

Model of Increasing the Efficiency of Administration and Management of Social Welfare Promotion Fund

Wacharin Intaprom
Phranakhon Rajabhat University, Bangkok, Thailand

Abstract: The purpose of this research was to assess the consistency and response between the performance of the social welfare promotion fund and the objectives of the fund, fund strategic plan and the strategic plan for Thai social welfare assess the process of the operation of the social welfare promotion fund evaluation of project performance funded by the social welfare promotion fund and propose models, guidelines and methods for increasing the efficiency of administration and management of social welfare promotion fund. Mixed research methodology model between qualitative research and quantitative research by studying from relevant documents, stakeholders from fund management which distributing a questionnaire of 510 people, creating a stage for 10 provinces and central areas, a total of 553 people in-depth interviews of 30 people, 24 sub-group discussions, a total of 228 people and observing the 24 prototype project areas. Then the quantitative data is analyzed with statistics, frequency, percentage, mean and standard deviation and qualitative data were analyzed using inductive interpretation and logical analysis. Then present the results of the data analysis by describing. The findings can be summarized as follows: the performance of the social welfare promotion fund is consistent with the social welfare system, distributed according to the social welfare branch. Recipients of social welfare services and types of social welfare organizations consistent with the social welfare fund strategic plan and the 2nd Thai social welfare strategy plan. There are 3 main steps in the implementation of the social welfare promotion fund submitting a project proposal project consideration and project approval and evaluation. The results of the project funded by the social welfare promotion fund found that the overall output, results and impacts were at a high level ($\bar{x} = 3.95$) and the success factors of the project are 12 items which are the project covers many target groups the project operator intends to achieve the project have volunteering spirit to help the society have a good project writing identify problems and benefits clearly. There is a network of cooperation for public benefit organizations, local government organizations, government organizations, private sectors, etc.

Key words: Management efficiency and management, social welfare promotion fund, executives, strong, workforce, society

INTRODUCTION

The social welfare promotion fund was established in accordance with the Social Welfare Promotion Act 2003. Amended by the promotion of social welfare act (Version 2) BE 2007. The objective is to fund the expenditures of social welfare provision and to be a tool to drive the act to promote social welfare to achieve the spirit of the law to promote and provide social services in relation to prevention. Solving problems of development and promotion of social security to the target group. To meet the basic needs of all target groups to have a good quality of life and self-sufficiency thoroughly, appropriate, fair and in accordance with social welfare standards. Including education, sanitation, housing, work, recreation, justice and general social services with regard to human dignity rights that people must receive and participation in social welfare provision from all sectors.

The operation of the social welfare fund may have problems in the operation process. This can be reflected

in the number of social welfare organizations that request to support the budget is very small compared to the number registered. It may be presumed that social welfare organizations that do not apply for support may not have knowledge and understanding of project writing or the administration and management of funds may be ineffective or fund employees promoting multiple social welfare provinces may not have sufficient competency to perform their work. Resulting in the project funded by the fund may not reflect the goals of the fund in concrete. It is necessary to study and evaluate the performance of the social welfare promotion fund in order to see the consistency and response between the performance of the social welfare promotion fund and the objectives of the fund. Provide social welfare and the 2nd Thai Social Welfare Strategy Plan (2012-2016) including the study of the operation process of the social welfare fund from project submission, funding approval, monitoring and evaluation of projects that are funded by social welfare fund. And the staff potential of the social welfare

promotion fund which leads to proposals, forms, guidelines and methods for increasing the efficiency of the administration of the social welfare fund in terms of the management mechanisms according to the operational processes both in the central and provincial areas. And staff potential development, social welfare fund.

From the said performance data combined with the changing social situation of the social welfare system. At the same time, the proposal to request financial support from the social welfare fund lacks the overall evaluation of the fund. There is also a welfare fund for the specific target group. Which is a variety of options and opportunities for the organization. In order to develop and increase the efficiency of the fund to support the changing conditions above therefore, the research objectives are as follows.

