

## ■ 論 文

Evaluating Community Activities Based on Core Competency:  
Case Study on Network of Ban Jum Rung Community OrganizationKingfa Nisayoung<sup>1</sup>, Chaweewan Denpaiboon<sup>2</sup>, Yusuke Toyoda<sup>3\*</sup>

**Abstract:** This research was undertaken with applying “Core Competency” with two objectives: (1) to evaluate activities of Network of Ban Jum Rung community organization by core competency and (2) to suggest ways to develop activities of the community based on core competency concept. Significant findings are for use the data from the study to be developing Network of Ban Jum rung community organization or give the suggestion to develop Network of Ban Jum rung community organization in the future. Network of Ban Jum Rung Community Organization is a famous rural community for tourism based on agriculture (Agrotourism). The Network of Ban Jum Rung Community Organization is driven by development activities inside the Ban Jum Rung Community. This study evaluated main activities of Network of Ban Jum Rung Community Organization by core competency, which activities were categorized into economics activities, social and community activities, and environmental activities. This study divided factors for developing core competency of activities into six aspects: customer focus on service and relation; adaptation and change management in community activity; continuous learning and continuous improvement in community activities; innovation of community activity; independent working of; team working of activities. Result of evaluation showed that Network of Ban Jum Rung Community Organization should improve innovation factors on economics activities, social and community activities, and environment activities. Likewise, the Network of Ban Jum Rung Community Organization should improve independent factors on environment activities. Nevertheless, social activities and environmental activities should improve all factors of core competency because some activities in social activities and environmental activities are still neglected.

**Keywords:** Core Competency, Network of Ban Jum Rung Community Organization, Evaluation

## I. Introduction

In Thailand, many rural communities applied Sufficiency Economy Philosophy to their ways of development: development in economics, social aspects and environments, some becoming best practices. Generally, best a practice community is a community that can solve their problems effectively or community which has capacity to develop itself in some direction. Network of Ban Jum Rung Community Organization is one of “best models of sufficiency community.”

Network of Ban Jum Rung Community Organization is a network organization of learning through sufficiency Economy Philosophy. Network of Ban Jum Rung Community Organization is visited by many communities and organizations to learn from its development experiences. Moreover, Network of Ban Jum Rung Community Organization became a place for travel as agritourism destination. Network of Ban Jum Rung Community Organization launched many activities such as local resource management as community products, a rural university as a learning center of community development, home-stay, restaurant, agriculture management, garbage bank. All activities of this organization were driven by groups of local

