-sufficient community enterprises. The production of the Nong Sa Rai community enterprise is contingent upon the utilization of community-owned internal resources and the transmission of local wisdom across generations. The outcome of this distinctive amalgamation is products that unmistakably embody the community's identity. The Nong Sa Rai community enterprise ensures a rigorous production process that incorporates the active involvement of community members throughout each stage. Moreover, they convert resources that are available in the community into tangible products. By acknowledging the worth of their existing possessions, they are able to generate additional value for their community. As a result, the Nong Sa Rai community enterprise is widely recognized as an innovatory community enterprise according to the framework illustrated in Figure 1.

The production carried out by the Nong Sa Rai community enterprise serves as a model for community enterprises that are self-reliant. This is because the Nong Sa Rai community enterprise's production is based on the internal resources within the community, combined with the local wisdom that has been passed down through generations. This unique combination results in products that clearly reflect the identity of the community. The production process of the Nong Sa Rai community enterprise is meticulous and involves the active participation of community members at every stage. Furthermore, they transform what they have within the community into products. Recognizing the value of what they already possess allows them to create new value for their community. Therefore, the Nong Sa Rai community enterprise is renowned as a pioneering community enterprise in terms of the model in figure 1.

Figure 1

Model for Community Self-Reliance in the 21st Century



Communities and Self-Sufficiency Development Success is a desired outcome for numerous organizations and communities; however, the trajectory that culminates in success frequently fails to resonate with the interests and concerns of those very communities. Concerning the Nong Sa Rai community enterprise, it is an occupation that functions through community engagement, thereby ensuring that the outcomes of their efforts fulfill the community's requirements while diminishing its reliance on external sources of assistance. Both the villagers and the Nong Sa Rai community enterprise members operate with integrity and compassion. Moreover, the self-sufficiency of the community is a critical mechanism by which the community enterprise achieves sustainability. A high quality of life and the community's capacity for self-sufficiency are qualities that define its strength. Thus, the community enterprise contributes to the advancement of the Nong Sa Rai neighborhood.

In conclusion, the community enterprise was honored with the Outstanding Community Enterprise Award in 2018 as a result of its arduous and committed endeavors (B.E. 2561). This accolade does not serve as an indicator of the community enterprise's achievement; instead, it signifies the organization's commitment to functioning as an instrument of, for, and in collaboration with the community. This indicates that the community enterprise functions as a self-sufficient and comprehensive model, thereby exemplifying its success. The award showcases

the community enterprise's operations and development process, serving as a model for other organizations with comparable objectives and requirements. The Nong Sa Rai community enterprise exemplifies community development and operation in this manner, thereby serving as a paradigm for other community enterprises aspiring to attain comparable levels of accomplishment.

Conclusion and discussion

Numerous noteworthy accomplishments, models, and novel insights have been derived from the findings of the four research sections enumerated above. To recapitulate, these include the following:

1. Community Enterprises and Community Capital

Community capital or community resources are crucial to the success of community enterprises in Nong Sarai and to their transformation into exemplary models of the community enterprise model. The community capital utilized by Nong Sarai community enterprises consists of natural capital, human capital, social capital, and cultural capital, all of which are created through the participation of community members. The aforementioned resources are derivative of the intellectual legacy that has been transmitted across generations, which has contributed to the resilient growth and autonomy of community enterprises in Nong Sarai. This is consistent with the findings of Buratti et al. (2022), whose research investigates community enterprise development guidelines for self-sufficient communities in the twenty-first century. These guidelines serve as a blueprint for progress across multiple domains, with the intention of promoting further development. Historically, communal relationships have been the foundation of Thai society, laying the groundwork for vital collaborative efforts among all sectors. Before the onset of the economic crisis in 1997, Thailand had not experienced substantial advancements in its development trajectory. The preservation of traditional lifestyles in certain communities persisted, sustained by enduring cultural conventions and the copious natural resources present in those areas. In contrast to Western nations, Thailand had not yet been significantly influenced by modernization at this time (Petchprasert & Wongkul, 2021).

In contrast, development community enterprises (DCEUs) wield significant influence for constructive transformation, specifically when it comes to tackling regional obstacles, nurturing community resilience, and nurturing grassroots progress. These enterprises are founded upon the tenets of democratic governance, social impact, and collective ownership. The intersection of development community enterprises and the dynamics of the twenty-first century is as follows: Community enterprises dedicated to development prioritize the resolution of localized challenges while setting them in relation to more extensive global concerns, including but not limited to environmental degradation, poverty, and inequality. Through the utilization of regional resources, expertise, and knowledge, these businesses create solutions that are tailored to the specific

circumstances and desires of the communities in which they operate. Through participation and empowerment of development community enterprises, members of the community are engaged in project planning, implementation, and decision-making. The authors advocate for participatory methodologies that acknowledge the expertise, capacity, and initiative of community members, thus cultivating a perception of proprietorship and responsibility (Boonpok et al., 2023).