Research objectives: To assess the consistency and response between the performance of the social welfare promotion fund and the objectives of the fund strategic plan for social welfare promotion fund and the strategic plan for Thai social welfare. To assess the operation process of the social welfare promotion fund. In order to evaluate the performance of the project funded by the social welfare promotion fund. To propose models, guidelines and methods for increasing the efficiency of fund management, social welfare promotion.

MATERIALS AND METHODS

Scope and method of research: Study from relevant documents including project performance report documents sponsored by the Fund Social Welfare Promotion Act 2003, Social Welfare Promotion Act (Version 2) 2007, Social Welfare Promotion Strategic Plan 2018-2022 and Thai Social Welfare Strategy Plan No. 2 (2012-2016) (DSDW., 2012).

Survey and field studies using questionnaires in-depth interviews small group discussion and observation with resources such as executives, practitioners, stakeholders from the administration of social welfare fund both in the middle and the region and the prototype project area.

Sample population and research area: Population and sample groups in the provinces with the highest number of projects and budget budgets in each region in 5 regions, 2 provinces and the total project area of a total of 18 provinces. The population and sample groups are 228 sample project samples. Regional stage was 433 people. The sample consisted of 61 fund employees. The sample consisted of 30 persons interviewed and groups. The sample of making a central stage, consisting of 120 people.

Tools and methods for data collection consist of data collection from relevant documents stage making and group discussion in-depth interviews observing the prototype project area questionnaire divided into 2 sets, namely the project evaluation form and the confirmation of problems and obstacles and development proposals divided into 2 sets: the confirmation of obstacles and recommendations for additional obstacles and the form of confirmation of suggestions for development.

Data analysis and data presentation: Qualitative data analysis is the relevant document for making a group discussion forum in-depth interviews and observing the project operations area by analyzing the content, summarizing, interpreting and presenting the analysis results by describing. Quantitative data analysis is a questionnaire with descriptive statistics such as frequency, percentage, mean and standard deviation and present the analysis results by describing.

RESULTS AND DISCUSSION

Consistency and response between the performance of the social welfare promotion fund and the objectives of the fund: Consistency of the performance of the social welfare fund and the social welfare system found that projects funded by the social welfare fund were distributed in 7 branches of the social welfare in 2016. 2014-2018 but with different proportions most of them are general social service projects.

Consistency of the performance of the social welfare promotion fund with the recipients of social welfare services, it was found that the results of the social welfare provision in the year 2014-2018 found that the target group is a total of 935,101 people, namely the general public. Children and youth elderly, community leaders, family leaders, organization personnel, the poor, disadvantaged, women, disabled people, people with HIV and drug addicts which the target group in providing social welfare.

Consistency of the performance of the social welfare promotion fund and the type of social welfare organization: Performance of the social welfare promotion fund 2014-2018. In general, budgets are allocated to both government agencies that operate on social welfare. Public benefit organization and community welfare organizations and the provincial social welfare promotion fund subcommittee in each province can act on behalf of the fund management committee under the authority to approve payments to support social welfare organizations in accordance with the limits and conditions specified by the fund management committee correctly. In accordance with the announcement and criteria of the social welfare fund administration committee.

Results of the analysis of the consistency and response between the performance of the social welfare fund and the strategic plan of the social welfare promotion fund

Strategic issue 1: The fund's operation in supporting the budget for social welfare organizations is considered to give priority to supporting projects that have a thorough effect on the quality of life development of the target group. Meet the goals of the strategic plan. On the first strategic issue.

Strategic issue 2: The fund's operation in strengthening local social welfare organizations to participate in the social welfare system by providing budgets to support projects of social welfare organizations it is considered that support is given to the project that affects the strength and participation of the social welfare organization network in the development of the social welfare system in accordance with the objectives of the strategic plan 2.

Strategy issue 3: Develop fund management efficiency to be in line with working capital management act there are indicators in 2018 which are the number of regulations/rules/announcements has been updated which the fund's operations according to the strategy, development, rules and regulations and strategies for developing an evaluation tracking system able to respond to this strategic issue by achieving the goal of the fund has a good management system and can provide services to social welfare organizations efficiently.

