

# **A Paradigm of Monks Management for Development of Highland Community in Kanlayaniwatthana District, Chiang Mai Province**

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## **ABSTRACT**

The purposes of this research were 1) to study the principles of monk's management for development of highland community, 2) to study the model of monk's management for development of highland community, and 3) to suggest the appropriate management model for development of highland community. The results of research were as follows:

**For administrative Aspect,** it was found that In each community, there is one monk or novice together with few temple boys living in the Ashram. The monk or novice attends the meeting with villagers. There are the Buddhist leaders in some communities.

The Ashrams are distributed in every district. The head of highland moral propagation center has responsibility for superintending and supervising monks and novices, he only follows the policy of the Phradhammajarika project, and has no authority to give benefit or punishment to monks or novices, and to make a decision in transferring them.

**For Religious Study Aspect,** it was found that there are no teaching and learning of Phrapariyatthidhamma in Kanlayaniwatthana District, because most of monks or novices working in this area have already graduated with Nakdhamma and they just wanted to work, they temporarily. Moreover, it is because of the newly established district. Therefore the lack of Dharma and Pali teaching and learning is the weak point of religion propagation in this District.

**Special Education Aspect,** it was found that in some communities, there is a Buddhist Sunday School for student of primary and secondary educational levels while there is no such school in some communities, because the monks or novices in those areas are not ready to

import Buddhist teaching to the young people.

**Propagation of Religion Aspect**, it was found that monks or novices teach Buddhist principles to villagers on national important days and Buddhist important through community radio broadcasting stations. They also encourage young people to profess regarding Buddhism.

**Public Assistance Aspect**, it revealed that monks or novices help people to seek fund for infrastructure project in community from regional office of Phradhammajarika. They not only seek the source of fund, but also plant around Ashram area which is a good example for villagers. A lack of budget and building instruments causes the inconvenience to the villagers in doing different activities.

**For Public Services Aspect**, it was found that monks and novices working in communities have given help to the people who face problems and have less educational opportunity both individually and in group and they also help community people by giving them advice.

The Buddhist monks have played important roles in working work community people by establishing different groups of the aged and farmers and by organizing various community development projects and these projects were forwarded to the organizations at local or the regional office of Phradhammajarika Project.

**Keywords:**Paradigm,MonksManagement,Development, Kanlayaniwat-thana District, Chiang Mai

## **Introduction**

### **Background and problem statement**

Clergy administration factors which is considered as the key of clergy management is administration, education, public education services, propagation, public assistance, public services. Those are the keys that guild and control monk to have appropriate behave according to moral rule, laws, regulations, agreement, Buddhist supreme patriarch of the Buddhist priests or authorize command, judgment and appeals and position appointment. Clergy administration from the past until present are aware of those factors of administration systems especially nowadays, there is advanced in term of management knowledge therefore Clergy administration should equip and empowerment those advanced for their

administration. Some of performance should apply government administration concepts but some should apply to private administration to create the flexibility in the process and some may have to follow Buddhists guideline<sup>1</sup>

There are 2 Monk guidelines for community development which are (1) key roles or direct roles of monk is the community leader in term of spiritual and promoting moral and ethics to community. This is an important role since it is considered as fundamental of real society happiness (2) secondary role is when the monk should involve in some activities since monk has seen as a center of faith from community people so that they can persuade or convinces local people to do a good thing or object developing in appropriate way or being as a coordinator for people to form a group for development work and may be people using temple as a place to have a group meeting or perform the activity<sup>2</sup>. As the perception on monk development which has seen the highland community is fully of problems and start the development process with problem resolution without focusing on community participation and empowerment therefore the development approach was top down approach and it high impacts to community as the same as it occurred in other region of the country in term of local community has lack of internal strength , basic infrastructure system is not meet the needs of community or strengthen community including the community sustainability has to depend on outside factors rather than inside community itself. Those impacts can be seen from the movement of potential human resources to big city such as young age labor mobility or natural resources dispossess by outsider people<sup>3</sup>. In the other hand, the roles have seen that religion should support the goodness in social and being the leader to demand a better social and monk should involve and respond for the real social including participating in social development and problem resolve. If the monk only focuses on their dharma which releases one from the world and ignore to society then be considered as lack of mercy and generosity. However more abandon social from monk then more ignorance from community people therefore the key issue to address those statement is train monk in term of knowledge and understanding in real social context which focus on being as social

<sup>1</sup> Phrameteethammaphorn(Prayoon Thammajitto), Thai clergyadministration, (Bangkok : Sahamikathamco,ltd., 2008), page 78.