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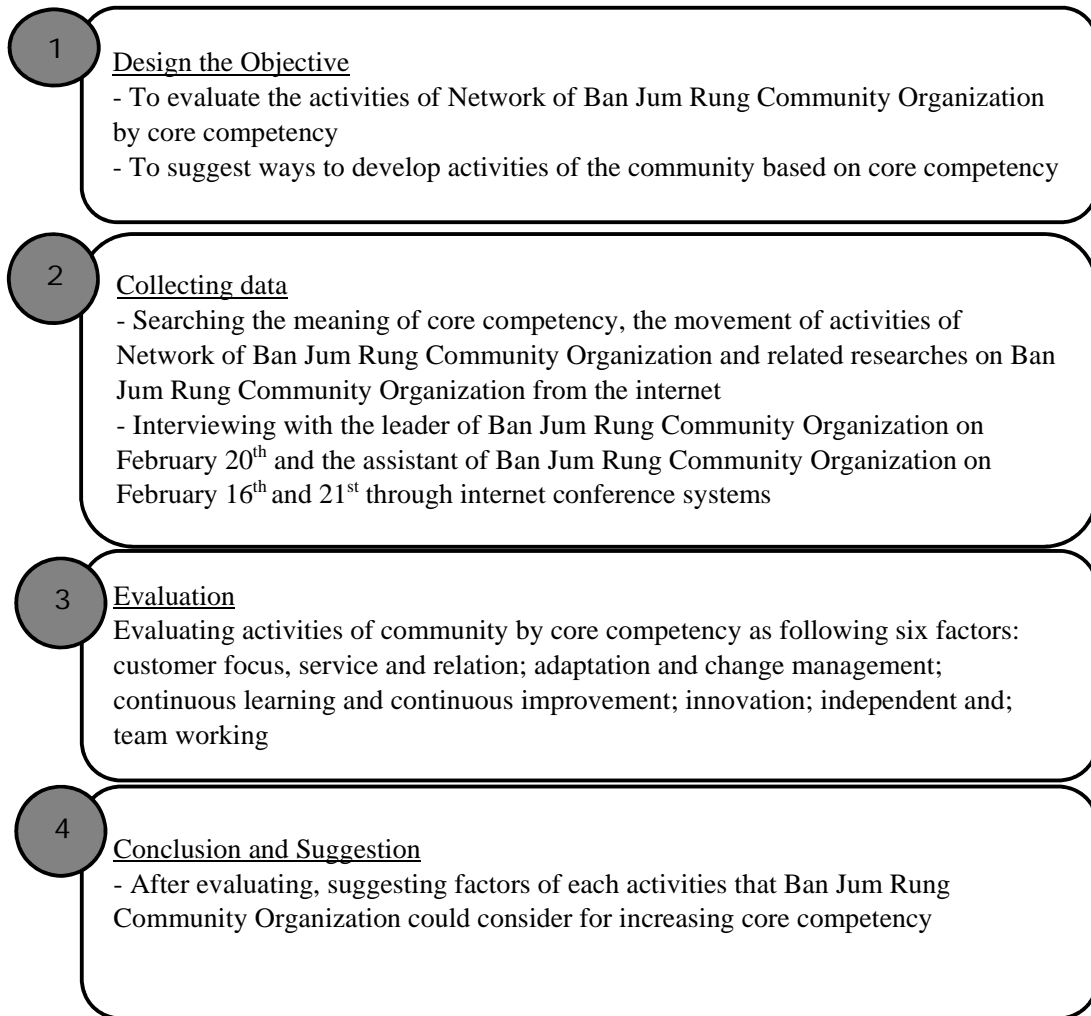
residents. In the same way, the activities of Network of Ban Jum Rung Community Organization are events for driving community development. In Network of Ban Jum Rung Community Organization, activities are not only for tourism, but its villagers also can sell local products. Therefore, the activities are important to develop the community. The development and improvement in activities of Network of Ban Jum Rung Community Organization will help the community develop in the long term.

In this research, we evaluate activities of Network of Ban Jum Rung Community Organization by core competency. Core competency is a capability or skill inside organizations or individuals and the elements of the performance in core competency consist of skill, knowledge, attitude, self-concept and independence, motivation and innovation, and ability to work with other. Activities of Network of Ban Jum Rung Community Organization are evaluated by the composition of core competency: Customer focus, service and relation: adaptation and change management; Continuous learning and continuous Improvement; Innovation; Independent, and; Team working.

## **II. Method and Framework of Research**

This research began with designing objectives of this study. The objectives of this study encompass two aspects: to evaluate the activities of Network of Ban Jum Rung Community Organization by core competency and to suggest ways to develop activities of the community based on core competency. In next step, we collected data by the meaning and reviewing core competency, the movement of activities in Network of Ban Jum Rung Community Organization and related researches about Network of Ban Jum Rung Community Organization. We also got data from interview with the leader and assistant of this organization. Afterward, we divided the activities into three according to their aspects: economic activities, social and community activities, and environment activities, and then we evaluated them by core competency, which consist of customer focus on service and relation; adaptation and change management; continuous learning and continuous improvement; innovation; independent and; team working. Then we suggested factors in each activity that Ban Jum Rung Community Organization should could consider for increasing core competency in the activities.

However, this research ha to study on base information of Network of BJC community organization.to study the meaning and principles of core competency for create the factors and evaluating the activities of Network of BJC community organization and the researcher describe that part in literature review.



