The Project Evaluation of the Sustainable Economic and Social Enhancement: The Case Study of Wiang Mok Subdistrict Northern of Thailand

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Abstract

This research employed a mix-method. The purpose of the case study of Wiang Mok sub-district, Lampang province of Thailand was to: 1) Evaluation of the Subdistrict Economic and Social Upliftment and Sustainable Subdistrict Development Potential Promotion Project (CIPPI Model) 2) Analysis of Successes, Problems, and Obstacles in the Implementation of the Subdistrict Economic and Social Upliftment and Sustainable Subdistrict Development Potential Promotion Project (Case Study: Wiang Mok Subdistrict) 3) Formulating Policy Recommendations for Improvement. The population groups were community leaders and relevant government officials, and 200 people in Wiang Mok sub-district. The tools were recording synthesis documents, questions for Brainstorming, questions for intervicommunity student leadersate the project. The researcher analysed data using percentage, frequency, mean, standard deviation, and content. The research finding results were as follows: 1) The results of evaluating the sustainable Economic and social enhancement: the case study of Wiang Mok sub-district with CIPPI model were found to be greater than or equal to the criteria for all indicators. 2) The analysis of successes, problems, and obstacles revealed 5 factors significantly contributed to the project's success 3 primary problems or obstacles were encountered during implementation 3 sustainable development approaches emerged from the project. The model for solving poverty problems within the project incorporated 9 key factors 3) Based on these findings, 4 policy recommendations were formulated for future improvements.

Keywords: Evaluate, CIPP model, Social enhancing, Sustainable, Thailand

Introduction

The Coronavirus Disease 2019 (COVID-19) outbreak has caused global economic problem. Unemployed people and new graduates in Thailand are unable to find work. Furthermore, many unemployed people relocate, resulting in social problems. Thailand's economic and social rehabilitation policy, therefore, focus on economic recovery at the community level both job creation Community Career Development so that the community can be self-reliant according to the Sufficiency Economy Philosophy (Ministry of Higher Education, Science, Research and Innovation of Thailand (MHESI), 2020; Eko et al., 2021). It is a project that creates the future for 3,000 sub-districts across the country, including creating opportunities, generating income for student. The 60,000 employments are divided into 30,000 graduateswithin 3 years) 15,000 3rd year students, and 15,000 people (The Ministry of Higher Education, Science, Research and Innovation of Thailand (MHESI), 2020). The sustainable development of rural territories involves not only an increase in efficiency of the rural economy but, above all, increasing and improving the quality of life of the rural population, On a system of complementarities, the evaluation of the sustainability of livelihood strategies should take into account the economic, environmental, social and institutional factors. (Tretyakova & Larikova, 2012)

According to the Cabinet resolution on October 6, 2020, the Ministry of Higher Education, Science, Research and Innovation of Thailand (MHESI) has been approved by the Office of the Permanent Secretary, Ministry of Higher Education, Science, Research and Innovation Implement. The integrated sub-district socio-economic upgraded project (University to Sub-district building a glass root for the country: U2T) aims to enhance the economy and society in each sub-district integrated with universities in the area with a system integrator, employment, economic and social rehabilitation by covering various issues according to the problems and needs of the community and the preparation of community big data. (Laothamatas, 2021)

The objectives of the project to elevate the economy and society at the sub-district level and promote sustainable sub-district development potential: a case study of Wiang Mok Sub-district 1)create a database of the sub-district (Community Data) to be used as data for analysis and decision making in solving problems with a clear goal, 2) raise the economic and social level of the sub-district by identifying issues and needs of the community, 3) integrate the project (System Integrator) of the sub-district by coordinating and working with local government organizations in implementing projects within the sub-district area, 4) integrate and support the various agencies that undertake projects within the sub-district in terms of knowledge, science, technology and innovation to enhance the economy and society of the sub-district, and 5) develop skills for project participants. “Employment according to various missions of the university for the general public, new graduates, and students” which project management guidelines are as follows; 1) implementing projects/activities in accordance with the forms of activities that will be carried out in the areas responsible for the project in the form of academic services (Higher Education 9 networks 9 (Regional System Integrator)), 2) appointing a committee to supervise, monitor, and evaluate projects. and integrate the operations of Higher education institutions under the responsible network, 3) Requesting the higher education institutions to take responsibility for the operation of each sub-district (System Integrator). The projectwas devided into 3 parts; 1) 20 employment rates per 1 sub-district, 2) implementing projects/activities in accordance with the activities that will be carried out in the area of responsibility, and 3) project management.

