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The management cooperation in Bangbua residential community

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Abstract

The purposes this research were; 1) to study and create the Public Cooperation Model in the housing management in Bang Bua community. 2) to study the factors affecting the public cooperation in the housing management in Bang Bua community, and 3) to propose the guidelines for effective cooperation development in residential management of communities located along the canal. This research is qualitative research. The tools were the document analysis and in -depth interviews. The key informants were the members of the government and the civil society. The data have been gathered and analyzed. The findings of the research were, There were 4 patterns of the housing management which are Management on the scope of the obligation pattern, Self-protection efforts pattern. Cooperation with the donor and the recipient model and 4) Occasional cooperation pattern. Factors that affect the public cooperation in the housing management was that technical and methods factors which was the most essential to people cooperation in communities. The minor factors were cognitive factors, communication factors, social factors, environmental factors and individual factors. The guidelines for cooperation development in appropriate residential management was that the cooperation developments in residential management of the communities along the canal in Bangkok, Thailand. In addition, the social context that are able to resolve problems and achieve a sustainable development were comprised of 3 major approaches: 1) Strengthening the community Creating a partnership network and developing networks to achieve sustainability and Integrating all sectors cooperation.

Keywords: Cooperation model, Warren.

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1. Introduction

The World Bank estimates that by the year 2030 the world population will increase from 3,000 million to 5,000 million, with the number of urban population in Asia and Africa being doubled. As there are large numbers of poor people throughout the world, there will be scarcity of residential places for people. As a result, poor people will illegally encroach on public areas for their living places that will eventually become slum communities (World Bank, 2010). Also, the mistakes of imbalanced development of the country in the past that was based on the socio-economic development being centralized in the capital area lead to the large scale migration of people from the rural areas to the capital. Consequently, the number of population in the urban area increases rapidly resulting in the scarcity of dwelling place problem, especially for low income people. Their dwelling places are mostly unhealthy. There are also widespread encroachments on public and private lands to set up their dwelling places illegally resulting in the problem of their dwelling places being below standard and the problem of insecurity of their dwelling places (Saran Thitari, 2550). The number of communities with unhealthy and insecure dwelling places is increasing in both the urban and suburban areas, and can be especially found in slum communities in Bangkok metropolitan area.

As results of rapid expansion and development of such communities, Bangkok Metropolis has to face the condition of having too large population to be accommodated efficiently within the city's socio-economic system. The main problem that occurs is the insecurity of dwelling places that is probably caused by the people's setting up their houses in the land that they do not have legal right (the land may belong to the state or private individuals). When they do not have legal right in the land and consequently in their houses, they tend not to pay much attention on improving the physical condition of the community. Also, when the number of people in the community increases, the densely crowdedness and slum conditions will appear which directly affect the living conditions and cause important environmental problems that cannot be overlooked.

The management of canal-side residential communities to solve residential and environmental problems is therefore a very interesting problem, especially in Bangkok metropolitan area where there are more than 500,000 families without appropriate dwelling places. If this problem is not properly tackled and no effective guidelines for solving the problem have been determined, the chain problems such as the crime problem, the drugs problem, the scarcity of dwelling place problem, and the environment deterioration problem will occur and become increasingly more serious. Therefore, the assistances from various work agencies, either in public or private sectors, not only have to be provided on a continuous basis but also have to take into consideration the basic needs of the community and the cooperation from the community people in order to create cooperation for solving problems and sustainable development of the community.

2. Research objectives

1. To study models of people's cooperation in management of Bang Bua residential community.
2. To study factors affecting people's cooperation in management of Bang Bua residential community.
3. To study guidelines for development of appropriate cooperation in management of canal-side communities.

3. Research method

1. Research design. This is a study that focuses on understanding. The researchers employed the qualitative research methodology to seek detailed information of the population in the target group under study leading to in-depth understanding. As such, they employed the case study as the

main study method which was the study of the phenomenon of cooperation that occurred among the people of Bang Bua residential community.

2. The selection of the case for study. Bang Bua residential community was purposively selected as the case for study. The main reasons for selection of Bang Bua residential community as the case for study were the following: (1) it is the community that participates in the Strong Residential Community Project; (2) it is a canal-side slum community with more problems than other slum communities, and receives assistance from concerned state agencies for solving problems that occur in the community; and (3) in solving problems of the community, there are both problems that have been successfully solved and those that have not been successfully solved.

3. Data collection. The researchers employed three methods of data collection: (1) documentary analysis, (2) in-depth interviews, and (3) observation.

4. Data analysis. The researchers employed descriptive analysis to analyze the collected field data to derive at inductive conclusion, interpretation and validity verification of research findings.

