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LOCAL GOVERNMENT EDUCATION STRATEGY ON THE PUBLIC SERVICE DELIVERY FOR LEARNING CITY DEVELOPMENT

<p>Phimlikid Kaewhanam¹  https://orcid.org/0000-0002-7739-2415, Kalasin University, Thailand E-mail: phimlikid.ka@ksu.ac.th</p> <p>Corresponding Author: Kathanyoo Kaewhanam*  https://orcid.org/0000-0002-2234-2971, Kalasin University, Thailand E-mail: dr.khathanyoo@ksu.ac.th</p> <p>Parisha Marie Cain Kalasin University, Thailand E-mail: mariecaïn4545@yahoo.com</p>	<p>Ariya Pongsiri Kalasin University, Thailand E-mail: Ariya.po@ksu.ac.th</p> <p>Jariya Intanin Kalasin University, Thailand E-mail: Jariya.in@ksu.ac.th</p> <p>Sirinda Kamolkhet Kalasin University, Thailand E-mail: Sirinda.ka@ksu.ac.th</p>
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Biodatas:

Phimlikid Kaewhanam, Ph.D. Assistant Professor in Public Administration, Vice Dean for Student Affairs, Faculty of Liberal Arts, Kalasin University

Kathanyoo Kaewhanam, Ph.D. Associate Professor in Public Administration Division, Faculty of Liberal Arts, Kalasin University

Parisha Marie Cain, Ph.D. Associate Professor in Public Administration Division, Faculty of Liberal Arts, Kalasin University

Ariya Pongsiri, Ph.D. Assistant Professor in Public Administration, Public Administration Division, Faculty of Liberal Arts, Kalasin University

Jariya Intanin, Ph.D. Assistant Professor in Public Administration, Public Administration Division, Faculty of Liberal Arts, Kalasin University

Sirinda Kamolkhet Assistant Professor in Public Administration, Head of Public Administration Division, Faculty of Liberal Arts, Kalasin University

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Phimlikid Kaewhanam
phimlikid.ka@ksu.ac.th

Kathanyoo Kaewhanam*
dr.khathanyoo@ksu.ac.th

Parisha Marie Cain
mariecain4545@yahoo.com

Ariya Pongsiri
Ariya.po@ksu.ac.th

Jariya Intanin
Jariya.in@ksu.ac.th

Sirinda Kamolkhet
Sirinda.ka@ksu.ac.th

Abstract

The purpose of this study was to Local Governments' Education Strategy on the Public Service Delivery for Learning City. This study uses case studies to collect and analyze data, generate inductions, empirical observations, and SWOT analysis. Driving Thailand's *Sustainable Development Goals (SDGs)* policy showed that the area conditions were in place. Situations, environments, limitations, and highlights affect the targeting of public services. Local government education development strategies are constantly pushing local education policies. Building knowledge by developing 20 local courses in generating income for the community has a policy of "Creative City," including livable city, tourist town, investment city, and city to study. Under the critical base of thinking of executives who believe that education is the most potent weapon. In addition, to driving local education policy, A strong community committee is needed. Public participation plays an essential role in the development of cities. Some operations are conducive to driving the city of learning—continuous development of knowledge plans. There are programs to support learning at all ages that go through education work and professional policy network management. This is an important strategy to develop local education aligned with the Sustainable Education Development Goals.

Keywords: Local Governments; Learning City; Public Service Delivery; Education Strategy; Development

1. Introduction

Lifelong learning is paramount to education and sustainable development, integral to the 2030 Agenda for Sustainable Development, and central to the notion of a learning society. (UNESCO,2016) UNESCO pushes local development policy to become a learning city By

developing the key features of the city of learning. UNESCO by UNESCO's Lifelong Learning Institute (UNESCO Institute for Lifelong Learning - UIL). Therefore, we have established a global network of cities of UNESCO Learning (The UNESCO Global Network of Learning Cities - GNLC) To help local governments develop concrete strategies to build a learning city. This network will support fulfillment. Implementation of the 17 Sustainable Development Goals (Sustainable Development Goals: SDGs) Specifically, Goal 4, which focuses on managing education in a comprehensive, equitable, and quality manner, as well as promoting lifelong learning opportunities for all. (Lifelong Learning: LLL) As well as Goal 11, which supports each other towards sustainability. The purpose of building a city of learning UNESCO, Institute for Lifelong Learning (2020)

