

Integration of Cooperation Among Network Partners in Driving the Policy of Human Development Throughout the Life of Early Childhood Group, Phichit Province, Thailand

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Abstract

In developing early childhood children potential, it was not only helps creating a solid foundation for the individual growth, but also a worthwhile investment that provide the highest social returns in the long run. Objective: This research aimed at studying the roles and factors affecting the success of the implementation of the lifelong human development policy for early childhood children of the network in Phichit Province, as well as proposing a model of network partner participation in implementing the lifelong human development policy in Phichit Province. Results: The study results showed that early childhood development in Phichit Province still faced problems in physical and intellectual development, which indicated about the need for integrated actions in many dimensions. Key factors affecting the policy success included 1) clear and concrete policy content, 2) cooperation between the government and the community, 3) participation of local people, and 4) management under effective leadership. Concerning the participation model of the Phichit model network, it focused on the policies adjusting policies to be in line with the local area and creating cooperation from all sectors to support early childhood development effectively, covering the awareness campaign to monitoring and evaluation. Conclusion: The "Phichit Model" was an example of an integrated guideline to human resource development throughout the life which was in line with the 20-year National Strategic Plan. The sustainability of early childhood development required collaboration from all sectors to be able to adapt and acted effectively and responded to the needs of diverse areas.

Keywords: *Early Childhood Children Development, Lifelong Human Development, Network Participation, The Phichit Model, Thailand.*

Introduction

Thailand was rapidly stepping into an Aging Society. It was predicted that by 2040 the elderly population will increase to 31 percent of the total population (Office of the National Economic and Social Development Council, 2018), resulting in higher economic and social burdens. It was, therefore, important to prepare human resources, especially the development of early childhood children, which was considered a group with high potential to grow into qualified personnel with knowledge and ability to drive the country in the future. (Ministry of Public Health, 2019).

Developing the potential of early childhood not only helped to create a solid foundation for individual growth, but was also a worthwhile investment that provides the highest social returns in the long run. Nobel Prize-winning economist James J. Heckman has pointed out that, investing in early childhood development especially in the age group of 0-5 years, provides a higher return on investment in problem solving after the child entered adulthood, which returned 6.7 to 17.6 times (Heckman, 2006). This was because during this period, children's

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brains develop most rapidly and were able to respond well to stimuli from the environment (Center on the Developing Child at Harvard University, 2007).

In addition, data from the World Health Organization (2012) indicated that 15-20% of early childhood children worldwide experience developmental delays or abnormalities, which was a sign that reflected the importance of supporting age-appropriate development. Moreover, it prepared children with the skills they need for life in the future which, if not adequately cared for, could affect their potential in various areas in the long run (Walker et al., 2011).

Latest data from the survey in the Phichit Province in 2022 found that there were problems with the growth and development of Early childhood children which were not yet in line with the standard criteria. Rates of thinness, obesity, and anemia in some groups of children were found, which was the sign that, it was a must to develop policies and co-collaborating between different sectors to develop the potential of early childhood children in the area. Having a clear development approach and integrating cooperation from network partners such as the Ministry of Health, the Ministry of Education, and civil society would be an important factor in strengthening a solid foundation for human resource development and long-term growth of the country.

Therefore, human development policies throughout the life, especially the focusing on improving the quality of Early childhood children, were important for the development of population structure and strengthening human resources in the long run, which prepared the population to participate in and support sustainable economic and social growth. Early childhood children development was an important foundation because this was the period when the brain and physical structure can develop to their maximum. Promoting age-appropriate development had an impact on long-term quality of life and reduced health and educational problems that may occur when children enter adulthood.

Therefore, this research article focused on studying and understanding the roles of network partners in participation and factors affecting the success of driving the policy of lifelong human development for early childhood children, and the model of driving the policy of lifelong human development for early childhood children in Phichit Province of which the aim was to create a guideline for driving human development policies throughout the life: Early Childhood Groups in Phichit Province in a participatory manner.

Objectives

To study the role and factors affecting the success of driving the policy of lifelong human development for early childhood children in the Phichit Province network.

To propose a model for network participation in driving the policy for lifelong human development for early childhood children in Phichit Province.