Wiang Mok sub-district is one of the target areas of the Sub-District's Economic and Social Uplift Project. It has an area of approximately 592 square kilometres or approximately

394,232 rai. The Wiang Mok municipality is mostly mountains, forests, and some plains fields with most areas in the national park area, wildlife sanctuary, and forest reserves. About the general climatic conditions, Wiang Mok is located in a tropical area with rather high temperature during the summer. The highest average temperature is 43.2 degrees Celsius between March-May, whereas the winter is quite cold. The lowest average temperature is 13.2 degrees Celsius during November - February and the rainy season with abundant rainfall. The average annual rainfall is about 1,075.60 mm. The average number of rainy days for the year is approximately 61.60 days. The tourist attraction is Mae Mok Reservoir, a large reservoir that could keep water for use throughout the year, especially at the end of the rainy season. It has beautiful scenery surrounded by strange and complex mountains where tourists can admire the atmosphere in all directions at the viewpoint over the reservoir and fishing rafts for tourists. Recently, the reservoir is still a fishing ground for villagers. However, it is still not widely known. Therefore it is necessary to develop tourism, environment, and professional development.

Wiang Mok Sub-District in Lampang Province, Northern Thailand, faces significant challenges including underdeveloped local raw materials and products, a growing elderly population, and environmental issues impacting community health. Recognizing these pressing needs, Lampang Rajabhat University's "College to the District: U2T" project selected Wiang Mok for local development. This initiative focuses on fostering lifelong learning activities to create new tourism-related careers, transfer knowledge to the community, promote environmental well-being, strengthen local networks, and unlock the community's full potential.

The project's success is evident in its effectiveness, efficiency, and organizational development, achieving its broader goals of building accountability and trust within the community. Given the lessons learned from past project management, including both successes and challenges, a comprehensive performance assessment is crucial. This assessment will summarize the project's achievements, provide vital feedback for operational improvements, and offer essential information to guide future policy-making.

The research objectives :

1) Evaluation of the subdistrict economic and social upliftment and sustainable subdistrict development potential promotion project (CIPPI Model).

2) Analysis of successes, problems and obstacles in the implementation of the subdistrict economic and social upliftment and sustainable subdistrict development potential promotion project (Case study: Wiang Mok Subdistrict).

3) Formulating Policy Recommendations for Improvement.

Methodology

This research employed a mixed-methods approach using the CIPPI model (Context-Input-Process-Product-Impact). This model, widely used and developed from Stufflebeam’s CIPP Model, was utilized to evaluate the project's performance across five dimensions throughout its duration. The objectives were: Context evaluation: To assess the project's context or environment. Input evaluation: To evaluate the readiness, sufficiency (quantity), and suitability (quality) of resources used in project implementation. Process evaluation: To assess the project's activities, examining the appropriateness of operations according to the plan, progress, strengths, weaknesses, problems, and obstacles. Product evaluation: To determine if the project's outputs achieved the planned objectives and goals. Impact evaluation: To assess the long-term effects resulting from the project's outputs, which may not have been explicitly defined in the project's objectives or goals (Padthayawad et al., 2020).

Population

Population included community leaders, relevant government officials, and 200 residents from Wiang Mok Subdistrict and farmers must have a house registration in Wiang Mok District, Lampang Province.

Tool of Research

The tools were recording synthesis documents, questions for Brainstorming, questions for intervicommunity student leadersate the project. The instruments and tool quality values as following.

Table 1 The research instruments and tool quality values

Target group	Tool used in research	Result and suggestion
1. 3 Experts for checking content validity (Target group) including experts on research and evaluation, Management of education, and Agricultural technology With 5 years of experience required.	1. Synthesis Record of the Evaluation Framework Documents	0.67≤ IOC≤1.00
	2. Questionnaire on the Quality of the Evaluation Framework	0.67≤ IOC≤1.00
	3. Brainstorming Session Record	0.67≤ IOC≤1.00
	4. Project Evaluation Questionnaire	0.67≤ IOC≤1.00 Reliability (Cronbach's Alpha)= 0.987
2. 30 non-target sample group from the general public	5. Project Evaluation Interview Form	0.67≤ IOC≤1.00
	6. Group Discussion Record on Development Approaches, Problems, and Policy Recommendations (AAR)	0.67≤ IOC≤1.00

Data analysis

The researcher analyzed the data using percentages, frequencies, means, standard deviations, and content analysis. The evaluation criteria used a 5-level rating scale based on Srisaad's research statistics (2013, p.121), defined as follows: Mean 4.51 - 5.00: Highest Mean 3.51 - 4.50: High Mean 2.51 - 3.50: Moderate Mean 1.51 - 2.50: Low Mean 1.00 - 1.50: Lowest Here's the translation: And uses content analysis from interviews and After Action Reviews (AARs).