<sup>2</sup> Phraratchamunee (prayutPrayutto), Thai institute and society ,(Bangkok : Komolkeemthong foundation public, 1983), pages 66.

<sup>3</sup> Panutda Boonyasaranai, ASEAN minor ethnics , (Chiang Mai: shotenaprint ltd 2001), pages 151-152.

development leader or catalyst<sup>4</sup>. These will help to balance harmony between social and natural which create win-win situation, moral-based development including sharing of humanity, compassions and justice<sup>5</sup>.

According to those mention issues above, researcher is interested to study in A Paradigm of Monks Management for Development of Highland Community in Kanlayaniwatthana District, Chiang Mai Province from Phradhammajarika office, Watsrisoda Chiang Mai Province and volunteer monk project of Mahachulalongkornrajavidyalaya University on the issue of pattern and process, clergy management principles for development, problem and resolution.

**Research Objectives** 1) to study the principles of monk's management for development of highland community, 2) to study the model of monk's management for development of highland community, and 3) to suggest the appropriate management model for development of highland community.

**Research Boundary** The research "A Paradigm of Monks Management for Development of Highland Community in Kanlayaniwatthana District, Chiang Mai Province" has the research boundary as following;

Area issue, researcher defined area of research is the village in Kanlayaniwatthana District, Chiang Mai Province

**Population issue**, defined responded population monk and novice from Phradhammajarika office and volunteer monk project, monk committees and community representatives in Kanlayaniwatthana District which consist of 15 monk/novice, 10 monk committees and 35 community representatives.

**Timing issue** the research conducted from December 2011 – September 2012 which was 10 months.

## **Research Methodology**

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<sup>4</sup> Suluck Siwaluck, Religion and development , (Bangkok: Religion committee for development ,1991), page 17.

<sup>5</sup> Phrapaisan Wisalo, Buddhist and social development, (Bangkok: Komolkeemthong foundation public,1990), page 18-19

land Community in Kanlayaniwatthana District, Chiang Mai Province is Qualitative and Quantitative Research which collects data by field survey through focused group interview and in-depth interview method from direct key informants such as monk or novice who services in community and community leaders including person who are directly working with those groups and project management officer. Those samplings are able to realistically and practically reflect on management concept, achievement and problem factors and recommendation.

Focused group interview and in-depth interview method in this research uses mix technic method in term of informal interview, structure interview, participant observation and non-participant observation including Group Discussion

## **Research Results**

Regional Phradhammajarika project of Watsrisoda, Muang district, Chiang Mai province has established since 1964 which aims to propagation Buddhist in highland community. Beside of the emotional development, the project also focus on social work as a social worker through combined old believe into Buddhist including cultural exchanges between hill tribe such as kariang, Mong, Yao, Egor, Din, Camu, Lao, Tai Yai Volunteer monk for hill tribe project has set up since 2000 which aims to sending volunteer monk to provide services in highland community in 8 provinces of above north through selecting monk'student from Mahachulalongkornrajavidyalaya University in each branch who volunteer to go to remote area. The process focuses on active approach rather than responsive approach and also focuses on continuum of working. The provinces are Chiang Mai, Lam Pang, Mae Hongson, Lamphoon, Chiang Rai, Prae, Nan, Tak, and Payao and hill trib are Kariang, Yao, Mucer, Leesor, Mong, Lao, Arka Tai Yai and Tai Luea.

According to information interviewing from Regional Phradhammajarika project, presented that project has selected people who are strong from each tribes by the suggestion from Phradhammajarika monk or Phraputtachinnawong school to learn in secondary school level until bachelor degree and then join to Phradhammajarika project . But volunteer monk for hill tribe project is selecting monk student from Mahachulalongkornrajavidyalaya University who volunteer and then send them out to north are. Project has support the expenses to spend during the operation. In Kanlayaniwatthana District, Chiang Mai Province

(2013), there is 11 monks/novices, 4 volunteer monks and in total are 15 monks. There is project monitoring and have a monthly meeting for work monitoring.

Religion education issue, in Kanlayaniwatthana District, Chiang Mai Province, there isn't any school that teach Buddhist moral nor Pali for monks/novice therefore most of monks that working in area is the monks that finish their first rank of Buddhist education.

