



Journal of Multidisciplinary in Social Sciences
Journal homepage : <https://so03.tci-thaijo.org/index.php/sduhs>



Guidelines for Strengthening Collaboration Networks and Promoting Sustainable Waste Management: A Case Study of the Na Phan Sam Subdistrict Administrative Organization, Mueang District, Phetchaburi Province

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Article info

Article history:

Received:

Revised:

Accepted:

Keywords:

Collaboration network, Local administrative organization, Strengthening collaboration networks

Abstract

This study aimed to identify strategies for developing a high-performing local administrative organization by strengthening collaborative networks and synthesizing best practices from successful organizations. A qualitative research approach was employed, with data collected through in-depth interviews with 20 key informants selected through purposive sampling, complemented by an extensive review of relevant documents and academic literature. The findings revealed that collaborative networks were initially established through informal “Coffee Council” meetings, which brought together representatives from government agencies and local communities to promote inclusive dialogue and collaborative problem-solving. The collaboration process emphasized establishing shared goals, fostering openness, and encouraging the exchange of ideas. Key success factors included a strong commitment to continuous learning and organizational development, effective teamwork, and sustained efforts to promote community development. The findings also suggest that other local administrative organizations can enhance their performance by adopting a horizontal management approach that promotes equitable participation in decision-making and supports participatory and transparent governance. Furthermore, establishing partnerships with educational institutions to facilitate knowledge sharing, promoting shared public values throughout the organization, and leveraging well-developed information and communication technology infrastructure were identified as critical factors contributing to organizational success.

Introduction

The effectiveness and efficiency of local administrative organizations (LAOs) are crucial for sustainable development and an improved quality of life

in communities. As the most immediate form of government for the population, LAOs are uniquely positioned to address local issues promptly and tailor solutions to meet specific community needs. Their roles encompass a wide range of responsibilities, including,

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but not limited to, providing essential services such as education, healthcare, sanitation, infrastructure development, and public safety. The performance of LAOs directly impacts the well-being of the local population, making their operation and success a matter of significant public interest (Steytler, 2005).

Given the multifaceted nature of the challenges faced by LAOs, their ability to deliver on these responsibilities is increasingly dependent on the strength and breadth of their collaboration networks. Effective collaboration allows for the pooling of resources, sharing of knowledge, and coordinating of efforts among various stakeholders, including governmental agencies, non-governmental organizations (NGOs), private sector entities, and community groups (Agranoff & McGuire, 2003). These networks enable LAOs to leverage external expertise and resources, which is particularly important in the context of decentralization, where local governments are often granted greater autonomy and responsibility without a commensurate increase in resources (Faguet, 2014).

Decentralization has been a prominent trend in public administration over the past few decades, driven by the belief that devolving power to local governments can lead to more responsive, accountable, and effective governance. By bringing decision-making closer to the people, decentralization aims to enhance the relevance and effectiveness of public policies and services. However, it also places significant demands on local governments, requiring them to build capacity and develop new competencies to manage their expanded roles effectively (Faguet, 2014). In this context, collaboration networks emerge as a critical tool for LAOs to meet these demands and overcome the inherent limitations of resource constraints.

The development of robust collaboration networks is essential for LAOs to achieve excellence in their operations. These networks facilitate the integration of diverse perspectives and expertise, fostering innovative solutions to complex local problems. Moreover, they enhance the capacity of LAOs to respond to emerging challenges by providing access to a broader pool of knowledge and resources. Effective collaboration also promotes social cohesion and community engagement by involving various stakeholders in the decision-making process, thereby fostering a sense of ownership and collective responsibility for local development outcomes (Emerson et al., 2012).

In recognition of the importance of collaboration networks, this research aims to study and analyze the guidelines for creating an exceptional local administrative organization through enhanced collaboration networks. The study seeks to identify key strategies that facilitate LAOs' ability to build and sustain effective collaboration networks and to synthesize lessons learned from successful examples. By doing so, it aims to provide actionable insights that can guide LAOs in their efforts to improve service delivery and development outcomes.

One of the primary motivations for this research is the need to bridge the gap between theory and practice in the field of local governance. While there is a substantial body of literature on the benefits and challenges of collaboration in public administration, there is a need for more empirical research that examines how these concepts are applied in practice. This study addresses this gap by providing a detailed analysis of a specific case study – the Na Phan Sam Subdistrict Administrative Organization in the Mueang District of Phetchaburi Province. Through this case study, the research aims to uncover practical strategies and best practices that can be applied to other LAOs facing similar challenges.

The Na Phan Sam Subdistrict Administrative Organization (SAO) presents an interesting case for studying collaboration networks due to its proactive approach to community engagement and collaboration. Despite being a relatively small administrative unit, the Na Phan Sam SAO has made significant strides in building effective collaboration networks that involve various stakeholders, including local government agencies, community groups, and the private sector. These efforts have resulted in improved service delivery and development outcomes, making it a model worth examining in detail.

The research methodology for this study involves a qualitative approach, combining in-depth interviews with a review of relevant documents and academic literature. The qualitative approach is particularly suited for this study as it allows for a deep exploration of the processes and mechanisms that underpin successful collaboration networks. In-depth interviews with key informants provide rich, detailed data on the strategies and practices used by the Na Phan Sam SAO, while the document review offers additional context and background information (Creswell, 2013).

The findings of this research are expected to provide valuable insights into the factors that contribute to the success of collaboration networks in LAOs.

Preliminary observations suggest that informal mechanisms, such as the “coffee council” meetings initiated by the Na Phan Sam SAO, play a crucial role in fostering open dialogue and equitable participation among stakeholders. These informal meetings provide a platform for participants to discuss issues, share ideas, and develop joint solutions in a relaxed and non-hierarchical setting. This approach contrasts with more formal, top-down methods of governance and highlights the importance of creating inclusive spaces for collaboration (Agranoff & McGuire, 2003).

Another key aspect of the research is the examination of the processes involved in building and sustaining collaboration networks. The study aims to identify specific practices that facilitate the development of shared goals, encourage open-mindedness, and promote the exchange of information among network partners. These practices are essential for creating a collaborative environment where stakeholders feel valued and motivated to contribute to collective efforts (Emerson et al., 2012).

The commitment to continuous learning and development is also a critical factor in the success of collaboration networks. The Na Phan Sam SAO has demonstrated a strong commitment to learning from both successes and failures, continuously refining its strategies and practices to improve outcomes. This culture of learning is supported by regular training and capacity-building activities for staff and stakeholders, ensuring that they are equipped with the necessary skills and knowledge to participate effectively in the collaboration network (Peters & Waterman, 1982).

Teamwork and a shared commitment to local community improvement are further important factors that contribute to the success of collaboration networks. The Na Phan Sam SAO has fostered a sense of teamwork among its staff and stakeholders, encouraging them to work together towards common goals. This collaborative spirit is reinforced by regular team-building activities and the recognition of individual and collective contributions to the community’s development (O’Toole, 1997).

The research also seeks to synthesize key lessons for other LAOs that aspire to enhance their collaboration networks. One of the main lessons is the importance of adopting a horizontal management model that promotes equal decision-making power among stakeholders. This approach helps to flatten organizational hierarchies and empower all participants to contribute to the

decision-making process. By promoting participatory and transparent governance, LAOs can build trust and foster a sense of ownership among stakeholders, leading to more effective and sustainable collaboration (Fountain, 2001).