Data collection

This section outlines the methodology for assessing the Wiang Mok project, focusing on how lessons learned and recommendations were derived, aligning with the research objectives. The assessment framework is built upon the CIPPI (Context, Input, Process, Product, Impact) assessment concept, which analyzes the relationships between inputs, processes, outputs, outcomes, and project impacts.

To ensure accuracy, the researchers employed multiple sources and data collection methods. The evaluation process was divided into four distinct phases:

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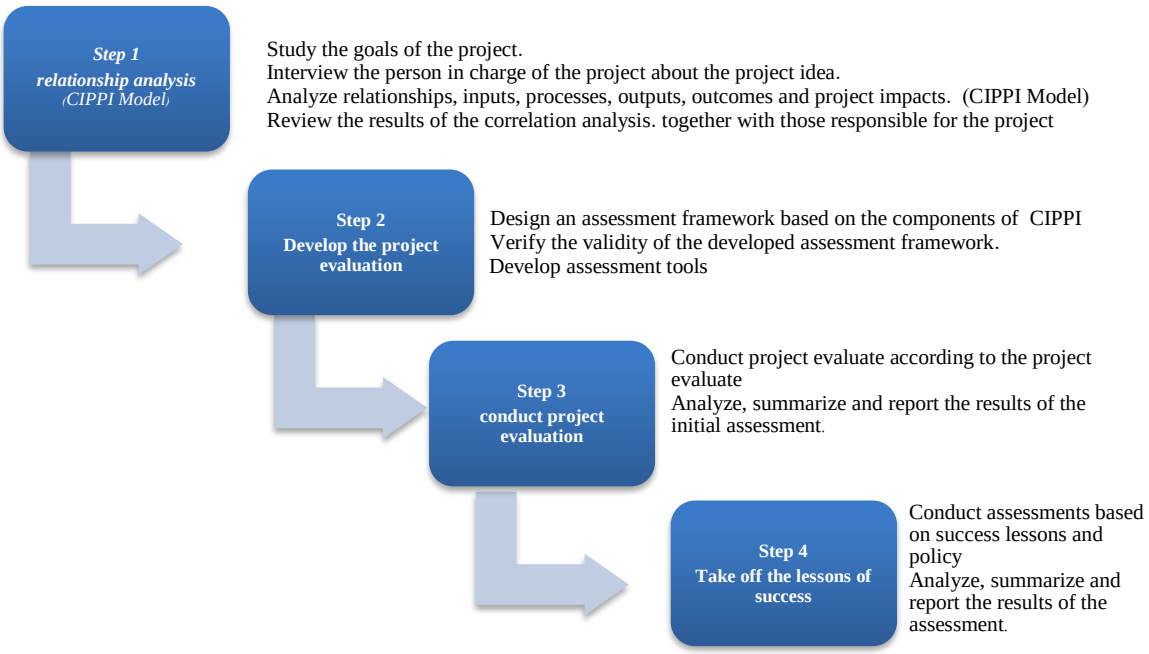

Figure 1 Assessment implementation procedures (Source : Researcher, 2024)

Phase 1 Analyze the relationships, inputs, processes, outputs, outcomes, and impacts of the project (CIPPI Model) of the project.

This phase focused on understanding the interconnectedness of project elements based on the CIPPI model.

1. Studying Project Goals: The initial step involved a thorough review of the project's objectives.
2. Synthesizing Theoretical Concepts: Theoretical concepts were integrated to develop a chart illustrating the relationships between project inputs, processes, outputs, outcomes, and their overall impact.
3. Checking Suitability of Relationship Structure: The research team, in collaboration with assessment project experts, critically reviewed the proposed relationship structure for:
   - Detail and Coherence: Ensuring each element was sufficiently detailed and clearly illustrated its relationship to others.
   - Completeness: Verifying that all components of the relationship structure were present.
   - Consistency and Connection: Confirming that all components were consistent and logically connected.
   - External Factors: Identifying and explaining the influence of any external factors.
4. Proposing to Project Stakeholders: The proposed project relationship structure was presented to project leads for their review and suitability assessment.
5. Refining and Guiding: The relationship structure was refined based on feedback and then used as a guiding framework for developing the assessment framework in the subsequent phase.