Public education services, as the interview project administrators found that project has support to establish Sunday school in Kanlayaniwatthana District. The Phradhammajarika project set up funds through support 800 baht per month and there is a support for education scholarship of bachelor degree about 12,000 baht per year per monk.

Religion propagation issue is a policy of project that focuses on holding activity on the important day. One Monk/ novice has core responsible to take care a host village and 2-3 sub branch of villages. The total is 26 villages in Kanlayaniwatthana District. The project will support sound system to each community.

Public utility , project has supporting budget for repair temple/ hermitage about 5,000 Baht per community and also establish temple development funds including seeking funding or budget for community infrastructure development such as electricity, water tab, road and drains.

Public services, project has a support and supply gathering such as blanket, clothes, medicine and rice so that monk/novice can take them to distribute to underprivileged people or natural disaster victims. The project also set up a group of Buddhist leader in each community to assist monk/novice work.

As the interviewing of monk/novice found that there is only 1 monk per hermitage and some of monk's attendant. Monk always attend the meeting with community people to acknowledge community situation and problem resolve or training community people to aware and value of natural resources.

Religion education found that there isn't any religion school in the area since most of monk/novice who working in Kanlayaniwatthana District has finished religion education already and temporary working in the area. The activity which always held in the community is mobile merit

that held 6 times in a years by mobile to each community in the district in every 2 months including invite external guest speaker to held a training for children and youths.

In the public education services aspect found that there is religion school in Sunday. The Sunday school is for community children and youth who study in primary school or secondary school that near the hermitage. In some implementing area monk /novice who teach moral in school has study or finish bachelor degree. Moreover, they convince and suggest children and youth to study further. Female children join Watwivekanaram female youths center and male children join Watsrisoda or study high school or bachelor degree level or higher.

Religion propagation found that there is propagation to community people on the important day such as national day, Buddhist day through holding the activity and promoting people to apply moral to their daily life. There is also wire broadcasting of Buddhist through community radio and convince children and youths to practice the dharma in every years.

Public utility found that monk/novice who working in community is able to help community people in term of thinking and writing a proposal seeking funding and budget from regional Phradhammajarika project to build or repair hermitage including plant some fruit trees around hermitage area or being a good model to community.

Public services found that monk/ novice is able to help underprivileged person in society both in individual or group and also help community by being as community counselor.

According to the interview of community leader representatives found that monk/novice who working in community has joined the meeting with community people and being a counselor to community in term of knowledge and suggestion providing.

Public education services found that community leader and member have sent their children to participate in regional Phradhammajarika project by sending them to join Sunday school or enter the monkhood during the summer at Watsrisoda and Watwivekanaram female youths center.

Public education services found that monk/novice has set up Sunday school for teaching Buddhist and also being as coordinator to find

a funding sources or scholarship for children and youths to study further in high school level or bachelor degree.

Religion propagations found that community leader and member have knowledge and understand on Buddhism , some of them used to study in regional Phradhammajarika office , and some participate in Buddhist activities such as make a mobile merit or attend the activity in Buddhist day. They mentioned that monk should propagation the Buddhism through preaching the Buddhist holy day or national day so that people can apply moral to their daily life.

Public utility found that community leader and member participate in hermitage development and donate things including convince their friends and relatives to participate in Buddhist activity which held at the hermitage.

Public utility found that community leader and member mentioned that the area surrounding of hermitage is improved by growing fruit trees within/out the hermitage so it is clean and quiet to practice the dharma

Hermitage improvement found that community leader and member mentioned that the area surrounding of hermitage is shady with fruit trees and area in hermitage room is clean, lighten and quiet which appropriate to practice the dharma

Public services found that community leader and member participate in activity which is held on the important national day and Buddhist day. There is a village meeting to invite and convince community people to participate in activity at hermitage. According to the recommendation from Phradhammajarika project presented that

1)Administration , in the present the project is carry out and management through sending out Phradhammajarika to each branch and each branch is under control and look after from Watsrisoda, Suthep sub-district, Muang district, Chiang Mai province.

2) Religion education and school, There isn't any religion school in term of morals nor pali section in the Kanlayaniwatthana District, Chiang Mai Province.

3) Religion propagations, the number of monk is not enough



since there is only monk for each branch and the distant to each village is far away and there doesn't appoint any community people to be as Buddhist core leader.