The role of educational institutions in supporting collaboration networks is another important lesson. Educational institutions can provide valuable knowledge and expertise, supporting LAOs in their efforts to build capacity and develop innovative solutions to local problems. Partnerships with academic institutions can also facilitate access to research and training resources, enhancing the overall effectiveness of the collaboration network (Brillantes & Cuachon, 2002).

Finally, the research highlights the importance of robust information and communication technology (ICT) support for facilitating collaboration and information exchange. ICT tools can enhance communication and coordination among network partners, enabling more efficient and effective collaboration. The Na Phan Sam SAO has leveraged ICT tools to support its collaboration efforts, demonstrating the potential of technology to enhance the performance of LAOs (Fountain, 2001).

The research addresses several key gaps in the study of local administrative organizations (LAOs) and their collaboration networks. While theoretical frameworks emphasize the importance of collaboration, there is limited empirical research on how these networks operate in practice, particularly in smaller LAOs like the Na Phan Sam Subdistrict Administrative Organization. Informal mechanisms such as “coffee council” meetings, which play a significant role in fostering open dialogue and equitable participation, remain underexplored. Additionally, existing studies rarely integrate waste management solutions into discussions of collaboration networks, despite their relevance to local challenges. The role of capacity-building practices and ICT tools in strengthening collaboration is also under-documented, leaving a gap in understanding how LAOs can develop skills, share knowledge, and coordinate effectively. This study fills these gaps by providing an in-depth case analysis of a proactive LAO, offering practical insights into how collaboration networks can drive sustainable development and address specific community needs.

In conclusion, this research aims to provide a comprehensive analysis of the strategies and practices that contribute to the success of collaboration networks in local administrative organizations. By studying the case of the Na Phan Sam Subdistrict Administrative

Organization, the research seeks to uncover practical insights and lessons that can be applied to other LAOs. The findings are expected to contribute to the existing body of knowledge on local governance and collaboration networks, offering valuable guidance for practitioners and policymakers. The ultimate goal is to support LAOs in their efforts to enhance service delivery and development outcomes through effective collaboration.

Objective

To provide a comprehensive analysis of the strategies and practices that contribute to the success of collaboration networks in local administrative organizations.

Literature Review

Theoretical Framework: Collaboration Theory and Organizational Excellence

The study of collaboration networks in local governance is deeply rooted in collaboration theory, which underscores the significance of cross-sector partnerships to effectively address complex societal issues. This theoretical framework is vital for understanding how different entities can work together to achieve common goals, particularly in public administration and management. Collaboration theory posits that integrating the efforts of various stakeholders—governmental, non-governmental, private sector, and community organizations—can lead to more innovative and sustainable solutions (McIvor, 2019). The emphasis on collaboration as a strategic approach is essential for local governments aiming to enhance their governance capacities, deliver public services efficiently, and achieve sustainable development goals.

Collaboration theory is predicated on the notion that complex problems cannot be solved by single entities working in isolation. Instead, they require the collective efforts of multiple stakeholders who bring diverse perspectives, resources, and expertise to the table. This theoretical framework involves several key aspects: interdependence, where stakeholders recognize their mutual dependence to achieve shared objectives, leading to more integrated and cooperative efforts (Tuurnas et al., 2019); shared goals, which successful collaboration hinges upon, aligning the interests of all parties involved (Dean, 2018); trust and relationships, essential for fostering open communication, reducing conflicts, and enhancing commitment to collective action (Xing & Xing, 2022); and governance structures that facilitate

coordination, decision-making, and accountability among stakeholders (Cain et al., 2020).

Organizational excellence in the context of local governance refers to the ability of local governments to utilize collaboration networks to improve their performance and achieve sustainable development. Collaborative governance is seen as a management innovation that can lead to significant improvements in public administration by fostering inclusive decision-making processes and leveraging diverse resources (Titik, 2018). Enhanced governance capacities are one of the critical elements for achieving organizational excellence through collaboration. Collaboration networks enable local governments to enhance their governance capacities by pooling resources, knowledge, and expertise from various stakeholders, leading to more comprehensive and effective solutions to public problems (Douglas et al., 2020). Efficient public service delivery is another benefit, as collaboration helps streamline processes, reduce redundancies, and improve the efficiency of service delivery. For instance, collaborative networks in regional water management have shown to improve coordination and resource allocation, leading to better outcomes (Cain et al., 2020). Moreover, collaboration is integral to achieving sustainable development goals as it involves the participation of diverse stakeholders who can address economic, social, and environmental dimensions of sustainability. An example is the collaborative governance in forest management, which promotes sustainable land use practices and prevents environmental degradation (Roengtam & Agustiyara, 2022).

Empirical studies and case analyses highlight the practical application of collaboration theory in local governance and its impact on organizational excellence. For example, research on Local Crime Prevention Councils in Denmark demonstrated that network managers who adapt institutional designs to local conditions and connect mandated networks with self-convened stakeholder networks achieve better governance outcomes. This adaptation is crucial for addressing specific community needs and enhancing collaborative efforts (Krogh, 2020). Similarly, research on local water governance networks in China revealed that high social capital and low network density are essential for effective collaboration, facilitating better management of water resources and addressing environmental challenges more efficiently (Cui & Yi, 2020). A study on regional public transport authorities in Sweden found that both formal

and informal interactions are essential for effective collaboration, helping build common identities and develop joint agreements, ensuring that public transport systems meet community needs effectively (Paulsson et al., 2018). Another assessment of healthcare networks in Maryland highlighted the importance of formal governance structures and dedicated resources for sustained collaboration, emphasizing the need for robust frameworks to support collaborative efforts (Wachhaus, 2021). Research on collaborative governance in forest management in Indonesia emphasized the importance of guidelines and collaborative networks in preventing land-clearing fires and promoting sustainable practices, demonstrating effective collaboration among various stakeholders (Roengtam & Agustiyara, 2022).

In conclusion, collaboration theory provides a robust framework for understanding and enhancing collaboration networks in local governance. By leveraging the principles of interdependence, shared goals, trust, and appropriate governance structures, local governments can achieve organizational excellence. The empirical evidence from various case studies underscores the effectiveness of collaborative governance in addressing complex societal issues, improving public service delivery, and achieving sustainable development goals.

Case Studies of Successful Local Administrative Organizations

The role of collaborative networks in local governance has garnered significant attention in recent years as a means to addressing complex public issues effectively. Various case studies highlight the positive outcomes of collaboration between local authorities, non-profit organizations, and other stakeholders, demonstrating how these networks can enhance governance and service delivery. A prominent example is the study of Local Crime Prevention Councils in Denmark, which revealed that effective network managers play a crucial role in adapting institutional designs to local conditions and linking publicly mandated networks to self-convened stakeholder networks. This adaptation facilitates better collaboration and outcomes in governance networks by ensuring that the specific needs and contexts of local communities are addressed appropriately (Krogh, 2020). Similarly, in the context of environmental governance, a study on local water governance networks in China emphasized that high levels of social capital and low network density are key determinants of effective collaboration. The empirical analysis, which focused on the Water Ecological

Civilization Pilot Project in China, found that networks with these characteristics were more successful in achieving their governance goals. This study highlighted the importance of considering network structures and the quality of relationships within them to foster effective collaboration (Cui & Yi, 2020). Another illustrative case is found in the study of public transport governance in Sweden. This research explored how regional public transport authorities collaborate with municipalities and transport operators. It concluded that effective collaboration is facilitated by both formal meetings and informal interactions, which help build common identities and develop joint agreements on public transport priorities. Such collaborative efforts are crucial for aligning the objectives of different stakeholders and ensuring that public transport systems meet the needs of the communities they serve (Paulsson et al., 2018).