Results of the analysis of the consistency and response between the performance of the social welfare fund and the 2nd Thai social welfare strategy plan: The social welfare fund is one of the mechanisms to drive the 2nd Thai social welfare strategy to achieve the vision which is "Thai society has a universal and suitable universal welfare system. People can access to social security thoroughly, fairly and with participation. Ready to step towards the global community" with 3 related strategies from 6 strategies as follows.

Strategy issue 1: The operation of the social welfare fund has a framework to promote social welfare in accordance with the national social welfare promotion act. In the fund's mission consistent with the strategic plan both in terms of the 3 pillars of the service system, namely social assistance social security and social services.

Strategic issues 2: The fund has allocated 2,545 government agencies with social welfare projects, 1,505 community welfare organizations and 1,601 public welfare organizations.

Strategy Issue 3: Social welfare organizations, especially, the private sector and the public sector have an

understanding of social welfare work can be reflected in the number of projects that request for welfare arrangements and a large number of public benefit organizations and community welfare organizations registered for certification.

Evaluation results of the operation of the social welfare fund

Inputs: Social welfare organization that received social welfare promotion from the fund including government agencies that operate in social welfare public benefit organization and community welfare organizations each organization has different objectives in its operations. And have different potentials in terms of personnel, budget, operational resources. Such as budget, tool material including the organization management system which affects the project preparation, requesting financial support from the fund both in the matter of the content of the project t feasibility. The amount of the budget that is needed to support including news and information knowledge and various skills also affect the driving the project to achieve its objectives and the efficiency, effectiveness, worth as expected.

Projects requesting budget support from the fund It consists of the essence of the project name, the person responsible for the project principle and reason, objective, target, method of operation, estimation, location, expected result and evaluation and must be consistent with the Thai social welfare plan fund management strategy plan provincial strategic plan objectives of the social welfare organization and in accordance with the policy rules specified by the fund management committee/fund management subcommittee.

Fund management committee project screening committee and the fund management subcommittee data analysis from in-depth interviews with individual and group conversations showed that committee and subcommittee is important for the fund's operations with authority in determining the criteria for proposing a project budget allocation guidelines and is also the person considering the project proposal and approving the fund support from the fund. Therefore, the potential of the board and subcommittee. Therefore, affecting the success of the operation of the social welfare promotion fund.

Project rules and regulations it is important to the operation of the fund. If the social welfare organization is not aware of the rules and regulations, they may create conflicting projects, resulting in denial of budget support from the fund. Or need more time to improve the project likewise if the board does not have enough knowledge and understanding of the rules and regulations, it may be misinterpreted or use personal judgment to support the decision.

Budget funds of the fund which has budget allocation in 2 systems which are normal and distributed to regional and local systems with the provincial social welfare promotion fund subcommittee to consider the project.

Process: In general, operating procedures are summarized as follows: project submission process provincial social welfare promotion fund subcommittee meeting to determine issues, principles, methods and other related matters. Then have the fund office report information to relevant organizations that is registered with the office of social development and human security to be informed of details and various schedules for social welfare organizations to write and submit project proposals according to the form specified.

Project consideration process project consideration for funding support in the regional and local distribution system provincial social welfare promotion fund subcommittee consider the project requesting financial support from the fund in accordance with the specified criteria.

Project evaluation by the monitoring and evaluation subcommittee is responsible for monitoring the operations and evaluating the results of the projects funded by the fund. At the provincial level, the provincial social welfare promotion fund subcommittee is responsible for monitoring and evaluating the operations.

Output: The product or work resulting from supporting the fund budget to the social welfare organization is the number of projects of the social welfare organization that has been approved. And the amount of budget that the fund supports including the results from the implementation of the social welfare organization's project is as specified or performed better than specified including effective budget spending.