4) Public education a number of Sunday schools in the area is still low, therefore children and youths don't have knowledge on moral and ethics.

5) Nowadays, Phradhammajarika project still lack of activities leader to help monk.

6) Public services, in the present there is insecurity funds for using in community therefore it cannot support community much in term of occupation training and health issue. (should establish Phradhammajarika funds )

As the results from recommendation of Volunteer monk for hill tribe development project found that

1) Volunteer monk for hill tribe development project doesn't extend to new area therefore some of area has implementing and propagation by other religions.

2) For security and continual of work implementing, project should allow monk to be fixed at one branch without moving around.

3) Volunteer monk for hill tribe development project has send monk /novice to provide services in community in highland. Those branches will be directly under control and management of WatSuandork ,Suthep sub-district, Muang district, in Chiang Mai province.

4) Nowadays, volunteer monk for hill tribe development project hasn't open the Sunday Buddhist course in Kanlayaniwatthana District yet.

5) Public services, in the present there is insecurity funds for using in community therefore it cannot support community much in term of occupation training and health issue.

## **Conclusion**

According to A Paradigm of Monks Management for Development of Highland Community in Kanlayaniwatthana District, Chiang Mai Province results, it is concluded that a paradigm of monks management should prepare the readiness to the monk/novice who operate in the area of Kanlayaniwatthana District in term of knowledge, since in the present it still lack of place for study ecclesiastics and pali. This idea will help monk/novice in the area to have knowledge and be able to prepare their-self for further study or apply to use with community people regarding on public education services especially youths and children in community such as Sunday school to teach underprivileged who cannot read and write. This idea is also promoting the cooperation between monk and community people in term of doing the project together to address community problems through community problem survey and brainstorm for resolution, so it will create self-sufficiency and self-sustainability including practical applying Buddhist moral to daily life.

## **Recommendation for Regional office of Phradhammajarika**

Regional office of Phradhammajarika should 1) have a meeting within Phradhammajarika to adjust policy so that it can be related, realistic and practical to present society 2) should have clear plan of public education management which is the core policy for evangelism to children and youths in community.

Administration aspects, should decentralize management power and control to local by providing power to sub-district monk dean and district monk dean to look after community monk and novice.

Religion education, should support Phradhammajarika in the area have a chance to study ecclesiastics and pali through collaborate with local clergy to open the course at Kanlayaniwatthana District so it will help monk/novice in term of self-preparedness and readiness before study further in high level. Public education services, the reason that there hasn't opening the course yet because the factor of readiness in term of teaching management and teaching method for children and youths to learn and adapt to their daily life.

Propagation of Religion Aspect, should continue hold the activities and in case to add on more activities which benefit to community member, it should collaborate with other agency such as mobile doctors,

agricultural officer or administrative officers who operate in the area in term of guidance in agriculture and husbandry, health, moral and ethics, administration and management.

Public assistance aspect, if hermitage area has enough space to build all-purpose pavilion then it is useful to community since it will use for training on moral and ethics including Propagation of Religion.

In case it is limited budget, then it should set up developing funds and propagation at the hermitage to raise funds and equipment for future use.

Public services should set up funds to help underprivileged people in society through raise fund from internal and external community and also publicist and promote the concepts to near villages so that it will cover all the needy.

Moreover, Phradhammajarika should learn how to write a proposal to seek for collaboration from government and private agency to help their work so that the implement will be effective and sustainable.

### **Recommendation for volunteer monk for hill tribe developing project**

1. Should extend the implementing area of volunteer monk for hill tribe developing by cooperate and budget requesting from MahachulalongkornRajavidyalaya University and publicize to government and private agency to know and participate in term of budget donation for project. In case there is limited budget to extend the area therefore it should have good management on taking care of partner.

2. Monk/novice who operates in community, the project should provide continue task and responsibility, do not often transfer since it causes to the continuum of working.

3. Monk/novice who operate in community, should allow monk administration in the area participate in project in taking care of operating behavior

4. Regarding to opening Buddhist religion school on Sunday, project should have clear policy for teaching course in school to promote moral and ethics to children and youths in community so that they can use those morals in their daily life.

5. Public services, project should establish funds through publicize to government and private agency to know and able to assist in term of budget so that the project can have more budget to support community operative. Moreover, project should train monk/novice in term of proposal writing for budget requesting from other agencies. Those ideas will create harmony in term of working with community and it will lead to community sustainability.

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