In the realm of environmental governance, another study focused on local water governance networks in Dongguan, China. This research demonstrated that formal networks significantly contribute to the formation of informal networks. The findings indicated that actors within formal networks are more likely to establish informal relationships, which are essential for effective governance. These informal relationships help bridge gaps and facilitate smoother coordination and communication among diverse stakeholders (Huang et al., 2020). Healthcare networks also provide valuable insights into the role of collaboration in local governance. An assessment of local healthcare networks in Maryland revealed that organizations see significant value in participating in these networks and report a strong history of collaborative action. However, the study also pointed out that the lack of formal governance structures and dedicated resources negatively impacts the performance of these networks. This underscores the importance of having a robust governance framework and adequate resources to support sustained collaboration and achieve desired health outcomes (Wachhaus, 2021). In Indonesia, a study on forest land use policy in Riau Province highlighted the critical role of collaborative governance in sustainable forest management. The research focused on the importance of guidelines for preventing land-clearing fires and the role of collaborative networks in addressing these environmental challenges. It found that effective collaboration among local and central governments, along with other stakeholders, is essential for implementing policies that promote sustainable land use and prevent environmental degradation (Roengtam

& Agustiyara, 2022). These case studies collectively illustrate the diverse applications and benefits of collaborative networks in local governance. They emphasize the importance of network structure, effective management, and the integration of formal and informal relationships.

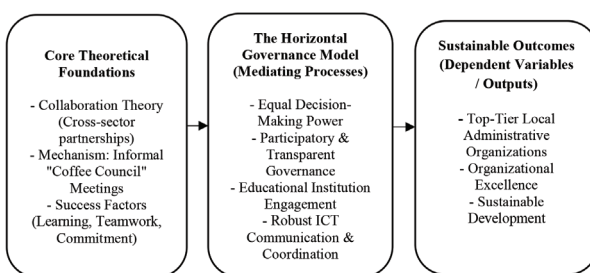
Effective network managers are crucial for adapting institutional frameworks to local conditions, as demonstrated in the Danish crime prevention councils (Krogh, 2020). High social capital and low network density are key for successful environmental governance, as seen in China's water governance networks (Cui & Yi, 2020). Formal and informal interactions are necessary for aligning stakeholder objectives in public transport planning, as evidenced by the Swedish study (Paulsson et al., 2018). Furthermore, the establishment of informal networks from formal ones enhances governance, as shown in the Dongguan case (Huang et al., 2020). The need for formal governance structures and resources is critical for the success of healthcare networks, as highlighted by the Maryland study (Wachhaus, 2021). Lastly, collaborative governance is essential for sustainable forest management, as indicated by the study in Indonesia (Roengtam & Agustiyara, 2022).

In summary, these case studies underscore the importance of collaborative networks in local governance across various sectors. Effective collaboration relies on the quality of relationships within networks, the adaptability of institutional frameworks, and the integration of formal and informal interactions. By fostering these elements, local administrative organizations can enhance their governance capabilities and better address complex public issues. These findings offer valuable insights for policymakers, practitioners, and researchers interested in improving local governance through collaborative networks.

Conceptual Framework

The conceptual framework for this study is anchored in collaboration theory and organizational excellence, focusing on establishing top-tier local administrative organizations through enhanced collaboration networks. Collaboration theory emphasizes the importance of cross-sector partnerships, interdependence, shared goals, trust, and robust governance structures to address complex societal issues effectively. Organizational excellence in this context involves leveraging these collaboration networks to pool resources, streamline public service delivery, and

promote sustainable development. The study identified informal “coffee council” meetings as a critical mechanism for fostering equitable participation and open information exchange among diverse stakeholders, including governmental, non-governmental, private sector, and community organizations. Success factors included a commitment to learning, continuous development, teamwork, and persistent local community improvement efforts. Key lessons for other local administrative bodies involve adopting a horizontal management model that ensures equal decision-making power, prioritizes participatory and transparent governance, engages educational institutions for knowledge support, and utilizes robust ICT for communication and coordination. This integrated approach provides a comprehensive guide for enhancing governance capacities and achieving sustainable development through effective collaboration networks.



Research Methodology

1. Population and samples

This research employed a qualitative study approach. The research team conducted in-depth interviews with 20 key informants who were strategically selected through purposive sampling. These informants were chosen based on their significant roles and involvement in various projects within the Na Phan Sam Subdistrict Administrative Organization, ensuring a comprehensive understanding of the collaborative networks. The selection criteria were meticulously developed to ensure that individuals chosen as key informants were directly involved in the design, implementation, and management of the projects under study. This approach was intended to capture a wide range of perspectives and insights, reflecting the diversity of roles and responsibilities within the collaboration networks. The four primary groups of informants, along with the rationale for their inclusion, are detailed below:

(1) **Executives of the Na Phan Sam Subdistrict Administrative Organization:** This group included senior officials, such as the chief executive and other high-ranking members of the organization, who were responsible for strategic decision-making and overall oversight of governance and development initiatives. Their selection was based on their pivotal role in shaping the organization's vision and guiding its strategic direction. These executives provided critical insights into the decision-making processes, the alignment of projects with broader policy objectives, and the organizational priorities that influenced collaboration strategies. Their input was invaluable for understanding the high-level goals of the collaboration networks and how these goals translated into actionable initiatives.

(2) **Officials of the Na Phan Sam Subdistrict Administrative Organization:** This group consisted of mid-level managers and junior staff members who were actively involved in the day-to-day operations of the organization. Their roles included managing the implementation of specific projects, coordinating with stakeholders, and addressing operational challenges. The selection of this group focused on individuals who could provide a practical perspective on how collaboration networks functioned at the operational level. Their insights highlighted the specific challenges encountered during project execution, the mechanisms used to maintain stakeholder engagement, and the practical strategies employed to overcome resource constraints. These officials offered a ground-level understanding of the processes and practices that contributed to the success of the collaboration networks.

(3) **Citizens Participating in the Projects:** Local residents who actively participated in or directly benefited from the community projects facilitated by the organization formed this group. The selection criteria for this group prioritized individuals who had significant involvement in the projects, such as participating in planning discussions, contributing labor or resources, or benefiting from the initiatives. This group's inclusion was critical for understanding the impact of the projects from a grassroots perspective. Their feedback provided a direct assessment of how the projects affected their quality of life, addressed community needs, and fostered a sense of collective ownership. Additionally, their experiences offered insights into the effectiveness of the organization's community engagement strategies and the inclusiveness of the collaboration networks.