4. Research results

1. Models of Cooperation in Management of Bang Bua Residential Community

Four models of cooperation in management of Bang Bua residential community have been identified as follows:

1. The administration and management model based on the scope of functions and duty. The people's cooperation in management of canal-side community is characterized by the model of administration and management based on the scope of functions and duty of concerned work agencies, namely, Bangkok Metropolitan Administration, the Institute for Community Organizational Development (Public Organization), and the Treasury Department. These work agencies signed the memorandum of agreement to cooperate for solving residential problems under the Strong Residential Community Project, and they contributed their cooperation based on their own functions and duty.

2. The model of self-protection efforts. The starting point of residential development of Bang Bua residential community originates from the efforts of the community people for self-protection from outside pressures. The community people joined together to form a group for solving residential problems. Since their community lacked necessary resources to solve their problems, they had to form into a group in order to have more power for negotiating with and seeking assistance from outside work agencies.

3. The model of cooperation in terms of givers and receivers. Under this model of cooperation in terms of givers and receivers, the people of Bang Bua residential community act as the receivers; while the givers comprise various state agencies, such as the Strong Residential Community Project, the Institute for Community Organizational Development (Public Organization), and higher education institutions such as Phra Nakhon Rajabhat University, and Sripatum University. The Institute for Community Organizational Development (Public Organization) helps the community to set up a savings group; while the Strong Residential Community Project and the two higher education institutions help the community to solve various residential problems.

4. The model of occasional cooperation. The occasional cooperation in community activities by the community people is a main key to successfully solve residential problems of Bang Bua residential community. Community activities that call for continuous cooperation by community members and help strengthen the community are such activities as the activities for residential development of the community, activities for environmental conservation, savings activities, community sports activities for youths, housewife career group activities, funeral and burial activities, and other activities in cooperation with outside communities.

2. Factors affecting the success of people's cooperation in management of Bang Bua residential community

There are eight identified factors that affect the success of people's cooperation in management of Bang Bua residential community. They are the following:

1. The personal factor that affects cooperation. This factor comprises awareness of cooperation and sacrifice of one's time and benefits for the community.

2. The knowledge and understanding factor that affects cooperation. This factor comprises knowledge and understanding of various matters concerning residential community development, such as the Strong Residential Community Project, the savings group, and other activities necessary for the community. The knowledge and understanding factor has positive effects on cooperation in management of the community because if the people have knowledge and understanding of the community, its rules and regulations, and its activities, they will tend to cooperate more in the community development activities.

3. The leadership factor that affects cooperation. This factor comprises leadership of community leaders in various dimensions, such as sacrifice, ability to unite people into groups, and ability to instill faith and confidence in community members. This factor has positive effects on cooperation in management of the community because if the community leaders are good leaders and coordinators, they will be able to lead community members to cooperate well in various activities for residential community development and solving community problems.

4. The method and technique factor that affects cooperation. This factor comprises various methods and techniques to promote cooperation, such as the forming into a group to create negotiating power, the creation of networks, the creation of community strength, etc. Various methods and techniques employed by Bang Bua residential community to successfully solve its residential problems include the forming into a group to create negotiating power, the integration of cooperation from concerned organizations and sectors, and the creation of motivation. The methods and techniques employed by the state sector include the creation of motivation for people by relaxing the regulations for provision of helps to the people, the implementation of the principle of allowing community people to tackle their own community problems that will lead to sustainable problem solving, the coordination for cooperation, the creation of community organizational networks, and the use of group activities as the coordination mechanism for enhancing the spirit of unity and cooperation.

5. The environment factor that affects cooperation. This factor comprises environment conditions of the community such as environmental pollution that can be used as the issue for forming into a group to tackle the problem. The factor of environmental problems is the issue that has been raised to enhance the cooperation among members of Bang Bua residential community by creating various activities for continuous cooperation in solving the environmental problems. The environmental problems of Bang Bua residential community have been the issues for complaints by work agencies in various sectors. These issues forced the community to find ways for creating the community members' awareness for conservation of Bang Bua Canal that finally led to the cooperation for solving the problems. Thus, the environmental problem factor is a factor that positively affects the cooperation.

6. The communications factor that affects cooperation. This factor comprises activities for public relations with the target group, and various community activities that are clear, easily understood, and accessible to community members. The communications factor is a key factor that facilitates cooperation and successful problem solving of Bang Bua residential community. It is the central media for coordination of cooperation and imparting of information to families in the community. It facilitates the creation of good relationship atmosphere for community people that leads to maintaining the continuity of cooperation among the community people and the cooperation with outside organizations.

7. The social factor that affects cooperation. The social factor comprises many elements such as the community strength, community structure, and community culture. The social factor can affect cooperation among members of Bang Bua residential community because a strong community is in a better position to solve its residential problems.