Methodology

This research aimed at proposing a model of network participation in driving the policy of lifelong human development for early childhood children in Phichit Province. A mixed-methods approach was employed, utilizing both quantitative and qualitative data collection and analysis. The quantitative phase targeted a population of 809 personnel from relevant agencies and organizations. A sample size of 270 was determined using Taro Yamane's formula with a 95% confidence level and a 5% margin of error. Quota sampling was implemented to ensure proportional representation from each agency. For the qualitative phase, focus group discussions were conducted with 81 key informants selected through purposive sampling. Participants were divided into two subgroups: the Early Childhood Quality Development Working Group and the Integration Model Monitoring Expert Group with the following details:

Table 1. Quantitative Sample

Agencies/Organizations/Sectors	Total Number (N)	Sample group (n)
Early Childhood Children Quality Development Working Group	30	10
Early Childhood Children Information System Development	21	7
Hospital Directors	12	4
Staff in the hospital	12	4
District Public Health	12	4
District public health officials	12	4
Director of Sub-district Health Promotion Hospital	109	36
Sub-district Health Promotion Hospital Staff	109	36
Monk	24	8
Teacher at the Early childhood Children Development Center	450	150
People who participate in the operation	20	7
Total	809	270

Table 2. Details of the Key Informant group

Key Informant group	Detail	Number of personnel
Group 1: Working group for Early Childhood Quality Development in Phichit Province and Working group for Early Childhood Children Information Development System in Phichit Province		64
-Working group for Early Childhood Children Quality Development, Phichit Province	Personnel working to develop the quality of Early childhood children	33
-Working group for Early Childhood Children Information Development System, Phichit Province	Personnel responsible for information systems	21
-Civil society that plays role in driving Early Childhood Children development	Those who have experience in developing the quality of Early childhood children	10
Group 2: Expert Group on Examining Integration Models		17
-Working group for Early Childhood Children Quality Development, Phichit Province	The experts in Early Childhood Quality Development	4
-Working group for Early Childhood Information Development System, Phichit Province	Information Systems Specialist	3
-Provincial Public Health	Those who have experience in policy and operations (≥ 3 years)	2
-Office of Social Development and Human Security	Those who have experience in policy and operations (≥ 3 years)	2
-Provincial Education Office	Those who have experience in policy and operations (≥ 3 years)	2
-District Public Health	Those who have experience in policy and operations (≥ 3 years)	2

Key Informant group	Detail	Number of personnel
-Academic	The experts in policy driving and research	2
Total		81

The tools and procedures for data collection were divided into 5 steps as follows:

Step 1) The study on the role of Phichit Province network partners in driving the policy of human development throughout life: the group of early childhood children in Phichit Province was conducted by researching documents from books, concepts, theories, documents, research, laws, and related policy plans, information reports published on the internet, and various media related to the role of network participation in driving public policy and organizing a small group meeting, a qualitative sample of 64 personnel (separated by the agency) to collect qualitative data consisting of questions on the operation of agencies related to early childhood development to reflect the effectiveness and problems, the implementation of policies into practice, factors affecting the achievement of policies into practice, as well as the role of network participation and to obtain the opinion on the expectations of driving policies that would guide the development of policy driving accordingly. In addition, it was also necessary to collect concepts and guidelines for policy driving under the understanding of the role of participation and goals of joint policies, proposed success indicators and problems and obstacles that arised relying on the participation of relevant sectors in particular to achieve an integrated and participatory model in driving the policy implementation of human development throughout the life of Early childhood group in Phichit Province.

Step 2) Questionnaires on the success indicators in driving the policy by collecting quantitative data in the sample group of 270 personnel from the created questionnaire, which consisted of Part 1 - the general information/ questionnaire of the sample group, including information on age, gender, education level, income, and length of employment, which is in the form of a checklist.

Part 2 - factors of success in driving the agency's policy, which had a question format in the form of a 5-level rating scale, with scores from 1 to 5 for each element of each indicator of the factor used in the study, using the following criteria for interpreting the rating scale as follows;

0.00 – 1.50 refers to the opinions on factors influencing the success of policy implementation at the lowest level

1.51 – 2.50 refers to the opinions on factors influencing the success of policy implementation at a low level

2.51 – 3.50 refers to the opinions on factors influencing the success of policy implementation at a moderate level

3.51 – 4.50 refers to the opinions on factors influencing the success of policy implementation at a high level

4.51 – 5.00 refers to the opinions on factors influencing the success of policy implementation at the highest level

Part 3 was a question about other suggestions that will lead to a guideline for driving the policy of human development throughout life: the early childhood group, Phichit Province.

Step 3) Proposing an integrated model with participation of the network partners in driving the policy for lifelong human development of Early childhood children in Phichit Province by presenting the results of the analysis to 17 experts to assess opinions on the gap analysis of the integrated model with participation of the network partners in driving the policy for lifelong human development of early childhood children in Phichit Province, and additional suggestions, interviewed 17 experts about the integrated participatory model of the network partners in driving the policy of human development throughout the life of early childhood children. Then summarized and analyzed the data from Steps 1-3 to draft the integrated participatory model of the network partners in strengthening the foundation of early childhood life.