Source: Authors

Figure 1. Step of Study

### III. Literature Review

#### III.1 Network of Ban Jum Rung Community Organization

Network of Ban Jum Rung Community Organization is located in Ban Jum Rung Community, Klaeng district, Rayong province: east part of Thailand. Members of the organization are local residents who agree to the objectives of this Community. The purpose of organization is to give knowledge and to create a group network for develop economics, social and environmental of community. This organization is one of the “models of sufficiency communities.” Sufficiency Community is about a way of thinking and doing through sufficiency lifestyle; it is revealed through community activities. They launched many activities such as local resource management as community products, a rural university as a learning center of community development, home-stay, restaurant, agriculture management, garbage bank, etc. All activities and movements are based on the concept of community self-reliance that is a fundamental idea of Sufficiency Economy Philosophy. Nowadays, network of Ban Jum Rung Community Organization has connection with 44 groups in the district.

Tanwattana (2003) described movement of Network of Ban Jum Rung Community Organization in detail. This paragraph presents the movement relying on her statement. The organization was established in 1986, by the government policy “Health for All By The year 2000” that encouraged community to improve facilities for living condition and amenity. At that time, the community also wanted to gather together to manage their own community. They gathered together as a saving group and established “Community’s Bank.” They started a “community funds group” which organized a “community’s shop.” This movement was related with the government policy about “center of market system learning.” They arranged a meeting and set a management system by themselves. In 1999, Community got a subsidy from Social Investment fund (SIF) program which aimed to support community systems and activities. They submitted a community plan to SIF. First movement after getting subsidy from SIF is “Household account” which led residents know their own expenditure. Hence, community launched a meeting and discussion through information of each household account. It stimulated resident to gather groups through their own aspect such as local agriculture group, community’s shop member group, saving group, home stay group, the ant army (young generation group for environment), aging group, culture group, rubber tree orchardist group, fishermen group, housekeeper group, etc. In 2004, the community got a budget from CODI (Community Organization Development Institute) and started to expand their target areas toward the whole sub-district (Tambon) with knowledge and staff from CODI support, by which local communities can get budget from CODI under its local community revitalization program. Community started to analyze their own problems and set goals and objectives of development. It means community capacity building. They can move actively and increasingly. Community learning process was driven obviously. Subsequently, community received a trophy from Royal Highness Princess Maha Chakri Sirindhorn as the best practice community of sufficiency Economy philosophy. In 2007, network of Ban Jum Rung Community Organization expanded a boundary of community to a sub-district (Tambon). It initiated a community network of learning through Sufficiency Economy Philosophy. The second turning point of this community was Government Policy about sufficiency economy that led community drive through new knowledge and the process of development. Nowadays, in monthly meetings of community, they gather representatives of their groups in discussion. They continue development process through Sufficiency Economy Philosophy.

According to the purpose of local people, development community encompasses three aspects: need better quality of life, need more income and concern about the environment. Thus, we divided the activities in Network of Ban Jum Rung Community Organization into three parts: economics activities, social and community activities, and environmental activities.

**Table 1. Activities of Network of Ban Jum Rung Community Organization**

Economics Activities	Social and community Activities	Environmental Activities
<ul style="list-style-type: none"> <li>- Sufficiency economy</li> <li>- Agriculture products</li> <li>- Local Restaurant</li> <li>- Tourism activity</li> <li>- Homestay and community's shop, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Community learning center</li> <li>- Community Radio</li> <li>- Human resource development</li> <li>- Young generation activity, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Garbage Bank</li> <li>- Organic Fertilizer</li> <li>- Pesticide-Free vegetables, etc.</li> </ul>

**Source: Authors**

### III.2 Core Competency

Reviewing previous studies on the meaning and the concept of core competency, many experts define the meaning of core competency as below.