Local education arrangements are part of the complex decentralization process that requires a paradigm shift in the public management of local authority public services. Decentralization is a strategy such as how to enhance the quality and relevance of education and improve administration. (UNESCO, 2005) In developed countries, OECD support has rapidly expanded in developing countries, encouraging more regions to participate in the movement. (Osborne et al., [2013](#)). Education and development policies for sustainable growth need to lay the foundations for education and be managed by the local area, driving comprehensive learning from primary to higher education. Sustainable Workplace Growth Revitalize communities and nurture a culture of learning through life. Promote local, regional and national cooperation and meet environmental obligations. (UNESCO Institute for Lifelong Learning, [2013](#)) Moreover, a global network of learning cities share ideas and create a more inclusive education and learning system to increase learning participation across all age groups and improve the quality and effectiveness of informal, informal and informal learning. (Nemeth, [2020](#)).

Local Governments' Education Strategy on the Public Service Delivery for Kalasin Learning City Development Importance in the development of the local education system The readiness scenario to drive to a local learning city analyzes the role and potential of agencies involved in operating the city of learning based on general context and space context. It is further developing the potential to drive the city of knowledge and develop proposals to force the city of education by connecting with stakeholders including government, local, private sector, civil society, and communities in the study area or interested in the driving issues the city of learning. Through the participation, a process to discuss how to operate the city of learning in full swing. In addition to the operation of raising awareness, seeing development as holistic, and creating co-ownership. Suppose it is also to develop the capacity of human resources in the area. In that case, it helps to increase the potential to drive the city of learning, respond to further changes to the creation of the foundation economy and the community economy, and reduce inequality among people in the area; Kalasin Municipality is the dominant municipality in Thailand. Thailand has been driving education and learning policies with the "Developing Kalasin city into Udomsuk city" policy, including livable cities, tourist towns, investment cities, and educational cities. Under the critical base of thinking of executives who believe that education is the most potent weapon.

Local Governments' Education Strategy on the Public Service Delivery for Kalasin Learning City Development. The data can only as proposals for research studies to develop into research questions: according to the Development Strategy Framework (2018 - 2022) of Kalasin Municipality, three important missions are consistent with the management of education to comply with the provision of public services to develop into the city of learning: 1. It is increasing the potential for good governance, 2. People have a good quality of life, and



3. Sustainability must be carried out together effectively in building a livable and robust society. Under significant networks in the area to promote and support Kalasin city's holistic development as well as economically and socially sustainably. Based on suitability and uniqueness in the area, local strategies find to be used to drive local public service arrangements. It has a significant impact on the development of the city of learning. Therefore, studying strategies and taking lessons from local government case studies that have been awarded good management on an ongoing basis can contribute to understanding and knowledge that can be applied to develop education in other local areas further.

Literature Review

The development of a learning city is not new. (Longworth and Osborne 2010),UNESCO Institute for Lifelong Learning (UIL) in developing the International Platform of Learning Cities (IPLC). The company has developed a learning city development plan to build a global network to mobilize cities and manage resources effectively by engaging in developing learning cities and empowering people to promote lifelong learning and sustainability. (UIL,2013) Since ancient Greece about 2,500 years ago, although it did not identify as such until the late 20th century, many words refer to " geographical learning concepts ". (Longworth and Osborne 2010, p. 369), This includes "Educational City' and developed into a 'City of Learning .' (DfEE 1998) and "Learning Community'. (Faris, 2005) Alternatively," A society of learning " has the same meaning.

The OECD (2000) The learning-related project support agency aims to develop the economy with knowledge. Meanwhile, the world can grow economically sustainably with more and better knowledge and greater social cohesion. (Commission of the European Union 2000, para. 5)The European Commission emphasizes lifelong learning and the region as an important place for that learning. (Commission of the European Union,2001) One specific initiative is the Regional Project of Lifelong Learning. (Commission of the European Union,2003) And many other developments are funded within lifelong learning, showing that lifelong learning is. The concept is constantly evolving and accepted.