(4) **Partner Network Agencies:** Representatives from various governmental and non-governmental organizations that collaborated with the Na Phan Sam Subdistrict Administrative Organization were included in this group. These agencies encompassed a wide range of stakeholders, such as educational institutions, healthcare providers, environmental groups, and private sector partners. The selection criteria for this group focused on organizations that had actively contributed to or partnered with the subdistrict administration in project implementation. Their perspectives were essential for understanding the dynamics of inter-organizational collaboration, including the sharing of resources, knowledge, and expertise. This group's feedback provided a multi-faceted view of the challenges and benefits associated with partnership-based approaches and the role of external networks in enhancing the organization's capacity to address complex local challenges.

The purposive sampling method ensured that the selected informants were well-placed to provide in-depth and relevant information regarding the research questions. This strategic selection process aimed to capture diverse perspectives and experiences, facilitating a holistic analysis of the collaboration networks within the local administrative framework (Creswell, 2013). In-depth interviews were conducted to elicit detailed and nuanced responses, allowing the research team to explore the complexities of collaboration networks and the factors contributing to their success. The interviews were designed to be open-ended, encouraging informants to share their experiences and insights freely. This approach was essential for capturing the rich, contextual data needed to understand the dynamics of effective collaboration within local governance.

2. Data Collection

The research team conducted a comprehensive field study to gather empirical data and gain an in-depth understanding of the operational processes. This approach allowed for direct observation and interaction with key stakeholders involved in the collaboration networks. The primary method of data collection was in-depth interviews, which provided rich, detailed insights into the dynamics of the Na Phan Sam Subdistrict Administrative Organization, Mueang District, Phetchaburi Province, and its network partners. The in-depth interview structure centered on exploring the processes and factors that contribute to the success of collaboration networks in local administrative

organizations, with a focus on the Na Phan Sam Subdistrict Administrative Organization. The questions covered key themes, including the socio-economic, political, and environmental challenges faced by the organization, the role of leadership in fostering collaboration, and the methods used to build and sustain networks. Particular attention was given to the influence of limited resources, community participation, and crisis situations in driving partnerships. The structure also examined the management processes within collaborative projects, such as planning, decision-making, transparency, and resource allocation. Additionally, it investigated the impact of relationships among stakeholders, the effectiveness of resource mobilization, and the critical success factors that ensure the sustainability of public service initiatives. Finally, it sought recommendations for strengthening future collaborations and improving public service delivery through participatory and transparent governance.

The interviews included executives of the Na Phan Sam Subdistrict Administrative Organization, who focused on strategic decision-making processes, vision, and the overall direction of the organization. Officials of the Na Phan Sam Subdistrict Administrative Organization provided insights into the day-to-day operations and the practical aspects of implementing collaborative projects. Citizens participating in the projects, who were directly involved in community initiatives, offered perspectives on the impact and effectiveness of these activities. Representatives from various governmental and non-governmental organizations provided information on inter-organizational collaboration and the benefits and challenges of such partnerships. To ensure the selection of relevant participants, the research team employed purposive sampling. This method was chosen because it allows for the deliberate selection of individuals who have significant roles and responsibilities within the collaboration networks, thereby providing information-rich cases for in-depth study (Patton, 2002). This strategic selection process ensured that the data collected was comprehensive and relevant to the research objectives.

In addition to primary data, the research team conducted extensive documentary research to supplement and contextualize the findings from the interviews. This involved reviewing a wide range of documents and academic works that provided historical and contextual background, as well as detailed accounts of the projects and activities undertaken by the Na Phan Sam Subdistrict Administrative Organization and its partners. The

secondary data sources included documents detailing the history, geographical boundaries, population demographics, and socio-economic characteristics of the local administrative organization. These documents helped to establish the context within which the organization operates and the challenges it faces (Steytler, 2005). Reports and documents outlining the administrative structure, workforce, budget allocations, strategic visions, policies, and internal political conditions of the local administrative organization provided an overview of the organization's operational framework and its approach to public service delivery (Creswell, 2013). Detailed summaries of project outcomes, meeting minutes, performance evaluations, and other operational records were crucial for understanding the effectiveness of specific projects and the role of collaboration networks in achieving project goals (Agranoff & McGuire, 2003). Research papers and studies conducted by various organizations and institutions provided additional insights and theoretical frameworks relevant to the study. These sources helped to ground the research findings in the broader academic discourse on collaboration networks and local governance (Emerson et al., 2012).

By combining primary data from field studies and in-depth interviews with secondary data from documentary research, the research team was able to construct a comprehensive and nuanced understanding of the collaboration networks within the Na Phan Sam Subdistrict Administrative Organization. This mixed-methods approach ensured that the findings were robust, well-rounded, and grounded in both empirical evidence and theoretical perspectives.

3. Data Analysis

After collecting both primary and secondary data relevant to the study, the research team synthesized the information and presented the findings descriptively. This synthesis involved integrating diverse data sources to provide a comprehensive understanding of the research topic. The primary data from in-depth interviews were transcribed and systematically coded to identify key themes and patterns, while the secondary data from documents and literature were analyzed to contextualize and support the primary findings.

The data analysis process followed a content analysis approach, which allowed the research team to interpret the meaning of the data systematically and objectively (Hsieh & Shannon, 2005). This method involved several steps. First, the data were organized into

manageable units. For primary data, this included transcribing interview recordings and organizing them by themes and categories. For secondary data, relevant documents were categorized based on their content and relevance to the research questions (Creswell, 2013). Next, the research team employed a coding system to tag specific pieces of data according to identified themes. This involved both inductive coding, where themes emerged from the data, and deductive coding, based on the conceptual framework and research objectives (Saldaña, 2015). The coded data were then subjected to thematic analysis to identify recurring themes, patterns, and relationships. This process helped in understanding the complex dynamics of collaboration networks and the factors influencing their effectiveness (Braun & Clarke, 2006).

To ensure the validity and reliability of the findings, the research team used triangulation by comparing and cross-verifying data from multiple sources. This included comparing insights from interviews with findings from document analysis and literature review, thereby enhancing the credibility of the conclusions (Patton, 2002).

The analysis and presentation of the case study data were divided into three integrated parts. The first part analyzed the general background information and operational processes of the Na Phan Sam Subdistrict Administrative Organization. It aimed to illustrate the context of the area and its relation to the provision of public services and the creation of collaboration networks. This section highlighted how the organizational structure, governance practices, and community engagement strategies facilitated the development of effective collaboration networks (Agranoff & McGuire, 2003).

The second part focused on how various resources were mobilized to build collaboration networks. It examined the strategies used to secure financial, human, and material resources, and how these resources were utilized to support collaborative initiatives. The analysis revealed the critical role of resource allocation and management in the success of collaborative efforts (Emerson et al., 2012).

The final part analyzed the factors that contributed to tangible success in collaboration networks and addressed the challenges and obstacles encountered during the process. By identifying best practices and lessons learned, this section aimed to provide actionable guidelines for other local administrative organizations

seeking to enhance their collaboration networks. Key factors included effective leadership, community participation, transparent decision-making processes, and continuous capacity building (Huxham & Vangen, 2005).