8. The resource factor that affects cooperation. This factor comprises various resources available to the community such as the capital for construction and improvement of dwelling places and the budget for operating the community activities. The resource factor is an important factor for solving residential problems of Bang Bua residential community. Therefore, the community must seek additional resources for solving the problems. One way for seeking additional resources to solve residential problems of Bang Bua residential community is to set up a savings group with good administration and management. Consequently, the community must have the process to gain access to the capital sources including the lending and donating sources.

3. Guidelines for development of appropriate cooperation in management of canal-side communities

There are three identified main guidelines for development of appropriate cooperation in management of canal-side communities. They are the following:

1. Enhancing the community strength

In enhancing the community strength, importance must be given to both the individual and community levels. In the individual level, the importance must be given to community leaders because they are the persons who will lead the community or the organization toward the appropriate direction. The leader factors include the intention of the leader, characteristics of the leader, roles of the leader, honesty, enthusiasm for work of the leader, administrative ability of the leader, and work performance of the leader. Therefore, a factor that affects the success of cooperation in management of Bang Bua residential community is the leader factor which contributes to the success of solving residential problems of the community.

Community strength is another factor that affects the cooperation of people in the community. The creation of community strength must be based on the democratic process with real participation by the community members in every step. As such, the culture, values, and behaviors of people in the community are important factors that greatly affect the cooperation of the people in solving residential problems of the community.

2. Creating the cooperation networks and developing the networks to achieve sustainability

Besides the internal management within the community to create more negotiating power in residential management of the community, there is the joining with other communities/agencies to create networks in order to further increase the negotiating power. The forming into networks both within and outside the community must have activities that facilitate cooperation which will enable the community to be strong and the networks to be operating continuously leading to successfully solving the residential problems.

3. Integrating the cooperation from all sectors

The integration of cooperation can be divided into three types: (1) cooperation integration between state organizations and the state; (2) cooperation integration between state organizations and the socio-demographic sector; and (3) cooperation integration between the socio-demographic sector and the socio-demographic sector. Data from relevant documentary review and from key informants in the community reflect the three types of cooperation integration leading to the success in solving residential problems of canal-side communities.

5. Discussion

Regarding models of people's cooperation in management of Bang Bua residential community, there are four models that lead to the success of cooperation in management of Bang Bua residential community, namely, the administration and management model based on the scope of functions and duty, the model of self-protection efforts, the model of cooperation in terms of givers and receivers, and the model of occasional cooperation. The identified four models are in accord with the concept of Agranoff and McGuire (2003, p.4) that there are both the formal and non-formal models of cooperation. The formal models of cooperation occur in all three communities studied by them, and comprise two models, namely, the administration and management model based on the scope of functions and duty, and the model of cooperation in terms of givers and receivers. As for the model of occasional cooperation which is another form of formal cooperation model, Rose (2003, 47-50) states that there are also two forms. The first one is the genuine participation model which is based on common understanding in working together from the beginning until the end of work performance, or the application of each member's ability in making decisions together. This model also occurs in Bang Bua residential community. Another form of occasional cooperation model is the cooperation based on the satisfaction of each member. Furthermore, the findings of this research are in accord with the definition of cooperation given by Agranoff and McGuire (2003, p.4) that cooperation is the process that the members are motivated to work together to solve problems that are difficult to solve or cannot be solved by one organization alone. Cooperation is the result of efforts or role performances by various stakeholders who participate in different time intervals under the context of working together that requires learning together and reaching agreement. Also, Chantharasorn (2540, 30-31) states that cooperation is the behavior that generates positive outcomes in both of the cooperating parties resulting in both of them receiving positive benefits, creating obligation and accepting team working that facilitates the smooth operation of the project. In addition, Lubell (2004) asserts that community management based on the true cooperation approach must involve stakeholders at the grass root level in order to be successful. On the other hand, Innes, Connick & Booher (2007) assert that the planning for cooperation in management of community that allows stakeholders and concerned members to participate must be done based on the non-formal cooperation approach.

Regarding factors affecting cooperation of people in management of Bang Bua residential community, it is found that there are eight main factors, namely, the personal factor, the knowledge and understanding factor, the leadership factor, the method and technique factor, the environment factor, the communications factor, the social factor, and the resource factor. Each factor affects cooperation unequally and differently. The personal factor greatly affects cooperation of people in the community; especially the behaviors of community members that do not give importance to participating in community activities will impede the cooperation and the ability of the community to solve its problems. This is in accord with research findings by McGuire (2006, p. 34) that identify main factors leading to the creation of cooperation within the context of social change. At present, the world is in the information age resulting in the world consisting of various information societies. The powers of organizations are no longer centralized as in the past. Societies are characterized as having more freedom and more degrees of individuality. There are many types of problems in the community that cannot be efficiently solved such as the poverty problem, the health-care problem, and the destruction of natural resources problem. There are no clear approaches for solving these problems. One possible cause of the community members not paying attention to activities of the community is because they can think freely and have no confidence in the community leaders, which of course leads to no cooperation from community members. The knowledge and understanding factor positively affects cooperation of Bang Bua community members because if the community members are aware of the community problems and understand the community rules and regulations, they will be in a better state of mind to provide more cooperation to the community activities. This finding is in accord with the concept of Ostrom (2001) who asserts that the adjustment to conform to each other of members in the community that comprises many classes of people can be achieved if the community members learn and accept the community laws and regulations. It is also