The results of the project performance evaluation funded by the Social promotion fund: Analysis of the product, the results and the impact of the project the results of the data analysis of the report from the project organization summary form requesting funds from the social welfare promotion fund between 2014-2018 found that the achievement of the project on the output and the overall effect is at a high level ($\bar{x} = 3.95$, $SD = 0.581$). When considering each factor in each aspect, it was found that the project results showed the highest mean. And there is a high level of opinions ($\bar{x} = 4.00$, $SD = 0.726$) regarding the outcomes and impacts of the project. The opinions are at a high level ($\bar{x} = 3.90$, $SD = 0.616$).

Factors affecting the success of the project: Factors affecting the achievement of the funded projects found that the factors affecting the achievement of the funded projects in general, affecting the achievement of the funded projects at a high level ($\bar{x} = 3.94$, $SD = 0.467$). When considering in each aspect, it was found that the objectives of the project had the highest mean and had a high level of opinions ($\bar{x} = 4.08$, $SD = 0.46762$) project implementation ($\bar{x} = 4.05$, $SD = 0.5555$), project

personnel ($\bar{x} = 4.00$, $SD = 0.5967$), attitude or acceptance of the project ($\bar{x} = 3.97$, $SD = 0.56911$), participation in the project operation ($\bar{x} = 3.89$, $SD = 0.63557$) related environment ($\bar{x} = 3.88$, $SD = 0.55427$) on the project budget ($\bar{x} = 3.86$, $SD = 0.62001$) and the communication of the project ($\bar{x} = 3.75$, $SD = 0.78908$).

The success factors and challenges of the prototype project that will be extended to be continuous and sustainable are 12 aspects which are the project covers a wide range of target groups the project organizer intends to achieve the project's goals have volunteering spirit to help society is a good project identify problems and benefits clearly. There is a network of cooperation for public benefit organizations. Local government organizations, government organizations, private sectors, etc. Caused by the needs of the community or target group. Integration of cooperation from all sectors communication and public relations of the project finding additional budgets or additional support having mentors or consultants to provide advice a project that can be used for real use reporting results and collecting data in a systematic manner and a strong and determined social welfare fund manager.

Model, guideline and method for increasing the efficiency of fund management for social welfare provision

System and mechanism development and management: System development according to the operation process of the social welfare promotion fund to be efficient should proceed as follows.

System development of network partners by promoting the parties at all levels to participate in projects that are supported by the budget of the social welfare promotion fund. By creating an engaging process for driving the project including channels for individuals, local community groups, non-governmental organizations, business sectors and government agencies have participated in the support, promotion and working with the social welfare organization that the project is supported by the fund.

Creating a mentor team project consultant team for social welfare organizations, especially, those that have been registered as a public benefit organization community welfare organization which have insufficient project skills or project management but wishes to request funding from the fund.

Complete inspection system complete the project submission documents to request fund support. Before importing the agenda of the board/sub-committee meeting for consideration by creating a check list, list of important documents and issues. Developing a system to consider budgetary support for project funds by setting criteria and considering the project to have standards do not use the framework of wide consideration in order to use less personal discretion.

Improvement of the composition of the sub-committee related to the consideration of the project proposal of the social welfare organization by having a composition of academics with expertise in project management and there should be a working group to be considered according to the sector of social welfare. And issue dimensions before proposing to the sub-committee to consider the project or invite experts in each field to participate in the subcommittee meeting to screen the project for comments and recommendations. Which will be beneficial to the development of the project to have higher efficiency and higher value.

Development of the committee's potential subcommittee and fund employees to have knowledge, understanding about rules, regulations and techniques for considering and screening projects in the same direction and in accordance with the specified standards.

Developing a system for monitoring and evaluating projects that are funded by the social welfare fund by having a mentor team/project consulting team of the social welfare organization responsible for monitoring the results during operations and is a consultant for project development during operation and develop tools and knowledge on monitoring and evaluation of projects for social welfare organizations fund staff and the monitoring and evaluation working group with many styles easy to access and understand including the improvement and development of the report form in both documents and information systems for work tracking results of spending money and assess the success of the project.