Overall, the data analysis provided a detailed and nuanced understanding of the processes and factors that influence the effectiveness of collaboration networks within local administrative organizations. The findings were grounded in both empirical evidence and theoretical insights, offering practical recommendations for enhancing collaborative governance.

4. Ethical Considerations

The ethical considerations in this study were rigorously adhered to, ensuring the protection of all participants and the integrity of the research process. Prior to participation, all interviewees were provided with comprehensive information about the study, including its purpose, procedures, potential risks, and benefits. Participants were informed that their involvement was voluntary and that they could withdraw from the study at any time without any negative consequences, with written consent obtained from all participants to document their willingness to partake in the research (Israel & Hay, 2006). To protect the privacy of the participants, all data collected during the study were treated with strict confidentiality, with identifying information removed from transcripts and replaced with codes to ensure anonymity (Saunders et al., 2015). The research design was carefully crafted to avoid any physical, psychological, or emotional harm to the participants, with questions posed during interviews structured to be respectful and non-invasive (Orb et al., 2001). Emphasizing the voluntary nature of participation, the researchers ensured there was no coercion or undue influence on individuals to participate and reminded participants of their right to withdraw from the study at any point without any repercussions (Hammersley & Traianou, 2012). The research team maintained transparency with participants regarding the aims and scope of the study, disclosing any potential conflicts of interest and conducting the research with the highest level of integrity (Resnik, 2015). The study obtained the necessary clearance from the Suan Sunandha Rajabhat University's Ethics Committee Panel 2 (COE. 2-199/2023). Considering the local context and cultural nuances of the Na Phan Sam Subdistrict, the research team approached the study with cultural sensitivity, respecting local customs, traditions, and values during data collection and interaction with participants

(Liamputtong, 2008). By adhering to these ethical considerations, the research team ensured that the study was conducted in a manner that was respectful, fair, and protective of participant rights, thereby upholding the ethical standards of qualitative research.

Results

1. Waste Management Situation in the Studied Area

The Na Phan Sam Subdistrict Administrative Organization encountered an ongoing issue with the large-scale accumulation of duck eggshell waste, a byproduct of the area's vibrant duck farming and egg production industry. The increasing volume of waste posed significant environmental and social challenges, including improper disposal practices, unpleasant odors, and potential health risks for the local population. Recognizing the severity of the issue, the organization sought innovative, community-driven solutions to manage and repurpose the waste sustainably. One of the pivotal strategies employed to address this challenge was the establishment of informal discussions through "coffee council" meetings. Held on the 12th of each month, these meetings became a vital platform for fostering dialogue and collaboration among diverse stakeholders, including village heads, local schools, representatives from non-formal education programs, village health volunteers, the subdistrict health promotion hospital, agricultural officers, and various volunteer groups. This diverse coalition worked together to identify actionable solutions, leveraging the collective expertise and resources of the community. The primary objective set during these discussions was to significantly reduce duck eggshell waste within one year. To achieve this, the organization prioritized educating the community about the potential economic value of the waste, transforming it from an environmental burden into a resource. One of the first initiatives launched was the "Clean Front Yard" project, which encouraged residents to properly segregate waste and avoid discarding eggshells indiscriminately. To ensure widespread awareness, the village broadcast system was employed to disseminate continuous information about the importance of waste segregation and the benefits of proper disposal practices.

Simultaneously, the Na Phan Sam Subdistrict Administrative Organization collaborated closely with the Non-formal Education Office to introduce innovative ways of processing eggshells into fertilizer. Educational

campaigns were conducted to teach villagers simple methods of crushing eggshells into smaller pieces, facilitating faster decomposition and making them easier to use as a natural fertilizer. To further support this initiative, the subdistrict organization coordinated the collection of processed eggshells, which were then distributed to local rice farmers for immediate agricultural application. This approach not only reduced the volume of waste but also created a practical and beneficial use for the material, contributing to the community's agricultural productivity. The active involvement of the community was a key factor in the success of these initiatives. Regular updates and open communication through village broadcasts, social media platforms, and the coffee council meetings ensured that community members were well-informed and motivated to participate. The organization also established a learning center to provide ongoing education about recycling eggshells, targeting both the general community and students at Na Phrom School. This initiative fostered a sense of pride and ownership among residents, particularly the youth, who were encouraged to apply the knowledge and techniques they learned in broader contexts.

Overall, the Na Phan Sam Subdistrict Administrative Organization's proactive approach to managing duck eggshell waste not only mitigated an environmental challenge but also exemplified a model of community-led, sustainable development. By transforming waste into valuable products and fostering a culture of collaboration and education, the organization created a blueprint for effective waste management that could be replicated in similar contexts.

2. Key Success Factors

The success of the collaboration networks in Na Phan Sam Subdistrict can be attributed to a combination of strategic actions, innovative leadership, and strong community involvement. These factors, collectively, created a robust framework that enabled the community to effectively address its pressing waste management challenges. Key contributors to this success are outlined below:

(1) **Commitment to Learning and Continuous Development:** A fundamental factor in the project's success was the leadership's commitment to fostering a culture of learning and innovation. The leaders of the Na Phan Sam Subdistrict Administrative Organization demonstrated a proactive mindset, continuously exploring new methods and solutions to manage waste

sustainably. This included collaborating with external institutions, such as the Non-formal Education Office, to bring technical knowledge and innovative practices into the community. Workshops, training sessions, and public education campaigns ensured that community members not only understood the importance of the initiatives but also acquired the skills needed to actively contribute to them. This dedication to growth kept the project dynamic and adaptable to emerging challenges and opportunities.

(2) **Teamwork and Collaboration Among Local Entities:** The project's success was deeply rooted in the ability to unite diverse stakeholders under a shared vision. Educational institutions, healthcare providers, and religious leaders, such as the abbot of Na Phrom Temple, played pivotal roles in mobilizing resources and building trust within the community. Each entity brought unique expertise and influence to the table: educational institutions facilitated knowledge dissemination, healthcare providers addressed health-related concerns, and religious leaders offered moral support and credibility. This multidisciplinary approach ensured a comprehensive and inclusive strategy that was well-received across different segments of the community.

(3) **Involvement of Respected Community Leaders:** The participation of respected figures such as the abbot of Na Phrom Temple significantly enhanced community engagement. As a spiritual and moral leader, the abbot's endorsement of the waste management initiative lent credibility and urgency to the project, encouraging community members to participate actively. His involvement also symbolized a shared commitment to the community's welfare, fostering a sense of unity and purpose among residents.

(4) **Use of Positive Social Psychology Techniques:** The Na Phan Sam Subdistrict Administrative Organization employed positive social psychology techniques to encourage widespread compliance and active participation. By consistently publicizing the project through village broadcast systems and social media platforms, the organization maintained a high level of awareness and enthusiasm among residents. Messaging focused on the collective benefits of waste management and the potential for community-wide improvement. This approach created a sense of social responsibility and positive peer pressure, motivating residents to adopt the desired behaviors, such as segregating waste and participating in recycling efforts.