Phase 2 Developing the CIPPI-Based Assessment Framework

This phase focused on creating and refining the specific tools for assessment.

1. Drafting the Assessment Framework: An initial draft of the assessment framework was created based on the CIPPI components.
2. Expert Review: Experts reviewed the quality and appropriateness of the drafted assessment framework.
3. Quality Analysis and Improvement: The framework was refined and improved based on expert recommendations and a thorough quality analysis.

Resources Utilized:

- Project documents for "Project to raise the economy and society by sub-district and promote sustainable development potential of the sub-district: Case study of Wiang Mok Subdistrict."
- "Project Management Manual for Sub-District Economic and Social Upgrading and promoting Sustainable Development Potential in Sub-Districts."
- Data from JHCIS, TPMAP, AGRIMAP, and GISTDA.
- Clear identification of target groups (e.g., farmer groups, occupational groups, financial institutions, community savings groups, community enterprises).
- Engagement with local government organizations, social groups, community organizations, government agencies, and private sectors.
- Input from community developers, village heads, and local residents.

Phase 3 Conduct an assessment

This phase involved the practical application of the developed framework to collect and analyze data.

1. Data Sources**:** Information was gathered from community developers, village leaders, local residents, and relevant project documents**.**
2. Data Collection Tools**:** The tools used included document analysis record forms, questionnaires, interview forms, and field visit records**.**
3. Data Collection and Analysis Methods**:** Relevant documents were reviewed, and all project stakeholders were interviewed**.** Recordings from field visits were also utilized**.** The content from document studies, questionnaires, and interviews was then analyzed to compare the actual implementation of activities against the activities outlined in the project's operational relationship structure.

Phase 4 Deriving Lessons Learned and Recommendations

This crucial final phase specifically extracted insights from the Wiang Mok sub-district case study to inform future initiatives.

1. Data Sources for Lessons Learned: Key insights were gathered directly from community developers, village heads, and local residents, who provided first-hand accounts and perspectives.
2. Tools for Data Collection: After Action Review (AAR) record forms were specifically utilized to systematically capture reflections and insights.
3. Methods of Data Collection and Analysis: The primary method involved analyzing the data collected through the AAR process, allowing for the identification of successes, challenges, and areas for improvement. This structured analysis directly informed the lessons learned and subsequent recommendations for the sustainable economic and social enhancement of Wiang Mok sub-district

Results

This section presents the evaluation results of the sustainable economic and social enhancement project in Wiang Mok sub-district, analyzed using the CIPPI (Context, Input, Process, Product, Impact) model.

Context (C) The project's context demonstrated 100% consistency with its objectives, goals, and expected outcomes, aligning perfectly with relevant government policies and the project approval framework.

Input (I)The project exhibited cost-effective resource utilization, saving both money and time while successfully achieving its goals. Key inputs included:

- Four University-to-Sub-district Development Projects:
  - OTOP Product Upgrade
  - Creative Economy (Tourism Upgrading)
  - Circular Economy (Environmental Promotion)
  - Knowledge Transfer to Community
- Project Output Alignment: The resulting outputs aligned with project indicators set by the committee, specifically:
  - 200 target beneficiaries across all activities.
  - High success rate in implementing research projects as planned.
  - Agreement on project-based activities, including planning, venue, and public relations to inform villagers.
- 21 Jointly Developed Activities were successfully initiated.

Process (P)

The project's work plan, procedures, and processes were highly appropriate, enabling effective control and management. This resulted in project completion and output utilization faster than, or at least within, the targeted timeline. Key process achievements included:

- Alignment with Project Indicators: The project successfully linked and transferred knowledge from research to develop and promote various initiatives, achieving planned goals at a high level.
- High Participation Rates: There was a high percentage and level of involvement from people engaged in the project and planned development activities.

Product (P)

The project's implementation yielded significant productivity and impact across various levels, demonstrating goal achievement, positive outcome indicators, and the potential for sustained benefits.

- 100% Community Participation: Villagers showed full participation, engagement, collaborative thinking, and cooperation.
- 17 Outstanding Activities/Products: (Details in Tables 3-6)
- 4 Outstanding "Champions": Individuals developed through the four projects and 17 activities (Details in Tables 3-6).
- 100% Information Dissemination: People received accurate, complete, and timely information, including a 2019 Coronavirus Disease Surveillance and Prevention Survey and economic and social improvement updates.
- 2 Beneficial Business Groups Established:
  1. Community Enterprise, Saliam Wan Group (Earthworm Fertilizer): Focused on solving social and environmental problems.
  2. Good Mood Chicken Egg Group: Also aimed at addressing social and environmental issues.