Hamel and Prahalad (1994) pointed out that core competency of business as the main part for running business. Core competency consist of base knowledge, skill and abilities to work. And it can work most effectively at any level as the needs of organizations. Nowadays, some public organizations bring this concept for improving management. And they insisted that modern organizations must satisfy it from the beginning.

McClelland's (1999) definition of core competency means personality hidden within individuals. The push of creating individual performance is criteria in their work responsibilities. Elements of the performance consist of five aspects of skills, knowledge, attitudes, values and opinions about the image (self-concept), feature (independent) and motivation or drive-inside (innovative). These features have unique combinations of people and contribute to performance.

Parry (1997) described that the definition of core competency is abilities including the bulk of knowledge, skills and attributes. Relationships with a portfolio of jobs that can be measured and compared to an acceptable standard, is able to be built up through training and development.

Sripongphankul (2000) explanation of core competency is performance, capabilities, potentiality to manage followings by the concept of work or to achieve the purpose of work, then have to assess by workmanship.

From the above, the previous studies defined the meaning of core competency as a capability, performance or skill inside organizations or individuals. The elements of the performance in core competency consist of skill, knowledge, attitude, self-concept and independence, motivation and innovation, and ability to work with others. Then, for evaluating the activities in Network of Ban Jum Rung Community Organization, this study divides the elements of core competency to 6 factors as follows: customer focus on service and relation; adaptation and change management in community activity; continuous learning and continuous improvement in community activities; innovation of community activity; independent working of activities: team working of activities (Table 2).

**Table 2. Factors for Evaluating Activities**

Factor	Description
1. Customer focus, service and relation	Concern about service and relation with customers in activities
2. Adaptation and change management	All activities of the community at risk; preparedness and adaptation to be an important component of activities.
3. Continuous learning and continuous Improvement	Member of activities to improve activities by knowledge
4. Innovation	Supporting the community to develop itself faster
5. Independent	Uniqueness of activities or the means of activities driven by community
6. Team working	Ability to work with others in activities or relations between activities with other activities

**Source: Authors**

#### **IV. Results and discussion**

In this section, the study evaluates main activities of Network of Ban Jum Rung Community Organization: economics activities, social and community activities, and environment activities by core competency. We collected data from the interview with the leader of Network of Ban Jum Rung Community Organization through internet conference systems. As indicated, we divided the factors for developing core competency of activities into six aspects. The results of evaluating activities by core competency are presented in Table 3.

From the evaluation, we found that activities lacking customer focus, service and relation were human resource development, young generation activity, garbage bank and organic fertilizer. Lack of adaptation and change management could be found in garbage bank, human resource development, community learning center and garbage bank. The activities without continuous learning and continuous improvement are community radio and pesticide-free vegetables. the activities lack innovation consists of local restaurant, tourism activity, homestay and community's shop, community radio, garbage bank, organic fertilizer and pesticide-free vegetables. Independent could not found in local restaurant, community learning center, garbage bank, organic fertilizer and pesticide-free vegetables. The activities lack of team working are community radio, organic fertilizer and pesticide-free vegetables.

From the result of evaluation, we could conclude that Network of Ban Jum Rung Community Organization could improve innovation factors in economics activities, social and community activities, and environment activities. Likewise, the Network of Ban Jum Rung Community Organization could improve independent factors in environment activities. Nevertheless, the social activities and environmental activities could be better by improving all factors of core competency because some activities in social activities and environmental activities are still neglected.

## V. Conclusions

The results of evaluation presented that Network of Ban Jum Rung Community Organization could improve innovation factors in economics activities, social and community activities and environment activities. And also, it could improve independent factors in environment activities. Nevertheless, the social activities and environmental activities could improve all factors of core competency because some activities in social activities and environmental activities are neglected.

As recommendations, Network of Ban Jum Rung Community Organization should develop innovation and independent in economic activities; customer focus, service and relation adaptation and continuous learning and innovation in social and community activities and; innovation, independent, team working, and customer focus, service and relation in environmental activities.