(5) **Effective Social Network Management:** The effectiveness of the "Coffee Council" within the Na Phan Sam Subdistrict Administrative Organization stemmed from its informal, inclusive nature, which encouraged open dialogue and participation from diverse stakeholders, including village heads, healthcare workers, and educational representatives. Held regularly on the 12th of each month, the meetings provided consistency and accountability while fostering trust and transparency, crucial for sustaining community engagement. By aligning with the local cultural norms of collective decision-making and relationship-based leadership, the council resonated deeply with the community, enhancing its legitimacy and participation. Additionally, the multisectoral representation ensured that solutions were comprehensive and integrated, addressing waste management challenges from multiple angles, such as using eggshells as fertilizer through agricultural expertise and technical knowledge from the Non-formal Education Office. Leveraging trusted community members as liaisons further extended the council's reach, while its adaptability to emerging issues maintained its relevance. This combination of cultural alignment, inclusivity, and strategic resource integration made the "Coffee Council" a pivotal tool for managing social networks and driving the success of sustainable waste management initiatives.

(6) **Strategic Partnerships with External Organizations:** Collaboration with external organizations, particularly the Non-formal Education Office, was instrumental in equipping the community with the knowledge and tools necessary for success. These partnerships provided technical expertise in recycling processes, such as transforming eggshells into fertilizer, and supported the community in developing innovative solutions. By integrating external expertise with local resources, the project was able to achieve greater efficiency and impact.

(7) **Clear and Consistent Communication:** Communication played a vital role in ensuring the success of the collaboration networks. The use of multiple channels, including village broadcasts, social media platforms like LINE and Facebook, and face-to-face meetings, kept all stakeholders informed and engaged. This consistent flow of information allowed the community to stay updated on progress, understand the objectives of the initiative, and contribute effectively. Transparent communication also helped build trust and minimize resistance to change.

(8) **Integration of Community Values and Cultural Context:** The success of the initiative was significantly enhanced by its alignment with the distinctive cultural and social characteristics of the Na Phan Sam community. As a predominantly agricultural region with strong ties to local traditions and religious practices, the community places high value on collective decision-making, relationship-based leadership, and trust in respected figures. The project leveraged these contextual elements by actively involving the abbot of Na Phrom Temple, a culturally revered leader, to promote the waste management initiative. His endorsement not only legitimized the project but also mobilized widespread community support, reflecting the importance of spiritual and moral leadership in the local context. Additionally, the project incorporated traditional practices, such as the use of locally available materials like eggshells as fertilizer, which resonated with the community's agricultural roots and reinforced its commitment to sustainability. Regular informal gatherings, such as the "Coffee Council" meetings, further built on the community's preference for inclusive, consensus-driven decision-making. These gatherings allowed stakeholders to co-create solutions in a manner that reflected their shared values and fostered trust. By embedding these cultural and social elements into the project design, the initiative not only addressed waste management challenges but also fostered a sense of collective pride and ownership. However, the success of this approach is deeply tied to the unique characteristics of the Na Phan Sam community. In regions with different cultural dynamics, the effectiveness of such strategies may vary, necessitating careful adaptation to local traditions, leadership structures, and social values to achieve similar outcomes.

While each factor contributed to the overall success of the initiative, their interrelations played a crucial role in creating a cohesive and effective collaboration network. Commitment to learning and continuous development emerged as a driving force that enabled the other factors to function effectively, as it introduced the innovative practices and adaptability necessary for the initiative's success. Similarly, teamwork and collaboration among local entities was critical, as it facilitated the implementation of these innovations and created a unified effort across diverse stakeholders. Factors such as involvement of respected community leaders and integration of community values served as enablers, providing the social and cultural legitimacy

needed to gain widespread acceptance. Meanwhile, communication and social psychology techniques acted as glue, ensuring alignment, participation, and motivation throughout the process. Finally, external partnerships and social network management strengthened the network by bringing in expertise and creating platforms for effective collaboration. This study highlights that while some factors, such as learning and teamwork, hold greater strategic significance, their success is contingent on the support and interaction of enabling factors like leadership involvement, communication, and cultural integration. The interplay among these elements demonstrates that building collaboration networks requires a holistic approach where each factor reinforces and enhances the others, creating a synergistic framework for sustainable development. This comprehensive model can serve as a blueprint for other local administrative organizations.

3. Guidelines to Strengthen Collaboration Networks and Promote Sustainable Waste Management

Strengthening collaboration networks and promoting sustainable waste management are critical for local administrative organizations (LAOs) seeking to address complex community challenges. Effective collaboration networks enable stakeholders from diverse backgrounds to work together, leveraging their unique strengths to identify and implement solutions. In the context of waste management, such networks are particularly valuable for addressing issues like resource constraints, limited technical expertise, and the need for widespread community participation. The Na Phan Sam Subdistrict Administrative Organization provides a model example of how collaborative approaches can transform a persistent environmental challenge—such as managing duck eggshell waste—into an opportunity for sustainable development and community empowerment. By fostering open communication, encouraging collective problem-solving, and aligning efforts with principles of inclusivity and good governance, LAOs can develop robust networks that not only resolve immediate issues but also create long-term benefits. Below are the key guidelines derived from the successes in Na Phan Sam, offering actionable strategies for LAOs aiming to enhance collaboration networks and promote sustainable waste management in their areas.

(1) **Adopt a Growth Mindset Among Leaders:** Leaders must focus on identifying local challenges and exploring innovative, creative solutions. A forward-thinking attitude inspires teams and stakeholders to

embrace change and continuously improve. For instance, by viewing waste as a resource rather than a problem, LAOs can transform challenges into opportunities for economic and social benefits.

(2) **Promote Team-Based Projects:** Collaboration thrives in environments where diverse stakeholders contribute their unique expertise. Team-based initiatives encourage partnerships between educational institutions, healthcare providers, religious leaders, and private organizations, ensuring a holistic approach to problem-solving. This collective effort enables LAOs to pool resources and expertise, maximizing the impact of their initiatives.

(3) **Utilize Platforms for Active Listening and Mutual Understanding:** Creating platforms such as the “Coffee Council” meetings fosters open dialogue and inclusivity. Such forums allow all stakeholders to voice their concerns, share ideas, and co-create solutions, building trust and mutual respect. This approach ensures that projects are informed by the community’s needs and perspectives, enhancing their relevance and effectiveness.

(4) **Focus on Continuous Local Development Efforts:** Beyond addressing immediate challenges, collaboration networks should aim for long-term sustainability. By integrating initiatives like waste-to-resource programs with broader community development goals, LAOs can create enduring social and economic benefits. This approach ensures that waste management evolves into a driver of community growth and resilience.

(5) **Align Strategies with New Public Governance Principles:** Adopting governance models that prioritize inclusivity, transparency, and collaborative decision-making enhances the legitimacy and effectiveness of collaboration networks. By involving all relevant stakeholders in the planning and implementation process, LAOs can foster a sense of ownership and trust, ensuring sustained participation and support.

(6) **Foster Multi-Stakeholder Participation:** Effective collaboration networks depend on active involvement from multiple sectors, including government agencies, community groups, educational institutions, and private organizations. Each stakeholder brings unique resources and expertise to the table, strengthening the network’s capacity to address challenges and innovate solutions.

(7) **Leverage Communication and Technology Tools:** Clear and consistent communication is essential for maintaining stakeholder engagement. Utilizing tools such as social media platforms, community broadcasts,

and face-to-face meetings helps disseminate information effectively, ensuring that all stakeholders remain informed and motivated. Technology can also facilitate coordination, progress tracking, and decision-making within collaboration networks.