- High Participant Satisfaction**:** Table 7 illustrates the high satisfaction levels among participants in activities, particularly within the OTOP product upgrade project**.**
- **"**Wiang Mok Model**"** for Poverty Alleviation**:** This model for solving poverty and resource mobilization within the sub**-**district comprises nine interconnected elements across three levels **(**government, community, and personal**):**
    1. Government Measures
    2. Community Guidelines
    3. Community Future Planning
    4. Community's Economic Strength
    5. Personal and Household Behaviors
    6. Creating Internal Motivation
    7. Increased Opportunities and Farmer Potential Development
    8. Modified Learning and Applied Implementation
    9. Improved Quality of Life and Social Services
- **(**Refer to Figure 2 for visual representation of the Wiang Mok Model**).**
- Establishment of Learning Resources**:** One learning resource and course on poverty alleviation, specifically **"**Feeding earthworms for composting vermicomposting,**"** emerged from outstanding stories and prominent individuals, gaining acceptance as a learning center**.**

Impact (I)

The project yielded policy recommendations for improving and developing future initiatives to enhance the economy and society and promote sustainable development in Wiang Mok sub**-**district**.** These recommendations include**:**

- Training Workshops for Local Leaders**:** Developing local community leaders to act as catalysts and coordinators for implementing government policies for sustainable community development**.**
- Fostering Local Ownership**:** Strategies to engage community members beyond mere participation, encouraging a strong sense of belonging and ownership in projects**.**
- Providing Training Support**:** Promoting and increasing the community's capacity to manage projects independently**.**
- Facilitating Funding Sources**:** Promoting and recommending local funding sources for project implementation, such as support from local government organizations, and measuring their success.

Table 2 Satisfaction of participants in the activities of each project (OTOP product upgrade project)

Activity	Satisfaction of people			Product/Output	People (Champions)
	Mean	S.D.	Level		
1. Soil and fertilizer management for sustainable peanut production	4.30	0.65	High	1. Herbal pork chili paste 2. Baking cake 3. Thai desserts	3 persons
2. Making Thai desserts to increase income	4.45	0.68	High		
3. Processing of peanut products increases income.	4.28	0.63	High		
4. Management and accounting for various professional groups	4.67	0.6	Highest		
5. Processing of herbal pork chili paste	4.29	0.67	High		
6. Baking cake without oven	4.55	0.53	High		
Total	**4.42**	**0.62**	**High**		

Table 3 Satisfaction of participants in the activities of each project (Projects to create and develop (Creative Economy) in the aspect of upgrading tourism)

Activity	Satisfaction of people			Product/Output	People (Champions)
	Mean	S.D.	Level		
1. Little guide	4.40	0.64	High	1 content that tells the story of Wiang Mok through social media with a single mobile 2. little guide	1 person
2. Creating content that tells the story of Wiang Mok through social media with a single mobile device.	4.39	0.62	High		
Total	**4.40**	**0.63**	**High**		

Table 4 Satisfaction of participants in the activities of each project (Environmental romotion Project (Circular Economy))

Activity	Satisfaction of people			Product/Output	People (Champions)
	Mean	S.D.	Level		
1. Making herbal mosquito repellents	4.48	0.70	High	1. Community Enterprise, Saliam Wan Group, Earthworm Fertilizer	8 persons
2. on training and campaigns to prevent dengue fever	4.33	0.70	High		
3. Anti-disease cooking with traditional herbs for the elderly	4.50	0.70	High		
4. Environmentally friendly household waste management	4.22	0.58	High		
5. Feeding earthworms with waste to make vermicomposting	4.39	0.6	High		
Total	**4.38**	**0.68**	**High**		

Table 5 Satisfaction of participants in the activities of each project (Projects to bring knowledge to help the community)

Activity	Satisfaction of people			Product/Output	People (Champions)
	Mean	S.D.	Level		
1. Feeding earthworms for composting vermicomposting	4.55	0.64	Highest	1. Group of chicken eggs in a good mood	3 persons
2. Household accounting	4.06	0.88	High		
3. Cultivation of mouse ear mushrooms, log mushrooms, wind mushrooms	4.32	0.57	High		
4. Raising good mood laying hens	4.65	0.58	Highest		
Total	**4.40**	**0.65**	**High**		

The project developed the "Wiang Mok Model" for solving poverty problems and managing resource mobilization within the sub-district. This comprehensive model, comprising nine interconnected elements, directly embodies the lessons learned and recommendations derived from the project's implementation. It offers a practical framework for sustainable development, addressing the research objective of providing explicit insights for future initiatives. The nine elements are:

- Government measures
- Community guidelines
- Community future planning
- Community's economic strength
- Personal and household behaviors
- Creating internal motivation
- Increasing opportunities and developing farmers' potential
- Modifying learning and applied implementation of methods and practices
- Improving the quality of life and social services

These nine elements are interconnected and operate across three distinct levels: governmental, community, and personal, providing a holistic approach that reflects the project's successful strategies and informs future sustainable development efforts.