Studying the Development of Learning Cities in Phu Mueang Learning in Asia Studying in Japan, China, and the Republic of Korea, examined the diverse experiences of the three countries on society, learning, community education, and profiles of people participating in the program. These learning city experiences demonstrate a distinctive and collective trait. The Japanese experience shows that the concept of urban learning born of a bubble economy is simply a surface phenomenon of learning, where authentic community activities, which can reshape into the origins of the city of learning, have always supported cities as learning organizations. On the other hand, the Republic of Korea's learning city experience shows that it can be sparked by state initiatives, which are actively allied with reforming individual cities with local independence and regional politics. The rapid adaptation of the City of Learning policy in China illustrates new possibilities. Learning is a cultural intervention in urban development in managing city administration and maintaining social stability. In all of Leia's policies. (Osborne,2013)

UIL (2013) The creation of a learning city aims to be driven at the local level, with local executives leading the way with relevant sectors in the area, including the public, private sector, civil society, and the general public. There are three main assessment criteria:

1. The issue of driving the city of learning (building the participation of all sectors for sustainable development)

Encourage the participation of all sectors of society, promote economic and cultural development, and support sustainable development.

2. Approach to the City of Learning (Promoting Lifelong Learning)

Promote learning from basic to higher education, and promote family and community learning. Facilitate effective learning in the workplace, Promote the use of cutting-edge learning technology, promote quality and excellence in learning, Supporting a lifelong learning culture Strongly.

3. Basic conditions for building a city of learning (policy management and participatory systematic drive)

Strong political will and commitment, developing good governance and participation systems, encouraging drive and efficient use of resources.

In short, the City of Learning refers to a city where resources are used in all sectors effectively to support learning for all citizens and at all levels. Innovation and technology are used to encourage learning. It has quality learning and promotes a culture of learning throughout life, with six key attributes:

1. Promote learning from basic to higher education
2. Promote family and community learning
3. Promote effective learning in the workplace
4. Promote the use of modern technology
5. Promote quality and excellence in learning
6. Strongly support a lifelong learning culture

2. Method

This study uses a case study method to collect and analyze data. Case studies are social science research methods that can provide useful insights into interesting phenomena or situations. (Schweitzer, 2022). Case studies are used to explore and invent real-life phenomena today through detailed contextual analysis of a small number of events or conditions, including policy actor relationships (Schweitzer, 2022; Nguyen, Lasa, & Iriarte, 2022). This study analyzes the strategies of the Local Government: Kalasin Municipality, a local government organization in Thailand the Prime Minister's Office of Excellence has been awarded for more than five years using analysis, data analysis by establishing induction conclusions by establishing connected general conclusions based on empirical observations and SWOT analysis. Twelve people in each district take an unstructured interview with open-ended questions, conducted from June to December 2021: During Thailand's *sustainable development goals (SDGs)* policy and driving goal 4, ensuring that everyone has a comprehensive and equitable education and supports lifelong learning opportunities. In addition, to in-depth interviews with the school principal, interviewers use open-ended questions as a discussion guide to examine an in-depth understanding of the topic. Interview transcripts are processed using Atlas.ti as a qualitative data analysis aid.

3. Findings

Local Governments' Strategy on the Learning City Development

1. Promoting learning from basic to higher education

Policy and continuity of education and recreation policy implementation. It were found that Kalasin municipality has continued to implement a policy of promoting learning because the mayor has been elected continuously and continues to implement the policy clearly, namely the municipal executive of Kalasin Municipality. There are policies to promote learning from basic to higher education:

Develop the educational management of municipal schools by providing education according to the benchmark. To the public free of charge from kindergarten to high school, and to develop educational management using the school as a base that focuses on the participation of all sectors while enhancing the management of education to ensure equality. To improve the quality of life of poor and underfunded students to receive educational opportunities, as well as to provide comprehensive child development centers (Policy Statement, 2014-2020)

Policy after the 2021 elections, the policy is to develop Kalasin city into a Udomsuk city with the intention of driving the strategy. "City to Study" (Policy Statement, 25-64). The operational strategy is clearly defined in line with the set policy, namely mechanical. People are given the quality and standardized educational opportunities with guidelines for the development of strategic indicators. 1. The school has a quality assessment result. Education within the school meets the quality criteria of local government 2. Percentage of preschoolers attended on-demand school 3. Success level manages activities to promote children and young people. The company has continuously allocated operating budgets from 2018 to 2021 in terms of an education management plan of 123 million baht continuously and the allocation of more than 145 million baht in the student capacity development plan.