(8) **Encourage Positive Social Behaviors Through Public Awareness Campaigns:** Public awareness campaigns play a vital role in fostering community participation. Highlighting the benefits of initiatives, recognizing success stories, and using positive reinforcement can motivate community members to adopt desired behaviors, such as waste segregation and recycling.

(9) **Institutionalize Monitoring, Evaluation, and Learning Mechanisms:** Regular monitoring and evaluation ensures that collaboration networks remain effective and adaptive. Documenting successes and challenges helps identify areas for improvement and creates a knowledge base for replicating best practices in other contexts.

(10) **Develop Economic and Social Incentives for Participation:** Creating tangible benefits, such as financial rewards from recycled products or recognition for community contributions, can encourage sustained participation. Incentives help embed collaborative practices into the community’s culture, ensuring long-term engagement and success.

By implementing these guidelines, local administrative organizations can build and sustain effective collaboration networks that address immediate challenges like waste management while fostering long-term community development and sustainability. These strategies promote inclusivity, innovation, and shared responsibility, ensuring that collaborative efforts yield impactful and lasting results.

Discussion

The findings from the Na Phan Sam Subdistrict Administrative Organization’s efforts to address duck eggshell waste through collaborative networks underscore the practical application and effectiveness of collaboration theory in local governance. By utilizing informal structures such as the “Coffee Council” meetings, the organization provided a platform for diverse stakeholders—including village heads, schools, non-formal education representatives, village health volunteers, the subdistrict health promotion hospital, volunteer groups, and agricultural officers—to discuss and develop solutions collectively. This approach aligns

with McIvor's (2019) assertion that collaboration theory emphasizes cross-sector partnerships to address complex societal issues effectively. Similarly, Krogh (2020) highlighted the role of network managers in adapting institutional designs to local conditions and linking different types of networks for better outcomes, which is reflected in the success of the "Coffee Council" meetings. Establishing common goals was a critical step in the network-building process. The primary objective of reducing duck eggshell waste within a year provided a clear and shared direction for all stakeholders. This aligns with the concept of shared goals in collaboration theory, crucial for aligning the interests of all parties involved (Dean, 2018). The clear target in Na Phan Sam kept the community focused and motivated, in line with the findings of Paulsson et al. (2018), who found that common goals helped build joint agreements and align stakeholder objectives in public transport governance. Encouraging open-mindedness and a continuous information exchange was another essential component of the initiative's success. The "Coffee Council" meetings facilitated ongoing dialogue, while village broadcasts and social media ensured that information reached all community members. This mirrors the importance of trust and open communication in collaboration theory, necessary for reducing conflicts and enhancing commitment to collective action (Xing & Xing, 2022). The findings are consistent with Huang et al. (2020), who demonstrated that formal networks significantly contribute to the formation of informal relationships, enhancing governance through better coordination and communication. A commitment to learning and continuous development was fundamental to the initiative's success. The leadership's growth mindset and collaboration with the Non-formal Education Office to educate the community on recycling eggshells exemplified the adaptive and innovative approaches advocated by Titik (2018). This focus on continuous improvement and education aligns with the idea that collaborative networks can significantly enhance governance capacities by pooling resources and expertise (Douglas et al., 2020). Teamwork and the involvement of respected community leaders, such as the abbot of Na Phrom Temple, played a significant role in mobilizing community support. This highlights the importance of leveraging social networks for collaborative governance, supporting the findings of Roengtam and Agustiyara (2022), who emphasized the role of collaborative networks in promoting sustainable practices through the

integration of diverse stakeholders. The sense of community and teamwork in Na Phan Sam reflects the collaborative connections described by (Agranoff & McGuire, 2003) where diverse participation and consensus-based agreements are fundamental. The resource mobilization efforts in Na Phan Sam, involving various sectors and leveraging local resources, illustrate the practical application of collaborative governance principles. Leadership roles, positive social psychology techniques, social network management, and collaboration with other local agencies facilitated effective communication, community engagement, and continuous improvement, consistent with Wachhaus (2021), who highlighted the importance of robust governance structures and dedicated resources for sustained collaboration. The guidelines for building excellence in collaboration networks at Na Phan Sam—growth mindset, team-based projects, active listening, and continuous development—reflect the principles of the New Public Governance model. This model emphasizes legitimacy, inclusive decision-making, and collaborative processes involving multiple stakeholders (Osborne, 2010). The ability of the Na Phan Sam Subdistrict Administrative Organization to connect, coordinate, and build working networks demonstrates effective leadership and aligns with the collaborative governance framework.

In conclusion, the findings from Na Phan Sam provide a practical example of how collaboration theory can be applied in local governance to address complex public issues effectively. By leveraging informal structures, setting common goals, fostering open communication, and promoting continuous learning and teamwork, local administrative organizations can enhance their governance capacities and achieve sustainable development goals. These insights offer valuable guidance for policymakers, practitioners, and researchers interested in improving local governance through collaborative networks.

Despite its strengths, this study has several limitations that should be addressed in future research. First, while the "Coffee Council" approach proved effective in fostering collaboration and achieving short-term waste management goals, its long-term sustainability remains underexplored. Evaluating the mechanisms that ensure the council's continuity, including funding, leadership transitions, and evolving community dynamics, is necessary to assess its potential for replication and durability in other contexts. Future

research should focus on monitoring the long-term impacts of this approach to determine whether the collaborative networks can adapt to emerging challenges and maintain stakeholder engagement over time. Second, although the study draws on collaboration theory to frame its findings, it lacks a clear articulation of how this work differs from other scholarly contributions. For instance, while it aligns with McIvor (2019) and Krogh (2020) in emphasizing cross-sector partnerships, the study does not explore whether the informal “Coffee Council” model represents an innovation or adaptation that could offer unique insights into collaborative governance. Future studies could delve deeper into how informal networks compare with more formalized structures in terms of effectiveness and adaptability. Third, the distinctive characteristics of the Na Phan Sam community, such as its reliance on agricultural practices and strong cultural ties, may limit the applicability of these findings to other regions. The integration of culturally respected figures such as the abbot and the alignment of project goals with community values were critical to the initiative’s success, but these elements may not translate directly to regions with different social, cultural, or economic contexts. Comparative studies across diverse communities are necessary to identify transferable elements of the “Coffee Council” approach and adapt them to other local governance systems.

Suggestions

Based on the findings of this study, the following recommendations are classified into three levels: policy, implementation, and further research. These recommendations aim to strengthen collaboration networks and enhance organizational excellence in local administrative organizations.

1. Policy-Level Suggestion

(1) Institutionalize Informal Platforms for Dialogue: Governments and policymakers should formalize the use of informal platforms like the “Coffee Council” as a standard component of local governance frameworks. Policies should encourage the establishment of regular stakeholder engagement forums that are inclusive, participatory, and aligned with local cultural and social norms. These platforms should be embedded into the governance process to facilitate continuous problem-solving and foster trust among diverse stakeholders.