Though we evaluated the activities by core competency, this research is just a guideline to develop the activities in rural area. This lead us to further research with quantitative data for evaluating core competency and getting reactions from the member of Network of Ban Jum Rung Community Organization. And as this is just evaluation, we need to suggest specific solutions to improve the activities of the Organization. Moreover, making clear whether the weak points of the Organization is common among other villages leads us further research: to pose common problems faced by villages if they are the common, while to depict uniqueness that the Organization is facing if they are not shared by other villages.

**Table 3. Evaluation of Activities by Core Competency**

Activities in network of BJR Community Organization		Core competency of activities					
		Customer focus, service and relation	Adaptation and change management	Continuous learning and continuous improvement	Innovation	Independent	Team working
Economics activities	Local Restaurant	Every food from the chief of this group must be safe, clean and delicious.	The members of this group create new menu to attract customers.	The members of this group get feedbacks from customers.  The development of food and the taste does not stop until getting many awards of best Som Tam at the national level.	×	×	The members who cook, use foods made in the village (local products).
	Tourism activity	Network of BJR Community Organization has many activities for tourists.	Tourism activities within the community has globalized and changed the community's enthusiasm and it adjusted to the situation wisely.	Network of BJR Community Organization improved the community and crated new activities for agritourism.  Tourism activities within the community have new activities as globalization has changed the community's enthusiasm and it adjusted to the situation wisely.	×	×	Tourist activities work with other groups in Network of BJR Community Organization.  Help and support among each other in their activities or products are realized.
	Homestay and community's shop	Visitors have to learn ways of people life in the community, such as experiencing the unique lifestyle and a real villager's life. The visitors' homestay tour in the different monetization improves welfare of the community itself.	The members of homestay project must keep clean their houses and prepare houses for tourists. It includes feedback from travelers to improve their own services.	The members of homestay project must keep clean their houses and prepare houses for tourists. It includes feedback from travelers to improve their own services.	×	×	They share tourists if house or homestay accommodations are full. It is a system for managing the house more thoroughly and evenly within the community.

**Source: Authors**



**Table 3. Evaluation of Activities by Core Competency (cont.)**

Activities in network of BJR Community Organization	Core competency of activities					
	Customer focus, service and relation	Adaptation and change management	Continuous learning and continuous improvement	Innovation	Independent	Team working
Economics activities	Network of BJR Community Organization provides learning opportunity to learn Sufficiency economy for tourists. Learning center of BJC country university I manage by the members of the group.	The activity is learning for adapting to the economy and to fit in backpack.	Network of BJR Community Organization learn self-reliance by itself.	Community Power is one of the innovations that occurs as a model community in Thailand.	Network of BJR Community Organization develops and adapts the sufficiency economy for daily life.	The villagers in BJR Community live as a group in society. And they follow the economic self-sufficiency and start practicing and then expanding things together.
Agriculture products	Network of BJR Community Organization has a shop for selling local products to tourists.	Price of agriculture products is very flexible, depending on quality, season or size.	Network of BJR Community Organization always develops the agriculture products and asks the outsiders to help with suggestions or feedback on the product. BJC Country University has many processing techniques for value-added to the local products.	Network of BJR Community Organization learns innovation for improving the packaging of processing products.	Using its own production plant within community is one of self-reliance and community to help produce it.	Network of BJR Community Organization makes agreement not to use chemical fertilizer to farming. Using its own production plant within community is one of self-reliance and community to help produce it.  The farmers grow crops and privatization lets the group produce them outside.