Step 4) Prioritize the needs of the integrated participatory model in driving the policy of human development throughout the life of the early childhood group of the Phichit Province network partners using the Modified Priority Needs Index (PNI Modified) method, which summarized the suggestions and had 17 experts score them to prioritize the needs by arranging the index from the highest to the lowest. An index with a high value means that there was a need for development more than an index with a low value by using the calculation formula with the Modified Priority Need Index (PNI modified) technique of Nonglak Wiratchai and Suwimol Wongwanich (Suwimol Vongwanich, 2007: 279) as follows:

$$\text{PNI modified} = (I - D) / D$$

When

PNI modified refers to the essential need index

I (Important) refers to the actual role that exists

D (Degree of success) refers to the role that should be

Step 5) Examine and evaluate the integrated participatory model in driving the policy for lifelong human development of early childhood children of the network partners in Phichit Province - conducted by holding focus group discussions with 17 experts to assess the appropriateness, feasibility, benefits of the integrated participatory model of the network partners and suggestions, and further improve and amend the integrated participatory model of the network partners as suggested by the experts.

Validity and Reliability of the quantitative questionnaires were done by checking the Validity; the questionnaires were reviewed by the advisor and experts for the accuracy and consistency with the research objectives, Reliability- was done to confirm the stability of the measurement tools. Qualitative data verification used the triangulation method by comparing data from various sources and data collection methods to verify the reliability and integrity of the data until the data was saturated (Saturation).

In the quantitative data analysis, descriptive statistics were used; frequency, percentage, mean and standard deviation to describe the roles and indicators of success indicators, while qualitative data used content analysis, data classification and data comparison.

Results

The situation of Early childhood children in Phichit Province

Early childhood refers to children in the age group from birth to 5 years old, which is considered the golden period of development because it was the age of brain development. Therefore, the perception, learning, the creation of the highest social foundation, the care and promotion of the development of children in this age

group must rely on the support from many sectors, whether it was family, community, school, or government sector, which Phichit Province had given importance to the development of early childhood to create a solid and sustainable foundation for the future of the province. However, the study found that Phichit Province still had problems and challenges related to the development of early childhood in many dimensions, both physical, mental, intellectual and social, as follows:

Physical aspect - Data from the Health Data Center (HDC), Ministry of Public Health, found that early childhood children in Phichit Province had nutritional problems and physical development below standard. Children aged 0-5 years, only 56.02% had a good proportional height, which was below the standard that should be (64%), while children aged 6-12 years, only 49.29% had a good proportional height (the standard should be 66%). In addition, children aged 6-12 months were found to have an increased incidence of anemia which was a serious concern. Lack of places for exercise and play was also a prominent problem, resulting in incomplete physical development of children.

The psychological and intellectual aspects of early childhood in Phichit Province represented challenges relating to emotional and intellectual development. The average IQ of children in the province was 99.83, which was lower than the standard (100) and slightly lower compared to last year. In addition, the use of mobile phones as a parenting tool results in a lack of intellectual stimulation in children resulting in the delayed emotional and social development. Behaviors found in children such as sedentary symptoms (ADHD) irritability, aggression, and slow speech. As a result, there were urgent challenges in the development of children in these matters.

Social and environmental aspects - Problems related to the environment and society that affect early childhood development were found, such as poverty, being raised by grandparents or other people, and family problems from parents who are not ready or rely on drugs. Lack of close supervision causes early childhood children in some families to lack the opportunity to develop both physically and mentally, especially the problem of adolescents in Phichit Province who had drug problems and pregnancy at a young age, which resulted in these children lacking proper care and may not receive sufficient nutrition. In addition, many child development centers in Phichit Province did not pass the A-level standard, which showed the need to improve the quality of child development institutions in the province to achieve better standards.

The operational problems in driving the policy of lifelong human development of early childhood groups in Phichit Province were found to be problems in the integration of work and participation, which still lacked cooperation between various agencies, each of which operated according to its own mission, resulting in a lack of coordination and continuity in solving early childhood problems effectively. There was a lack of participation from the public and private sectors in planning and operations, resulting in problems solving not covering all dimensions. In addition, meetings were still ineffective due to the lack of using opinions and information to benefit actual operations. Regarding the resources, the agency found budget constraints and incomplete use of resources, this resulted in early childhood development projects not receiving full support, shortage of personnel with specialized skills and knowledge, resulting in lack of expertise and failure to meet targets, problems in data management were still delayed and not comprehensive, resulting in inaccurate problem planning, database system had inconsistency of databases between different agencies, making it impossible to integrate data effectively, insufficient and incomplete data making analysis and problem solving planning was incomplete and ineffective.