2. Community Enterprises and Participation

Community enterprises in Nong Sarai flourish through the utilization of the community's residents' participatory process, which includes membership engagement, collaborative thought and opinion expression, joint decision-making, and the distribution of shared benefits. These processes are the primary determinants of the robustness of Nong Sarai community enterprises; for its residents to attain self-sufficiency, it is vital that the community's resilience be strengthened. The community development master plan has facilitated the identification of a multitude of issues that transcend debt-related concerns and conflicts. These concerns include, among others, environmental, health, and occupational obstacles. In order to tackle these issues, the members of the community have collaboratively employed the resources at their disposal to identify resolutions. An embraced and implemented philosophy in the community is the sufficiency economy, which functions at the level of both households and individuals. This philosophical framework functions as a compass for the pragmatic implementation of its three governing principles and two conditions. It is critical to acknowledge that this philosophy does not represent the exclusive development approach to attaining self-sufficiency. Instead, it functions as one of several alternative strategies intended to improve the effectiveness of community development and livelihoods (Hayehama, 2023).

Nong Sarai community members have participated in a range of initiatives aimed at tackling the diverse obstacles encountered by their locality. As an illustration, after recognising the substantial financial burden associated with procuring potable water, they resolved this concern by instituting a community-based water generation system utilising the adjacent Chaloem Phra Kiat Canal. This enabled them to purchase and distribute water at a reasonable cost. The adherence of the water production to predetermined criteria was assured by the community via inspections carried out by local government agencies. It is crucial to emphasize that the Nong Sarai community has conducted its activities collectively and for the benefit of the entire community, in accordance with the sufficiency economy philosophy and the principles of community participation.

3. Community Enterprises and Self-reliance

Community enterprises in Nong Sarai maintain their strength and resilience in the face of a world that is undergoing rapid change by relying on the residents' self-reliance, which is ingrained in the collaborative process of participating in community activities. Moreover, community self-reliance is an additional critical element of the development of community enterprises that facilitates independence. Three components comprise this community self-sufficiency: transparency, local knowledge, and natural resources. Community self-reliance is a pivotal factor in the Nong Sarai community enterprise as it contributes significantly to the enterprise's robustness and empowers its members to financially sustain themselves. The concept of community self-reliance can be deconstructed as follows: *Natural Resources*- The self-sufficiency of the community is predicated on its natural resources. This includes meeting their requirements through the efficient and sustainable utilization of local resources. *Local Knowledge*- The community capitalizes on its profoundly ingrained traditions and practices, which constitute its local wisdom and knowledge. In order to develop sustainable solutions to local challenges, this information is vital. Mutual reliance requires that which the community be conducted in a transparent manner. Meilya et al. (2021) discovered that in a transparent and accountable environment where all participants contribute and benefit, community members who unite, collaborate harmoniously, and pursue shared objectives foster an atmosphere of accountability. These findings align with those of Santipolvut (2020) who discovered that the achievement of success in the operations of a community enterprise does not result from the desires of a single member, but rather from the collective dedication and labor of all its members who share the same objectives. Nonetheless, the establishment of prosperous community enterprises necessitates the collaboration of various elements in order to attain sustainable development objectives and enhance the well-being of community members. By doing so, it has achieved the status of an exemplary, self-sufficient community enterprise.

The journey of the Nong Sarai community enterprise is a paradigmatic illustration of community autonomy and development led by the people. This serves as evidence of how communities can fortify themselves and decrease their dependence on external assistance by means of collaborative and participatory procedures as outlined as follows:1) The improvement of apparatus and equipment to increase production capacity and product quality constitutes production development. 2) In order to increase market share, marketing development entails the creation of new products with packaging designed for an extended shelf life. 3) The procurement of financial capital and business management concentrate on enhancing the structure and internal financial logistics of community enterprises. 4) Sustainable development underscores the importance of conducting business in a sustainable manner and involving the community in financing diverse facets of its progress and 5) The engagement of individuals across diverse spheres of society in propelling the community towards its objective of self-sufficiency.

Recommendations

Recommendations for Implementing Research Findings

1) Community Engagement: Facilitate the active participation of members of the community in the application of research outcomes. This may entail organizing conferences, seminars, or focus groups to deliberate and generate ideas regarding the efficient implementation of the research findings.

2) Capacity Development: Offer community members training and capacity-building initiatives aimed at augmenting their comprehension of the research outcomes and furnishing them with the requisite competencies to effectively apply them.

3) Collaborative Efforts: Encourage the cooperation of community members, local organizations, government agencies, and other relevant stakeholders in order to capitalize on their respective resources and specialized knowledge for the effective execution of the initiative.

Recommendations for Future Research

1) Analysis of Government Partnerships: Examine the capacity of governmental entities to facilitate and advocate for community enterprises. This analysis should encompass an examination of the funding mechanisms, policies, and programs that are accessible for the development of community enterprises.

2) Impact Assessment: Conduct an evaluation of the environmental, social, and economic ramifications that community enterprises have on the Nong Sa-rai community. Changes in income levels, employment opportunities, access to resources, and environmental sustainability should all be quantified as part of this evaluation.

3) Market Development Strategies: Analyze efficacious approaches to product promotion and market development that are applicable to community enterprises. This may entail conducting research on consumer preferences, market trends, competitive analysis, and community-specific marketing strategies.

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