Distribution and budget allocation: The time frame of budget allocation to support social welfare organization programs should be divided into 2 times per year for efficient budget allocation. The social welfare organization is supported by a budget for the implementation of appropriate quality projects in all provinces. And solved the problem of having a large amount of outstanding money in some provinces or the budget is not enough for the need to allocate to social welfare organizations in some provinces.

Specifying issues or goals and criteria for consideration for project support: Strategic issues or goals should be identified or an important issue driving the annual "Theme" or 3 year period, so that, projects funded by the fund resulting in broader positive results and effects and able to find a prototype for success in order to create an exchange of knowledge, expand, expand. Such as applying the philosophy of the sufficiency economy to solve problems of people with lower incomes than the standard to be able to be self-reliant social welfare in the productive welfare framework. Creating social responsibility systems. Social enterprise or social marketing, etc.

Setting criteria for consideration for project support must be clear and have many target groups that are in line with the fund objectives there is a participation process of various sectors. In operation, there is integration of resources with public benefit organizations or community welfare organizations including various corporate networks and responding to local development plans or provincial social plans.

Formulation of action plans for budget support to social welfare organizations: Another important problem of distribution and budget allocation to social welfare organizations is the delay, due to establishing or modifying the rules for budget allocation, normal systems and systems distributed to regional and local areas. Criteria for considering budget support for social welfare organizations including public relations, submission of project proposals and the time period for accepting project submissions which has a direct effect on the social welfare organization in the project preparation, therefore, there must be an action plan to support the budget for the social welfare organization. To prepare to support the work move in each year of the budget year.

Development of operational standards: In order to work efficiently and in the same direction, especially in the workplace, standards must be established. In particular, the operations of the social welfare fund have consistent findings, namely lack of knowledge and understanding of regulations. Various criteria affect the performance of each individual in each area. Things that should be accelerated include.

Establishing standards for operation of fund employees: Establishing a fund management committee operation manual project subcommittee fund management subcommittee and fund staff contain with work process rule related laws and various forms with explanations.

Creating a manual for social welfare organizations in requesting services and benefits from the social welfare promotion fund such as the process-criteria for submitting project proposals to request budget support, regulations, spending criteria for the fund reporting, monitoring and project evaluation with form and interesting examples. Providing a forum to exchange knowledge and develop standards including manuals that are appropriate and useful for work.

Manpower rate frame and workforce arrangement: With the same amount of fund staff working in each province while the fund's amount and workload each province is different causing the fund administration efficiency of each province to be different consideration of the recruitment and recruitment framework which is suitable. It is another necessity for the development of the fund's operations.

Potential development of network partners: Parties the important working network of the fund that needs to be developed systematically and continuously such as the office of social development and human security social welfare organization fund committee/subcommittee and the sub-committee to consider and screen the project.

Strengthening motivation: Creating incentives for social welfare organizations and collaborative networks of social welfare organizations, creating incentives for social welfare organizations such as awarding plaques and certificates to social welfare organizations with good project performance. Outstanding effect and effect and sustainable in each category.

Creating incentives for fund staff to create incentives for fund staff can be done by bringing workloads. Fund performance and may use the results of the satisfaction of social welfare organizations in the province as a basis for consideration or determine as an indicator to assess the achievement of the promotion. For fund staff dedicated and responsible for the main duties.

Creating incentives for personnel of the office of provincial social development and human security can be done by determining performance indicators in collaboration with the office of the permanent secretary for social development and human security.

Knowledge management: Important reasons that the project is supported by the fund not sustainable and without results and effects. Since, most projects are training for knowledge is not a project aimed at developing or solving problems or to utilize the knowledge gained from the training, therefore, the prototype project that results and impacts and sustainable knowledge management is needed to lead a good role model or a prototype project for social welfare organizations to apply to suit the context of the area target group and organization potential which knowledge management should be divided into various types which are type of organization such as community welfare organization public benefit organization and government organizations types of goals such as spatial issues and types of good management such as project management in a collaborative network.