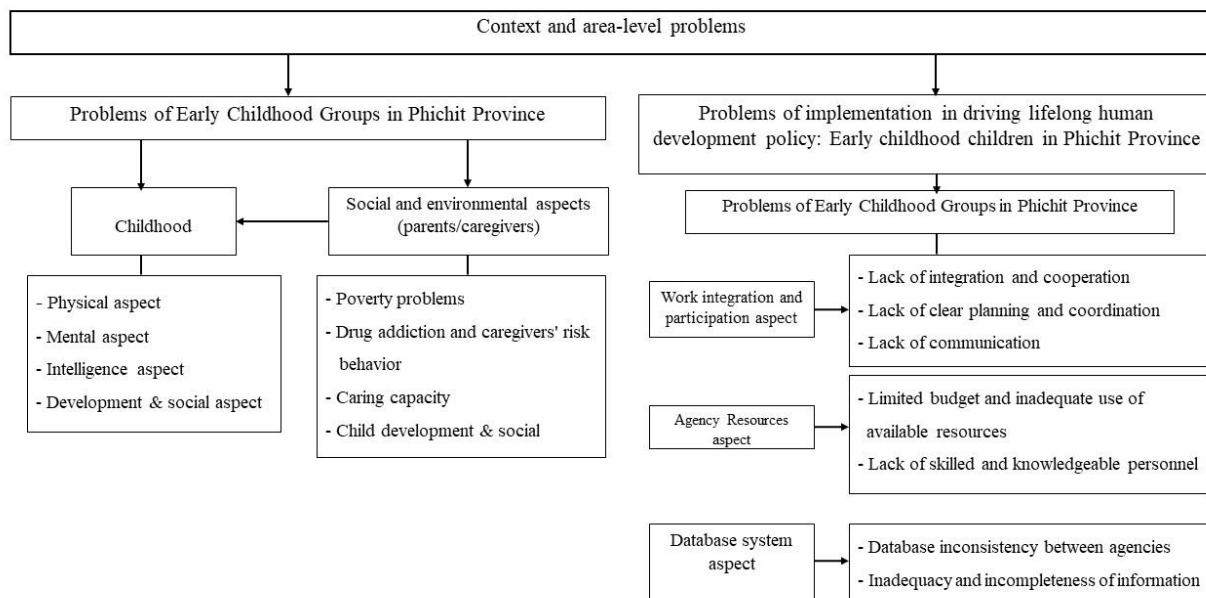


Figure 1. The Conclusion on the Issues and Urgent Needs in Driving Human Development Policies Throughout the Early Childhood Group of Phichit Province Network.

The role of the Phichit Provincial Network in driving the policy of human development throughout life: Early childhood group in Phichit Province

Lifelong Human Development Policy Framework: Early Childhood Group at National Level

The Lifelong Development Policy for Early Childhood children focused on ensuring that all early childhood children received comprehensive development in terms of quality, potential, and age-appropriate growth by integrating collaboration between various agencies, including government agencies, private sectors, and civil society organizations at all levels, from the central level through the cooperation of 6 main ministries; the Ministry of Social Development and Human Security, Ministry of Digital Economy and Society, Ministry of Interior, Ministry of Labor, Ministry of Education and Ministry of Health. Under the vision of this policy, the main goal was to ensure that all early childhood children had a good quality of life, receive equal services and protection, and developed according to appropriate standards of development through the integration of heart, head, hand, health, and hi-tech. Each ministry played the important supporting role, such as protecting early childhood welfare, empowering parents through digital technology, taking care of children's health, and developing the capacity of teachers and personnel in early childhood education.

Linking The Lifelong Human Development Policies: Early Childhood Group, Phichit Province

In the implementation at the Phichit Provincial level, there had been an integration of 6 ministries and civil society to develop early childhood in the area through various projects such as providing financial assistance to the children in poor families, supporting vulnerable families, promoting children's health such as the 1,000-day miracle project, training staff in child development centers, and supporting nutrition corners and lunch in Early childhood children centers, including developing an early childhood children database so that various agencies could use it effectively.

Phichit Province had established a working group for the Early childhood children development in the area consisting of two main groups; the Working Group for Developing Early childhood children's Quality of life and the Working Group on Early Childhood children information system. These working groups were responsible for coordinating with relevant agencies such as the Ministry of Public Health, the Ministry of Education, and civil society to collect data on child development, provide training, and provide advice on child development and protection.

Guidelines for the Operations Under the Lifelong Human Development Policy: Early Childhood Group, (Phichit Model)

Phichit Province had developed the "Phichit Model" to promote human development throughout the life of the Early Childhood Group, consisted of 4 main dimensions:

Information System - Database of information on Early childhood children and households had been developed comprehensively to plan and solve problems at the local level efficiently.

Solving problems at the local level - There was cooperation between teachers, doctors, health, volunteers, sub-district administration organizations and civil society in developing the potential of early childhood children to respond to the needs of the area.

Early Childhood Development Tools - Use tools that had been approved at the provincial level

for early childhood development and provide training for local agencies to use them effectively.

Monitoring and Evaluation Mechanism - There was a monitoring and evaluation system covering 4 dimensions to ensure that the development is consistent with the policies and plans for developing children's quality of life.