in accord with the collaborative model of cooperation proposed by Gordon (1996) that allows community members to learn and make continuously and widely uses of information that will lead to achieving the common agreement by the members. As for the leadership factor, the community leaders have important roles in mobilizing the community to solve problems, maintaining the continuity of cooperation among community members and maintaining the cooperation with outside networks. Also, the leaders must have sacrifices and conduct themselves as good models for other members of the community. This is in accord with the concept of Ansell and Gash (2007, p. 59) who asserts that leaders with facultative leadership have important roles in determining guideline for working together, creating confidence, creating the atmosphere for conversation and communication among various sectors, and creating motivation for working together. The facultative leadership is considered to be an important factor for persuading and motivating people from all sectors to work together to achieve the common goal. As for the environment factor, the pollution of environment is the issue that has been taken to create the continuous cooperation of Bang Bua community members in various activities. The problem of environmental destruction of Bang Bua community has received complaints and blames from people in many sectors causing the community to find the method to create the awareness to conserve Bang Bua Canal among the community members that finally leads to the cooperation. Therefore, the factor of negative condition of environment positively affects the cooperation of community members. This is in accord with the concept of Ostrom (2001) who asserts that the awareness of problem is an important factor affecting cooperation in management of the community. Also, McGuire (2006, p. 34) has identified two main factors or conditions for creating cooperation among organizations. The first factor is the societal change and the second factor is the types of problems. In addition, Linden (2003, 8-11) has mentioned the external factor or the context factor that leads to the creation of cooperation, i.e. the complex condition of problems which is an important factor contributing to the need for cooperation.

6. Recommendations

6.1. Recommendation for policy formulation

1. From the research finding that the cooperation model of administration and management based on the scope of functions and duty is a model that leads to the success of solving residential problems of canal-side communities, it is recommended that the concerned state agencies such as the Bureau for Social Development, the Institute for Community Organizational Development (Public Organization), and the Ministry of Social Development and Human Security not only should cooperate with the community to solve community problems based on their functions and duty, but also should have policies and give importance to integrating of cooperation among various involving state agencies. They also should join with various private agencies to cooperate in mobilizing and providing various assistances, such as information, expenditure budget, public relations and coordination in various activities in order to enable the operation of solving community problems to proceed smoothly and effectively.

2. In the operation, the state agencies should enhance the understanding of community people. There should organize a forum for public hearing that allows various sides, such as community leaders, government officials, private construction entrepreneurs, people from the socio-demographic sector, the mass media, and the general public to express their opinions concerning the policy formulation for the Strong Residential Community Project and the impacts of the Strong Residential Community Project in order to obtain various concepts and ideas for use as guidelines for improvement of the policies on the Strong Residential Community Project in the future.

3. From the research finding that the canal-side communities are likely to increase their population and can have serious problems that are difficult to solve if the concerned agencies do not come up with proper management methods, it is recommended that the state should have the policy for the Institute for Community Organizational Development (Public Organization) to find an area for setting

up a new community as a strong residential community with public utilities, public facilities, employment sources, educational institutions, mass transit system, business centers, and recreational centers so that the community people do not need to travel for long distance and at higher expenditure. This is the distribution of development toward out-of-city areas and reduction of congestion in the urban area.

6.2. Recommendations for further studies

1. The success of cooperation must come from participation by community members that allows the concerned people or social members to have roles in making decisions, formulating and supporting the policies, receiving information, and conducting themselves in accordance with the community's rules and regulations. On the other hand, the unsuccessful formulation and implementation of the policies is caused by the lack of participation from the people in the community. Therefore, the cooperation by participation is important. In order for the cooperation to be successful, there must be participation, receiving of information, and supporting of the policies from the people and members of the society. The state sector cannot formulate the policies and then just impose them on the people. Therefore, different communities have different contexts that the researcher must truly understand in order to be able to perceive and solve problems of the community. Consequently, the research study for solving community problems must be designed as a participatory action research (PAR) that requires the researcher to live or spend his/her time in the community for a considerable period of time.

2. This research has studied main factors affecting the cooperation in management of a canal-side community in Bangkok metropolitan area. However, in order to have the clearer picture on the level of importance of each factor, there should be further studies on the level of importance of each factor affecting the cooperation, and on factors that are obstacles to or set limitations on the cooperation in order to know about the levels of importance and to have a clearer understanding for supporting or promoting the various factors.

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