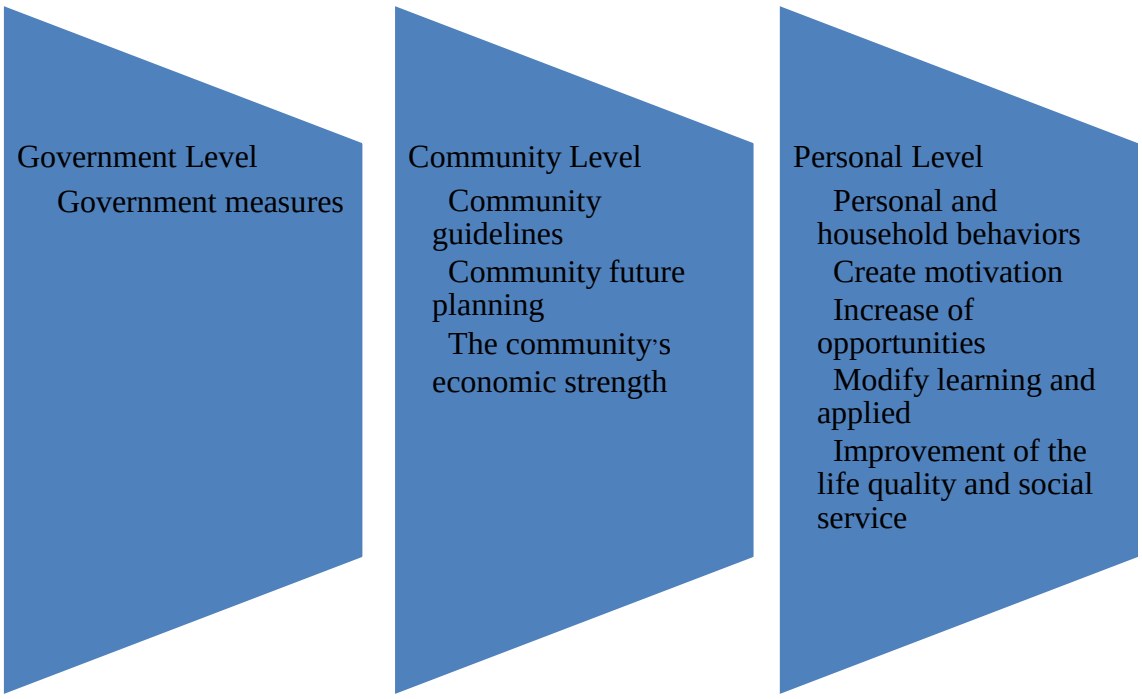

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Figure 2 The model on solving poverty problems and management and organizations within the sub-district to solve poverty problems (Resource mobilization)

Learning Resources and Centers

Based on outstanding stories and prominent local individuals, a learning resource and course on poverty alleviation was established and accepted as a community learning center. A notable example is the curriculum on feeding earthworms for composting (vermicomposting).
Project Impact: Policy Recommendations

The project yielded several key policy recommendations aimed at improving and developing future initiatives for economic and social enhancement and promoting sustainable development in Wiang Mok sub-district:

1. Local Community Leader Development: Implement training workshops to cultivate local community leaders who can serve as effective leaders and coordinators in translating government policies into sustainable community development.
2. Fostering Local Ownership: Develop strategies to engage community members more deeply, encouraging a sense of belonging that goes beyond mere participation.
3. Strengthening Community Capacity: Promote and enhance the community's ability to manage projects independently through targeted training and support.
4. Identifying Local Funding: Promote and recommend local sources of funding for project implementation, such as support from local government organizations, and establish methods to measure the success of these funding efforts.

Lessons Learned from Sustainable Economic and Social Enhancement

The project's implementation offered valuable insights into factors contributing to success and common challenges encountered, leading to practical lessons for sustainable development.