Under "Phichit Model" - Phichit Province had developed a database system that covered all dimensions of early childhood children development and defined data access rights so that different agencies could share data on a central platform. Relevant agencies such as the Office of Social Development and Human Security, Phichit Province (Provincial Office of Social Development and Human Security) and the Primary Educational Service Area Office have collaborated to create a central database system that was easily accessible and efficient. In addition, an early childhood data dashboard had been prepared compiling data from all agencies through King Mongkut's University of Technology Thonburi's Big Data Institute (BDI) to monitor and evaluate performance in the area.

Factors affecting the success of driving the policy of lifelong human development for early childhood children in the Phichit Province network

The opinions on factors affecting the success of driving the policy of lifelong human development for early childhood children in the Phichit Province network

Driving the policies for the development of early childhood children throughout their lives in Phichit Province required many factors to be successful. There were 5 main factors that were the indicators of the results, which were the content of the policy, the agencies and organizations driving, the factors of the area and the people affected by the policy, the environment of the policy, the leaders and the policy practitioners. From the statistical data from the survey of 270 samples, it was found that these factors had different levels of impact on the success as follows:

Policy Content

A large number of the sample up to 65.2 percent, agreed that the content of the policy was accurate, clear and properly prioritized, affecting the success of the policy. The average opinion on this factor was 4.07 out of 5, which was the highest average among all factors analyzed. In addition, 57.8 percent of the sample group agreed that establishing guidelines for building collaboration was an important part in making the policy effective, with a mean score of 4.11 indicating that most practitioners saw the importance of having complete policy content and clear priorities.

Agencies and Organizations That Driving

The agencies that drive policy must be ready in terms of planning, budget, resources and manpower. From the survey, it was found that 56.3 percent of the sample group agreed that the agency's mission is consistent with and supports the policy objectives, with an average opinion of 3.93. As for the agencies that have established guidelines for operational development that are highly accepted, they had an average opinion of 3.96. In addition, 60 percent of the sample also focused on integrating the collaboration of government agencies to achieve systematic success.

Local Factors and People Affected by the Policy

Public participation was another important factor. 50.7% of the sample agreed that agencies that allow the public to participate in expressing their opinions on the implementation of the policy had an effect on the success of the policy. The average opinion on this factor was 3.70, which reflected that providing opportunities for local people to participate in proposing guidelines plays an important role in the success of the policy.

Policy Environment

Environmental factors were important in supporting sustainable policy implementation. The survey found that 49.3 percent of the sample group agreed that support from practitioners and beneficiaries was important for the success of policy implementation, with an average opinion of 3.68, the highest in the policy environment factor. Furthermore, 45.6 percent of the sample agreed that the support from the central and local was important in creating an environment conducive to effective policy implementation.

Leaders and Practitioners of the Policy

The officials' abilities to transfer the objectives and goals of the policy to the public was an important factor, 55.2 percent of the sample group agreed with a high level of opinion that the staff could clearly convey the policy, with an average opinion of 4.03, which was the highest value in this factor. In addition, leaders of the organizations who were able to inspire and motivate the policy implementation also played an important role, 52.2 percent of the sample group agreed with this factor, and the average of the opinion was 3.86, indicated that having leaders who could inspire and motivate the team was important in driving the policies to the success.

The survey results showed that the content of the policy was the most important factor for the sample. The average opinion level was 4.02, followed by the policy leaders and practitioners factor, which had an average of 3.89. This data reflected the need for clear policy formulation, communication skills and leaders, as well as the creation on public participation in the area to ensure sustainable success of the implementation of the Early Childhood Development Policy in Phichit Province.

Table 3. Level of Opinion Influencing the Success of Policy Implementation

Factors influencing the success of policy implementation	\bar{x}	S.D.	Rank
Factor 1: Policy content	4.02 high	0.68	1
Factor 2: Agencies and organizations that driving	3.73 high	0.81	3
Factor 3: Local factors and people affected by the policy	3.56 high	0.88	5
Factor 4: Policy Environment	3.59 high	0.89	4
Factor 5: Policy leaders and practitioners	3.89 high	0.80	2

Success in developing the quality of life of early childhood Under the operation of Pichit Model

The success in developing the quality of life of early childhood children under the “Pichit Model” was driven by several main factors, including: 1) Monitoring work from the subcommittee and high-level agencies that visit the area every 2-3 months, resulting in urgent and continuous operations. 2) Cooperation from the government sector, the public sector and the private sector in meetings, planning, monitoring and evaluation made the policy continuous and concrete. 3) Commitment of local agencies, especially public health, to manage the information system that could be used together. 4) The strength of the local network that consisted of volunteers, citizens and monks who helped promote early childhood development. 5) Comprehensive data management enabled the agencies to analyze and plan solutions accurately. 6) Participation from foundations, universities, and NGOs, such as the Rom Yen Family Project, which helped survey and analyze data on vulnerable children. 7) Support from temples and local communities that offer places, items, and food, as well as monks who help children, elderly and local people who need special care. 8) Establishing the working groups and coordinating between agencies to jointly plan and monitor results enables policies to be driven in the same direction and achieve goals.