Employee's potential development, social welfare fund: Employee's potential development, social welfare fund needing fund staff and personnel assigned to look after the fund have many potentials because fund employees have to perform many duties in the fund's operating process. Therefore, the potential that the fund staff must have basic working conditions including project analysis and management good coordination good service budget disbursement regulations procurement and procurement regulations and knowledge and understanding about welfare promotion funds social.

From objective 1 to assess the consistency and response between the performance of the social welfare promotion fund and the objectives of the fund the social welfare promotion fund strategic plan found that the performance of the social welfare provision under the Social Welfare Promotion Act 2003, Social Welfare Promotion Act (Version 2) 2007 and the 2nd Thai social welfare strategy plan is to involve various sectors to participate in social welfare provision by having social welfare organizations such as public benefit organizations and community welfare organizations to participate in social welfare provision through a project that requests funding from the social welfare promotion fund with the goal of providing social welfare in 7 branches, namely general social services working and earning health recreation, education, justice and housing. The operation is in line with the social welfare arrangements of John (1974) that define the word "social welfare" as an effort to promote the standard of living of the people. By covering services with individuals and communities in the form of social development and strengthening the individual to be able to face physical problems psychological, economic, social as well as trying to eliminate the self-sufficiency of the people. Friedlander and Apte (1980) explains that social welfare is a regulation of policies, benefits and services that operate various services. Conformed to the needs of the society and Federico (1980) explains that social welfare is an important institution in society while every society usually consists of at least 5 institutions which are family institutions educational institutions religious institutions political institutions and economic institutions as for social welfare, the institution has a significant role in society. Similarly has an inseparable relationship with all five institutions which is the operation of the social welfare promotion fund through the power of all sectors to the welfare society. To create social responsibility in every age and all organizations throughout the state private organization, private business promoting the strength of all sectors promote and support the volunteer work seriously which the format of such activities. In line with the concept by Phichanach (2002) which states that the welfare model that occurs from more than one type of welfare is considered a new form resulting from the new world order of social welfare thinkers around the world. Providing welfare in this format. Therefore, gives importance to every human being under the principles of rights, equality, fairness, participation and the needs of the people.

From objective 2 to assess the operational process of the social welfare promotion fund, since, project submission capital approval monitoring and evaluation of projects sponsored by the social welfare promotion fund and the potential of the social welfare fund staff most of them have knowledge and understanding about the project but some knowledge about the project.

Which is an important issue that fund staff most do not understand such as project indicators, project writing that must conform to the mission or expertise or expertise of the organization or project operator evaluation of the project and planning for development or improvement of the project for continuous efficiency which the fund staff. The key role is to distill the project drum and advise social welfare organizations to write the project correctly before proposing to the provincial sub-committee. Therefore, fund staff must have knowledge and expertise in the project. Consistently one of the major problems in the project writing of the Rodprasert (1992) is the personnel problem. Lack of personnel with true knowledge and skills in project writing. Making the project not less written in which people without knowledge and ability in that matter lacking true information or lacking the information that is actually needed. The project author writes the project, assigned by the supervisor. The result of this type of project writing will cause problems for the project practitioner to implement the project with quality and efficiency and duties. Importance of fund staff meaning to be a good coordinator which is a major problem in project writing, lack of coordination and cooperation from relevant parties. Some projects require coordination with other organizations or departments. In order to achieve the project's objectives. Projects that will be successful must also have cooperation from organizations or agencies involved in the implementation of the project. If there is lack of coordination and cooperation from relevant parties, it will cause problems in the project. Such projects have difficult objectives or they may not be achieved.