Factors Affecting Success:

- Consistent Meetings: Holding weekly meetings proved crucial for continuous improvement of operational plans.
- Participatory Process: Utilizing a participatory approach (joint thinking, shared action, shared responsibility) significantly fostered collective ownership and effectiveness.
- Empowering Villagers: Actively promoting leadership roles for villagers, with researchers serving as supporters, empowered local communities.
- Diverse Occupational Groups: The involvement of diverse occupational groups enriched the project's scope and impact.

Problems and Obstacles:

- Raw Material Prices: Fluctuations in raw material prices presented a challenge.
- Lack of Trust in Distribution: Some target groups hesitated to participate due to a lack of confidence in product distribution channels.
- Limited Digital Literacy: The target group's limited knowledge of Internet media resulted in missed opportunities for online product sales.

Sustainable Development Approach:

- Networking with Local Officials: Building and maintaining a strong network with local officials is essential for long-term collaboration and support.
- Sustained Support Programs: Implementing support programs that continue until beneficiaries secure stable careers and income ensures lasting impact.
- Technology Promotion: Educating and promoting the use of technology for communication and income generation is critical for future growth and opportunities.

Discussions

Wiang Mok Sub-District in Lampang Province, Northern Thailand, faces significant challenges including underdeveloped local raw materials and products, a growing elderly population, and environmental issues impacting community health. The evaluation of the sustainable economic and social enhancement project in Wiang Mok sub-district, meticulously conducted using the CIPPI (Context, Input, Process, Product, Impact model), provided profound insights into its effectiveness. This systematic application allowed for a granular assessment of the project's performance across its entire lifecycle, from its foundational alignment to its tangible and intangible outcomes. Here's the translated and slightly rephrased text for clarity and flow:

Context analysis revealed exceptional alignment, showing 100% consistency among the project's objectives, goals, expected results, and relevant government policies. This highlights a well-conceived initiative that was strategically positioned within the broader development agenda. This perfectly aligns with the CIPPI framework, which provides a comprehensive evaluation model. It covers everything from contextual analysis and resource preparation to process monitoring, initial outcome measurement, and long-term impact confirmation. This comprehensive approach ensures that policy decisions and project management are supported by more thorough and accurate information (Aziz et al., 2018).

In terms of Input, the project demonstrated remarkable resource efficiency, achieving its goals cost-effectively and within optimal timeframes. This efficiency in resource utilization underscored effective planning and diligent management. The Process proved to be robust and well-managed, facilitating timely completion and the swift utilization of project outputs. Such streamlined execution significantly contributed to the project's overall success. According to Stufflebeam (1971), “the CIPP approach is the view-based, the main purpose of the assessment is not to prove but to improve.” Based on the above quotation, the main purpose of CIPP is not to prove but to improve. The Product dimension showcased substantial and multifaceted

achievements. Critically, there was 100% participation, engagement, collaborative thinking, and cooperation from the local population because this model is designed for improvement and decision-making related to a course, program, or curriculum (Stufflebeam & Shinkfield, 1985). This exceptional level of community involvement is a testament to the project's relevance and the effectiveness of its engagement strategies. Furthermore, the project generated 17 activities that garnered a high level of satisfaction and fostered the emergence of "champions" among beneficiaries across the four main project initiatives. Two significant business groups, the Community Enterprise, Saliam Wan Group (Earthworm Fertilizer), and the Good Mood Chicken Egg Group, were successfully established, both specifically aimed at addressing local social and environmental challenges. The profound interest and enthusiastic cooperation from villagers in Wiang Mok, an area newly targeted for development by Rajabhat University, played a pivotal role in these positive outcomes. This strong community engagement resonates with the observations of Kibria et al. (2022) on the critical importance of modeling complex human well-being dimensions in marginalized communities, where local buy-in is paramount.

A particularly salient outcome was the development of the "Wiang Mok Model" for solving poverty problems and enhancing resource mobilization within the sub-district. This comprehensive model, which we will elaborate on, integrates nine interconnected elements across governmental, community, and personal levels. Its empirical derivation from a successful, real-world project underscores its practical utility. This framework's multi-layered approach to poverty alleviation aligns with established research. For instance, Kaewthip's "CMPAC MODEL" (2020) and Hanphichai's farmer poverty strategies (2020) offer valuable insights into poverty eradication, emphasizing the importance of internal motivation, learning modification, and community planning. Similarly, Rattanaphonwong et al. (2020) highlighted key variables in community poverty models, including government measures, personal behaviors, and community guidelines. These consistent findings across different studies underscore the multi-faceted nature of poverty and the need for integrated solutions, as also suggested by Tretyakova &Larikova (2012) on the holistic view of rural sustainable development, which must extend beyond mere economic efficiency to enhance the quality of life through complementary systems.