**Source: Authors**

**Table 3. Evaluation of Activities by Core Competency (cont.)**

Activities in network of BJR Community Organization		Core competency of activities					
		Customer focus, service and relation	Adaptation and change management	Continuous learning and continuous improvement	Innovation	Independent	Team working
Economics activities	Homestay and community's shop	None	None	None	None	Visitors give money to the community. Community gives back experiences, identity, lifestyle and comfort that attract tourists.	It evenly distributes income.
Social and community activities	Community radio	People outside were aware of news from community.	The community recognizes that the publicity via the external perception is important to the community to survive.	None	None	People outside can work and announce news in this way.	None
	Community learning center	People from outside are interested in learning why this community could be a strong community role models by their own.	None	The community accepts feedback from people outside the community and exposure to government institutions or institutions. It has a role in providing assistance and guidance in the community.	The community brings the new innovation into community for improving the communication for learning.	None	The network of BJR Community Organization is working with connected group (44 groups).

**Source: Authors**

**Table 3. Evaluation of Activities by Core Competency (cont.)**

Activities in network of BJR Community Organization		Core competency of activities					
		Customer focus, service and relation	Adaptation and change management	Continuous learning and continuous improvement	Innovation	Independent	Team working
Social and community activities	Human resource development	None	None	The network of BJR Community Organization has a meeting monthly for sharing problem and knowledge.	The interest is strong community. And collaborate well renowned in this country. A social innovation within the community itself takes place.	When community is strong, is easy to ask for help for what the community has to request.	The interest is strong community care, and collaboration in the community to be well renowned in the country.
	Young activity	None	It gives knowledge to new generations for preparing them for development in the future.	The community recognizes the importance of children learning involvement in the long term, as their activities benefit to the community as well as they are the next generation to manage the community.	None	Both children and adults are independent.	The relationship between children and adults work in Generation Collaboration Community.
Environmental activities	Garbage Bank	None	None	The garbage was generated in many communities. "We must adapt and find ways to eliminate, not just to burn or landfill only. But we can adjust or adapt to the guidelines to take advantages of the others."	None	None	Garbage in the community can be sold within the community. Garbage disposal is with teamwork.

**Source: Authors**

**Table 3. Evaluation of Activities by Core Competency (cont.)**

Activities in network of BJR Community Organization		Core competency of activities						
Customer focus, service and relation		Adaptation and change management	Continuous learning and continuous improvement	Innovation	Independent	Team working		
Environmental activities	Organic fertilizer	It let the members learn new innovation about Organic Fertilizer.	Bringing food or scraps of fruit, vegetables, and waste plants, recycling and utilization continue to make fertilizer.	None	None	None		
	Pesticide-free vegetables	Adaptation to know that at present vegetation presents much toxin. It finds how people in the community get free from diseases and hazardous substances. And it also reaches the outsider to get the good products which are non-toxic plants within the community.	None	None	None	None		

**Source: Authors**

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コア・コンピテンシーによるコミュニティ活動の評価  
～バーンチャムルン・コミュニティ組織ネットワークを事例として～

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【要旨】本研究はコア・コンピテンシーに着目して、タイに位置するバーンチャムルン・コミュニティ組織ネットワークの活動を評価するとともに、コア・コンピテンシーの視点からコミュニティ活動の発展へ向けた提案を行うことを目的としている。バーンチャムルン・コミュニティ組織ネットワークとは、アグロツーリズムで有名な農村コミュニティであり、当該村落の開発活動を通じて発展してきた組織である。本研究では、本村落での主な活動として経済活動、社会・コミュニティ活動、そして環境活動を挙げ、コア・コンピテンシーを高める 6 つの要因 (customer focus on service and relation; adaptation and change management in community activity; continuous learning and continuous improvement in community activities; innovation of community activity; independent working; team working of activities) について定義し、それぞれの活動について各要因から評価を行った。その結果、バーンチャムルン・コミュニティ組織ネットワークでは全ての活動において innovation 要因を改善する必要性が指摘できた。また、環境活動については independent 要因の向上に注意を払うべきであることが明らかになった。さらに、社会・コミュニティ活動と環境活動においては、まだいくつかの活動が実施されていないこともあり、コア・コンピテンシーの全ての要因を向上させる必要性が指摘できた。

キーワード：コア・コンピテンシー，バーンチャムルン・コミュニティ組織ネットワーク，評価