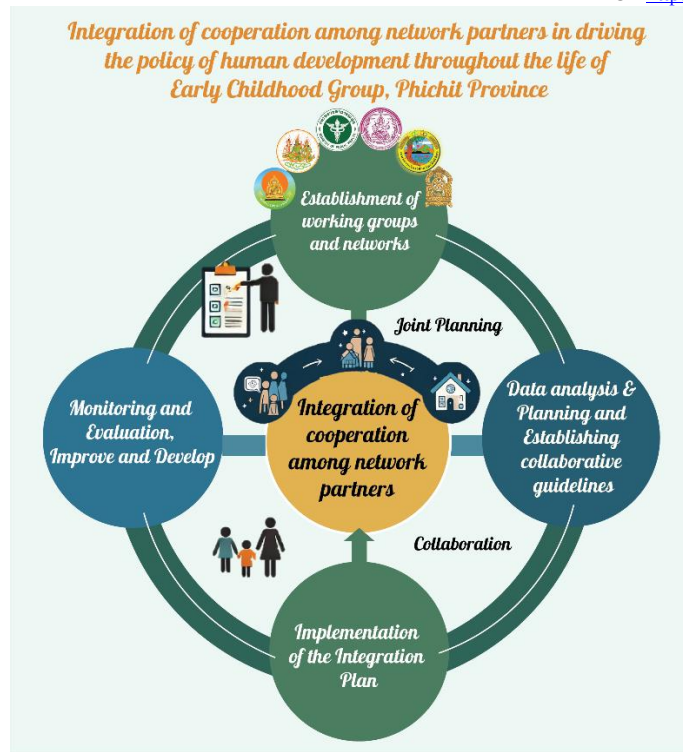


Figure 2. Integration of Cooperation Among Network Partners in Driving the Policy of Human Development Throughout the Life of Early Childhood Group, Phichit Province.

Participation Model of Network Partners in Driving Human Development Policy Throughout the Life of Early Childhood Children in Phichit Province

In order to obtain the participation model of the network partners in driving the policy in this study, the prioritization method was used to develop the integrated model of participation in driving the policy of human development throughout the lifespan of early childhood groups of the network partners in Phichit Province by determining the issues used in the consideration of prioritization, which were based on the factors affecting the success of driving the policy of human development throughout the lifespan of early childhood groups of the network partners in Phichit Province, where the working group was working on early childhood development. Public health agencies, educational agencies, and the public sector gave importance to each factor as follows:

Policy content factors – the opinions that the issues on determining the model of cooperation were clearly defined, policies bring about social, political and economic change, and government officials could put the plan into practice, were very important factors.

Departments and Organizations driving factors -the opinions that the issue about the agencies determined the operational development model to drive the policy plan, the agency had a central database for coordination with other agencies, the agencies and government officials were well integrated in the operation, the government agencies and officials had a clear division of duties and areas of responsibility that did not overlap or interfere with each other's duties, were very important factor.

Area factors and people affected by the policy – the opinions that the issue about the agency provided the opportunities for the public to participate in proposing opinions on the operational guidelines of the agencies that implemented the policies in the area, and the local people had come to inspect the operation of the agencies, were very important factor.

Policy environment - the opinions that the issues about the agency received the support from practitioners and beneficiaries in implementing the policy plan and received support from the central and local governments, were very important factors.

Leaders and practitioners of the policy- the opinions that the issues about the leaders of the organizations/agencies inspired and motivated in driving the policy plan, the ability of officials to communicate the objectives and goals of the policy to the public, and the organization had a joint meeting to achieve the goals, were very important factors.

In the interview with key informants, it was found that there were 6 main factors affecting the success of driving the policy of human development throughout the life of the Early childhood group of the Phichit Province network as following; 1) Monitoring the work of subcommittees and high-level agencies 2) Cooperation of all network agencies 3) Continuity and determination of agencies at the local level 4) Information system management 5) Supporting from the temples and local communities and 6) Establishment of working groups and coordination between agencies.

This included the guidelines for developing the participation model of network partners in driving human development policies throughout the life cycle that the key informants gave comments that led to the formulation of a total of 26 issues, in which the researchers used the top 5 selection, which was a common method in research and strategic planning, because in practice there were often resource constraints such as budget, time or manpower, therefore, choosing to develop only the most important factors was the way to help allocate resources most efficiently. Selecting a limited number such as the top 5 will allow the most impactful developments to be focused first. The rankings were based on an average or the Needs Index (PNI) to narrow the gap between the current and desired conditions. If the highest PNI value was in the top 5, it indicated that these needs were most important and had the largest gaps. Solving these factors will lead to the most visible developments first. In addition, selecting only the top 5 will allow for more efficient allocation of resources, such as budget, personnel, and time, by prioritizing the most urgent and different

issues between the current and desired conditions. If the top 5 PNImod factors were selected, the operation will be prioritized and clear and important results can be expected first.