Conclusion and suggestions

The comprehensive evaluation of the sustainable economic and social enhancement project in Wiang Mok sub-district, rigorously conducted using the CIPPI model, affirmed its profound positive impact across all assessed dimensions. The project consistently met or exceeded established criteria for context alignment, efficient resource input, effective process management, and beneficial product outcomes.

A pivotal outcome of this project is the **"**Wiang Mok Model**"** for poverty alleviation and resource mobilization within the sub-district**.** This empirically derived model offers a holistic framework for community development, comprising nine interconnected elements**:**

1. Government Measures**:** Strategic support and policy alignment from governmental bodies**.**
2. Community Guidelines**:** Locally developed principles and norms for collective action**.**
3. Community Future Planning**:** Collaborative envisioning and strategizing for long-term development**.**
4. Community**'**s Economic Strength**:** Initiatives focused on building local economic resilience and prosperity**.**

5. Personal and Household Behaviors**:** Promoting positive individual and family practices contributing to well**-**being**.**
6. Creating Internal Motivation**:** Fostering intrinsic drive and enthusiasm among community members**.**
7. Increasing Opportunities and Development of Farmers' Potential**:** Enhancing skills and access to resources for agricultural advancement**.**
8. Modifying Learning and Applied Implementation**:** Encouraging adaptive learning and practical application of knowledge**.**
9. Improvement of the Life Quality and Social Service**:** Enhancing overall well**-**being and access to essential services**.**

These nine elements are intricately linked and operate synergistically across three distinct levels**:** governmental, community, and personal, highlighting the multi**-**layered approach required for sustainable development**.**

New knowledge and the effects on society and communities

This study contributes significant new knowledge to the field of sustainable economic and social enhancement, particularly within the context of grassroots community development in Thailand.

Novel Insights from CIPPI Model Application:

While the CIPPI model is a widely recognized framework for program evaluation, its application in this specific, multi-faceted, university-led community development project in Wiang Mok sub-district provides novel insights into its versatility and depth. This study showcases CIPPI's effectiveness not just for assessing large-scale programs, but for deeply understanding the nuanced interdependencies within localized, integrated development efforts. The model enabled us to precisely identify *how* the project achieved its success: from its cost-efficiency (Input) and high community participation (Process) to the successful establishment of new social enterprises (Product) and the generation of actionable policy recommendations (Impact). This granular analysis reveals that the CIPPI model can serve as a robust diagnostic tool, moving beyond merely confirming project success to articulating *why* and *how* such success was achieved across diverse interventions like OTOP upgrades, environmental initiatives, and knowledge transfer. This detailed understanding of the causal links within the CIPPI framework offers a valuable blueprint for future university-community partnerships aiming for holistic sustainable development.

The Outstanding Contribution of the Wiang Mok Model:

The "Wiang Mok Model" for poverty alleviation and resource mobilization stands as a significant new contribution, distinguishing itself from existing models of community development in Thailand. While prior studies, such as Kaewthip's "CMPAC MODEL" (2020) and Hanphichai's farmer poverty strategies (2020), offer valuable insights into specific aspects of poverty eradication, the Wiang Mok Model is unique due to its:

- Integrated Multi-Level Approach: It uniquely synthesizes elements from governmental policies, community-level actions, and individual behaviors into a cohesive framework, explicitly acknowledging their interconnections across three levels. This holistic view provides a more comprehensive and sustainable pathway to development.
- Empirical Validation and Practical Derivation: Unlike purely theoretical constructs, the Wiang Mok Model was directly derived from and validated through the successful implementation of a real-world community enhancement project, offering a practical and proven framework.

- Emphasis on Resource Mobilization: Beyond addressing symptoms of poverty, the model specifically emphasizes strategies for resource mobilization, which is fundamental for fostering genuine community self-reliance and long-term sustainability, a critical element for successful rural development (Tretyakova & Larikova, 2012).
- Contextual Relevance for Emerging Development Areas: As Wiang Mok was a "new area" for Rajabhat University's intervention, the model's success highlights its applicability in catalyzing engagement and building capacity in communities not previously extensively targeted by similar initiatives.

The demonstrated 100% community participation, the establishment of two successful social-environmental business groups, and the emergence of local "champions" underscore the practical efficacy of the Wiang Mok Model. It offers a validated, integrated, and actionable framework that can serve as a benchmark for sustainable economic and social enhancement in similar contexts across Thailand and potentially beyond, providing a clear pathway for communities to achieve lasting prosperity and well-being.

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