Evaluation results of the social welfare fund promotion process from project submission capital approval monitoring and evaluation found that the project requesting funding was initiated by the people in the local community in accordance with the characteristics of the good project by Rodprasert (1992) mentioning the characteristics of a good project must be able to meet the needs or solve problems of the organization or department efficiently but most organizations requesting funding from the fund still lack the knowledge of project writing problems with communication and data problems in defining regulations for budget support. The problem of the interpretation of the target group does not match the spirit of the fund. Therefore, the operational process should be improved in the project proposal. Moderate the project approve the project for the budget to be distributed faster in order to promote faster participation in social welfare. Since, the process of creating a project to request funding from the fund is rather complicated. Causing fund management inefficiency in the implementation of the process of the social welfare fund is not effective due to many problems. For example, one of the key problems in writing the project of the Rodprasert (1992) is the

personnel problem. Lack of personnel with true knowledge and skills in project writing. Making the project not less written in which people without knowledge and ability in that matter lacking true information or lacking the information that is actually needed the results of this type of project writing will cause problems for the project practitioner to implement the project with quality and efficiency.

From objective 3 to evaluate the project's performance funded by the social promotion fund in terms of productivity, achievement, impact and customer satisfaction success factors and problems obstacles that occurred in the past 5 years (from the fiscal year 2014-2018) found that the productivity, the results and the impacts collected from clients in requesting support found that the level of achievement of the project in terms of productivity, results and overall impact is at a high level which is a result of many provinces are monitored during project implementation by the provincial subcommittee. This is in line with the Natsajee Panyaphas (2004) which states that project evaluation can be divided into 2 main categories which are assessment during project implementation. And evaluation at the end of the project. The success factors in implementing the project include the cooperation from the people and local organizations that will be successful and sustainable. The strength of the group or community will affect the success of the project, understanding of the fund's objectives. Of the group or project creator affects the success of the project. People, money, materials group management if ready to cause success and the environment/location to facilitate the operation. The factors of success in implementing the above project are in line with the evaluation concept in accordance with Streeten (1972)'s with an important focus being used in conjunction with project management. Divided evaluation issues into 4 categories which are context evaluation input evaluation process evaluation and product evaluation.

CONCLUSION

The project arises from the needs of the community or target group. The integration of cooperation from all sectors. There is communication and public relations for the project additional budgeting or additional support nanny or consultant to take care of advice a project that can be used for real use there is a report of results and systematic data collection can use the information to further expand and the strong and determined social welfare fund executives. Models, guidelines and methods for increasing the efficiency of the administration of the welfare promotion fund including the development of management mechanism distribution and budget allocation specifying issues or goals and criteria for project support consideration making an action plan

development of operational standards analysis of the manpower and workforce framework potential development of network partners creating incentives for social networking organizations and workers master project knowledge management and staff potential development, social welfare fund.

REFERENCES

- DSDW., 2012. The 2nd Thai social welfare strategy plan (2012- 2016). Ministry of Social Development and Human Security, Pom Prap Sattru Phai, Bangkok, Thailand.
- Federico, R.C., 1980. The Social Welfare Institution. D.C. Health and Company, Lexington, Massachusetts,.
- Friedlander, W.A. and R.Z. Apte, 1980. Introduction to Social Welfare. 5th Edn., Prentice Hall, Englewood Cliffs, New Jersey, USA., ISBN: 9780134970325, Pages: 523.
- John, T., 1974. Development and administration: Operational implications for social welfare. International Council on Social welfare, New York, USA.
- Panyaphas, N., 2004. Analysis of project feasibility of apartment for rent, case study in Bang Bo district, Samut Prakan Province. Ramkhamhaeng University, Bangkok, Thailand.
- Phichanach, T.L., 2002. [The use of Resources in Social Welfare Work]. 1st Edn., Thammasat University, Bangkok, Thailand, ISBN: 9745729795, Pages: 138 (In Thai).
- Rodprasert, P., 1992. Policy and Planning: Principles and Theories. Netikul Printing, Bangkok, Thailand,.
- Streeten, P., 1972. The Use and Abuse of Models in Development Planning. In: The Frontiers of Development Studies, Streeten, P. (Ed.). Palgrave Macmillan, London, UK., ISBN: 978-0-333-27553-5, pp: 52-70.