(2) Set Clear and Measurable Goals for Collaborative Projects: National or regional authorities

should mandate that all collaborative projects initiated by LAOs have well-defined, measurable goals and timelines. Policies should provide guidelines for setting these objectives in alignment with broader development priorities, such as sustainable waste management or economic empowerment. Clear goals ensure that stakeholders remain focused, motivated, and aligned throughout the project lifecycle.

(3) Promote Multi-Sectoral Partnerships: To enhance resource mobilization and expertise sharing, policies should incentivize partnerships between local governments, educational institutions, non-profits, private enterprises, and community organizations. Frameworks for formalizing these partnerships should include guidelines for roles, responsibilities, and accountability mechanisms. For example, providing tax benefits to private sector entities that contribute resources to public initiatives can encourage broader participation.

(4) Support Continuous Education and Capacity Building: Governments should create policies that allocate funding for regular training programs and capacity-building initiatives aimed at LAOs and their stakeholders. Such programs should include technical training on sustainability practices, leadership development, and project management skills. Policies should also encourage knowledge exchange between successful LAOs, enabling best practices to be replicated in other regions.

(5) Encourage Sustainability Metrics in Governance: Policymakers should integrate sustainability metrics into the evaluation of collaborative projects. These metrics should assess the environmental, social, and economic impacts of initiatives over the long term. By mandating sustainability benchmarks, governments can ensure that LAOs adopt practices that align with sustainable development goals (SDGs).

2. Implementation-Level Suggestion

(1) Enhance Information Dissemination Strategies: Local administrative organizations should utilize a multi-channel communication strategy to keep the community informed and engaged. Channels like village broadcast systems, social media platforms (LINE, Facebook), and community forums can ensure transparency and inclusivity. Information dissemination should be tailored to reach diverse demographics, including the elderly and technologically disadvantaged groups, ensuring that no stakeholder is left out of the conversation.

(2) Leverage Community Leaders and Social

Networks: LAOs should actively engage culturally respected figures, such as religious leaders or village elders, to mobilize community participation. For instance, the abbot of Na Phrom Temple played a pivotal role in gaining trust and motivating residents. Identifying and partnering with influential community leaders ensures that projects are not only accepted but also championed by the community.

(3) Implement Positive Social Psychology Techniques: Encouraging compliance and participation through positive reinforcement is a proven strategy. LAOs should recognize community efforts publicly, organize competitions for innovative ideas, and share success stories to create positive social pressure. For example, awarding households for effective waste segregation or celebrating milestones such as reduced community waste can boost motivation and collective action.

(4) Adopt Active Listening and Inclusive Decision-Making: Active listening and participatory decision-making should be integral to governance practices. LAOs must establish platforms where stakeholders can voice concerns, provide feedback, and co-create solutions. Techniques such as structured feedback sessions, surveys, and participatory workshops should be used to ensure that diverse perspectives are heard and incorporated into policy and project designs.

(5) Promote Team-Based Projects: Local governments should prioritize collaborative, team-based projects that integrate multiple entities, such as schools, healthcare providers, and environmental groups. This multidisciplinary approach ensures that problems are addressed holistically, leveraging the strengths of each partner. For example, in Na Phan Sam, teamwork between the Non-formal Education Office and agricultural officers was crucial in transforming eggshells into fertilizer, illustrating the power of integrated efforts.

(6) Facilitate Resource Mobilization and Partnerships: Effective resource mobilization involves pooling funds, expertise, and tools from various stakeholders. LAOs should actively engage in creating partnerships with private organizations, non-governmental organizations (NGOs), and academic institutions. Joint resource-sharing agreements, such as those that provide technical training or financial support, can significantly enhance project implementation.

(7) Pursue Awards and Recognition for Excellence: LAOs should actively submit their projects to national and international awards programs to gain recognition and feedback. Such recognition not only

boosts morale but also provides access to additional funding and partnerships. For instance, a waste management project recognized for its success may attract external grants to expand its scope or replicate its methods in other regions.

3. Suggestions for Further Research

(1) Evaluate the Sustainability of Informal Platforms: Further research should focus on the long-term viability of informal platforms such as the “Coffee Council”. Studies should explore how these platforms can be institutionalized, sustained through leadership transitions, and scaled up to address broader governance issues. Research should also examine the financial and social factors necessary for maintaining these platforms over time.

(2) Analyze the Scalability of the Na Phan Sam Model: Comparative studies should investigate the applicability of the Na Phan Sam collaborative governance model in regions with differing socio-economic, cultural, or environmental contexts. Factors such as community trust, leadership dynamics, and resource availability should be analyzed to identify which elements of the model are transferable and which require adaptation.

(3) Assess the Role of Technology in Collaboration Networks: With advancements in digital tools, future research should evaluate how technology can enhance collaboration networks. This includes exploring how mobile apps, virtual platforms, and data analytics can complement informal mechanisms such as the “Coffee Council” to improve efficiency, accessibility, and transparency.

(4) Explore the Long-Term Impact of Social Psychology Techniques: Research should examine the sustained impact of positive social psychology techniques, such as public recognition and social reinforcement, on community behavior. Identifying how these techniques influence long-term participation and compliance can provide insights for future governance strategies.

(5) Investigate the Intersection of Cultural Integration and Governance: Future studies should explore how integrating cultural values into governance frameworks influences project outcomes. This includes examining the role of culturally respected figures, traditions, and local norms in driving participation and acceptance of collaborative projects in different cultural settings.

By implementing these recommendations

across policy, implementation, and research levels, local administrative organizations can strengthen their collaboration networks, improve governance capacities, and address complex public issues effectively. The insights from the Na Phan Sam Subdistrict Administrative Organization provide a practical foundation for refining governance practices and promoting sustainable development across diverse contexts.

Conclusion

The research concerning the Na Phan Sam Subdistrict Administrative Organization's efforts to address duck eggshell waste through collaborative networks illustrates the practical application and success of collaboration theory in local governance. By fostering inclusive, informal platforms for dialogue, such as the "Coffee Council," setting clear and achievable goals, encouraging open communication through various channels, and committing to continuous learning and development, the organization successfully mobilized a diverse range of stakeholders, including village heads, schools, health volunteers, and religious leaders, to achieve significant improvements in waste management. The involvement of respected community figures such as the abbot of Na Phrom Temple further enhanced community support and participation. This case study reveals that collaborative networks, supported by strong leadership, active community engagement, and effective resource mobilization, can significantly enhance governance capacities and drive sustainable development. The findings provide valuable insights for policymakers, practitioners, and researchers, demonstrating that leveraging collaboration can effectively address complex public issues and promote community resilience and innovation.

Acknowledgement

We would like to express our gratitude to the College of Politics and Government, Suan Sunandha Rajabhat University, for their generous funding and support. We also thank the Na Phan Sam Subdistrict Administrative Organization, its leaders and community members for their cooperation and active participation. Special thanks is extended to the abbot of Na Phrom Temple for his invaluable support in mobilizing the community. His collective efforts were crucial to the success of this research.

Declaration of generative AI and AI-assisted technologies in the writing process

During the preparation of this manuscript, the authors used ChatGPT, and Gemini for enhancing language clarity or improving grammar. The final content was reviewed and edited by the authors, who take full responsibility for the accuracy and integrity of the publication.

Conflict of interests

The authors declare no conflict of interests.

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