From the ranking of needs in the guideline for integrating the Early Childhood development policy

of Phichit Province, the top 5 main need to be developed are: 1) Establishment of working groups and inter-agency coordination (PNImod = 3.89), which was the most necessary although the current conditions were at a good level, but still need further improvements to ensure smooth and effective coordination in driving policies, 2) The central database for coordination (PNImod = 3.80) reflected the need to develop a central database that could be shared among different agencies to make work more efficient. The current database management still need urgent development to be consistent with the needs in the area 3) Information system management (PNImod = 3.75) to enhance the efficiency of information management related to early childhood for more accurate and faster, resulting in the ability to plan and solve problems, 4) Training and developing government officials to have the ability to implement plans and policies in practice (PNImod = 3.72). Although the ability to perform work in the current situation was at a good level, it still needs the development in order for the work to be fully consistent with the plans and goals and 5) Establishing guidelines for cooperation between agencies (PNImod = 3.67), which was an important issue that helps the collaboration had a clear direction and goals. The developments in this issue was necessary to strengthen cooperation among agencies involved in the process of developing the quality of life of the Early childhood children to be stronger and more effective in all dimensions.

The above prioritization of needs reflected the urgent issues that need development, especially in the areas of inter-agency coordination and information system management. The development of a central database and efficient information system management will help make collaboration between different agencies smoother and more consistent, leading to effective policy integration and positive impact on human development throughout the life of Early childhood children in Phichit Province. In addition, the ability of government officials to implement the plan and determine the guidelines for creating cooperation were also important issues. Both issues were necessary to strengthen the potential of officials and work together in a direction that was consistent with the specified policies to produce good results and meet the set goals by having 17 experts assessed the appropriateness, feasibility, benefits of the participatory integration model of the network partners and recommendations. The improvement of the integrated model with participation of the network partners as concluded by the experts was in the same direction, which was to agree on upgrading, giving importance to the top 5 development issues that will enable the implementation of policies in the early childhood group to solve problems and develop people in this age group to grow effectively. The group of experts emphasized the guideline to drive the “Phichit Model”, which was considered a form of coordination and horizontal work at the local level that had been developed to promote and support the vertical work of government agencies. The model of network participation in driving the policy for lifelong human development of early childhood children in Phichit Province consisted of 1) Policy implementation model, focusing on adjusting the policy to be consistent with national and local levels, which must be flexible to meet the needs of people in the area and setting a long-term vision to cover education, health, nutrition and family support, emphasizing on creating development from pregnancy until early childhood. 2) Collaborative model, promoted participation from all sectors including government agencies, educational institutions, health service providers, business sector, community organizations and families to create integrated work, reduce duplication of work, and increase efficiency in policy implementation, while defining clear roles of each sector in supporting early childhood development. 3) Cooperation between the public and private sectors by mobilizing resources including finance, the expertise, the infrastructure to support child development programs, such as the joint development of educational technologies, learning platforms and the design of developmental activities. 4) Capacity building through the community personnel training such as teachers, health officials, community leaders, as well as organizing local knowledge exchange forums to promote understanding of Early childhood development for families and communities. 5) Awareness campaigns using social media and community activities to educate the public on the importance of early childhood development, including the integration of local cultures in communication to reach the public easily and had a wide impact. 6) Monitoring and evaluation by setting clear indicators and opening channels to listen to feedback from all stakeholders, including

families, teachers, and health care providers, to improve the implementation plan to suit the changing environment. (Figure 3.)

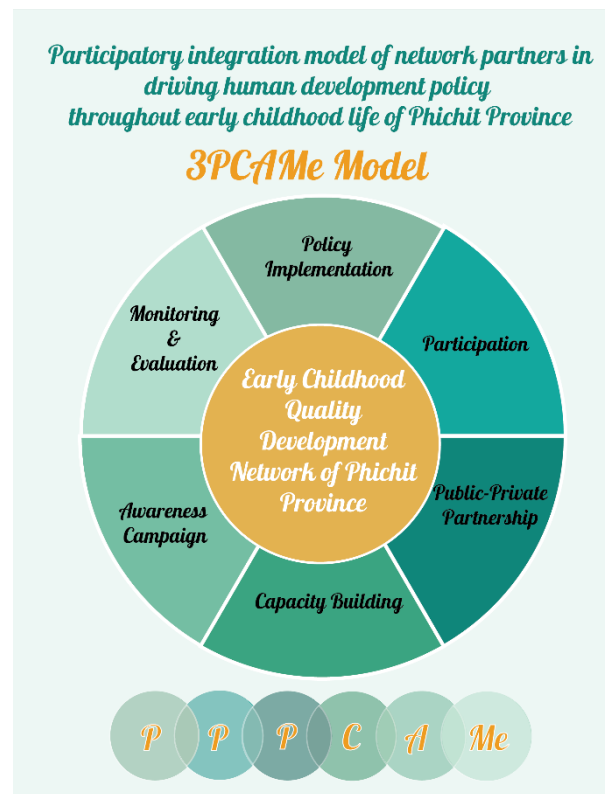


Figure 3. Model of Driving Early Childhood Development Policy of the Network Partners, Phichit Province.

Discussion

The implementation of the Phichit model, focusing on lifelong human development at the local level, was an example that is consistent with the 20-year national strategy that emphasized the development of human resources to the highest quality, aiming to strengthen the population of all ages, especially the development of early childhood, which was an important foundation for long-term growth and development of the country (National Economic and Social Development Board, 2018). In driving this policy, there were several factors that were consistent with the results of the study showing that the success of the Phichit Model was happen from the participation of the cooperation network between the government and civil society sectors, coordination between agencies (Woradej Chanthasorn, 2011), and the development of a common database system, which were the important factor that helps track children's development and solve problems at the right point. Research by Kwon & Kim (2017) indicated that participatory development guidelines were an effective way to create sustainability and development at the local level. Therefore, the establishment of cooperation of network partners in the Phichit Model was an important basis for the continuous and sustainable human resource development.

The centralized database system shared among local agencies in the Phichit Model was designed to use data in all dimensions of child development, including physical, intellectual, social, and environmental. Such data integration improved efficiency in operations and progress tracking as the insights were used as a tool for planning and progress tracking (Kathanyoo Kaewhanam, 2014). In addition, WHO (2018) stated that such comprehensive data collection can be used to assess and analyze problems in a targeted manner. Lee & Hong (2020) It was found that the database system linked between agencies played an important role in making planning and decision-making more accurate and efficient. This integrated data allowed network

partners to effectively share information to plan and implement developmental activities that meet the needs of local children.

The Pichit Model has been successful in driving lifelong human development policies through collaboration from all sectors. Participation from various agencies such as government agencies, schools, hospitals, and local communities has helped create a strong network of cooperation. Provan & Kenis (2008) found that the participation and co-management among network partners can effectively enhance the effectiveness of project achievement related to child development. Therefore, participation in the Pichit Model was a good example of creating cooperation and integration that made the implementation comprehensive and achieve the expected results.

Obstacles and challenges in implementation - Although the Pichit Model has received support from many sectors, it still faces obstacles such as lack of effective coordination and lack of personnel with skills and expertise in data management and development. Bryson, Crosby & Stone (2015) stated that lack of continuity in coordination between agencies can cause local implementation to be delayed and not on target. In addition, Van Meerkerk, Edelenbos & Klijn (2018) indicated that the lack of personnel with specialized knowledge could be a major problem for the operations. Therefore, strengthening the skills and expertise of personnel were important in the continuous development of the Pichit Model policy.

Effective data management in the Pichit Model will enhance accurate decision making and on-the-spot planning. Benos & Papanagiotou (2019) emphasized the importance of information systems in supporting decision making in the public sector, integrated data will reduce duplication of work and increase efficiency at the local level. Harvard University (2016) also proposed the development of a central database system to be used to monitor, evaluate and improve operational guidelines in line with changes in society. Therefore, the development and integration of a central database in the Pichit Model was a potential step in the development of human resources and long-term early childhood care.

Improving Resource and Personnel Support – the Pichit Model was still face resource limitations and specialized skilled personnel which were important factors in increasing operational efficiency. Scott and Davis (2015) pointed out that appropriate resource allocation could help organizations achieve greater results. In addition, Walker & Boyne (2006) emphasized the importance of appropriate resource support and personnel development with skills that meet project needs. In the case of the Pichit model, the development of specific skills and support of local resources would help the implementation of lifelong human resource development policies to achieve their full potential.

The implementation of the Pichit Model with integration and cooperation from all sectors had the potential to be a model for development in other provinces, however, it must be improved and integrated to be in line with the specific context in each area. Giddens (2009) mentioned that the collaboration with long-term goals and integration of all sectors were the important factors that make operations sustainable. Leach, Scoones & Stirling (2010) also mentioned about the creation of the sustainability emphasizing on the adaptation and the flexibility towards context changing which was in line with the efforts in developing the Pichit Model to be role model of the integration at local level.

Conclusion

Sustainability in the operation of the Pichit Model – working in accordance with the Pichit Model can be a model for developing lifelong human development policies of Early childhood group in other provinces if the guideline was improved and integrated to be consistent with the context of each area. Sustainable early childhood development required continuous collaboration from all network partners which will help them better cope with various challenges. The development of a more effective management and coordination guideline will enable the Pichit Model to achieve its goals and serve as a model for working at the local level that emphasized the integration of cooperation from all sectors.

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