Implementing policies has found that promoting learning from basic to higher education is not a good idea. The 16.96 square kilometer Kalasin municipality area has six affiliated schools and four non-affiliated schools within the municipality, covering all levels of education management from 6 affiliated schools and outside the municipality but in 24 municipalities. The operating budget is allocated continuously in full in various strategies. There is an operational support program covering missions that have been transferred to power. It was also found that Kalasin Municipality has budgeted for the implementation of development projects. By adopting a global development framework to jointly achieve social development. By 2030, the Sustainable Development Goals (SDGs) are set to guide the implementation of the sustainable development goals (SDGs) as a guideline for implementation: goal 4, ensuring that everyone has a comprehensive and equal quality education. And support lifelong learning opportunities as a framework for evaluating development needs and learning in projects and budget allocation, as well as assessing the operational satisfaction of Kalasin Municipality. While 22 non-municipal schools are cooperating in an *ad hoc* way, participating in a letter of cooperation and meetings to find ways to work together.

Schools affiliated with Kalasin Municipality have developed and spent on education budgets that are worth investing in, such as hiring foreign teachers and hiring teachers to help teach. Provide cost-effective education, such as organizing classes for students from kindergarten to basic graduation, and educational institutions affiliated with Kalasin

Municipality. It stands out in areas such as academics, sports, and recreation, morality, ethics, self-health protection in hygiene. Building basic professional skills for children and young people It shows that promoting learning from basic to higher education is ongoing and can result in performance that has attracted the attention of different sectors. However, acceptance of the reputation of the school. There has already been one provincial acceptance: 3 municipal schools in the EIP program at the early childhood and primary levels. We also need to develop more suitable and acceptable courses.

2. Promoting family and community learning

The promotion of family and community learning has started from Kalasin Municipality with a comprehensive drive through the project. Developing learning centers for all ages Volleyball Excellence Development School, Continuation of Boonsamha Tradition Kalasin Art Gallery, Youth Creative Space, Quality Enhancement of Municipal School Education, Sports Science Center, Kalasin Studies Museum, and Online Learning Center, but the effectiveness of existing mechanisms in the area has not been strengthened and can be a mechanism to drive cooperation. In line with policy

Enhancing opportunities for people to have recreational activities and sports to enhance health and enlist harmony by developing sports, providing venues, and organizing recreational and sports activities to encourage people to be interested in sports and recreation. Make the most of your free time, including developing sports to excellence by supporting sporting events at different levels (Policy Statement, 2014-2020)

Kalasin Municipality has implemented a policy of organizing religious ceremonies, cultures, and merits of traditions with an operational style that is in line with traditions. The culture of traditions that are effectively the identity of the province and the traditions that Kalasin Municipality has been working to encourage people to participate in harmony. It has good values and preserves good traditions to remain. In addition, promoting, continuing, and disseminating customs of Local arts, culture and wisdom can be linked to tourism to increase the number of tourists and promote the economy of provinces such as Boonsamha Songkran. Old Town Cultural Market Museum of Dee Mueang Kalasin (Art Gallery) Traditional events also link the continuation of the traditional culture, which can generate more income for the people of Kalasin municipality. The people of the municipality are acting in accordance with Thai culture and traditions. Religious ways such as making merit offerings, showing loyalty to national institutions, religions, and monarchies, and expressing gratitude to their ancestors.

From the goal of implementing the policy, Kalasin Municipality has developed into a "livable city" to promote learning in families and communities. The municipality controls and eliminates pollution, and a complaints system is provided due to polluting activities. Various environments are maintained in the community, maintaining environments at risk points (e.g., parks, parks, etc.). Slaughterhouse) Collecting and transporting the solid waste, quality development of sewerage and sewage systems in the community, taking into account the balanced ecosystem and environment, being a livable city. Sustainable Environment Cost-effective waste management There is no severe pollution in the municipality (waste, wastewater, pollution, order of the city). Livable Urban Development Goals, As a result, the municipality of Kalasin was awarded the prize. "ASEAN Regional Excellent Waste Management," which is an important source of learning for Kalasin Municipality. Therefore,



Kalasin Municipality is one of the most important sources of learning in the field of "waste management" for communities and other local governments.

3. Facilitating effective learning

Physical development facilitates effective learning so that Kalasin municipality has a stadium, sports stadium, and creative health space that is sufficient to meet the needs of the people. People have space to do activities that benefit each community. Stadiums, sports grounds, and creative health spaces are constantly renovated, revised, and equipment or damaged areas, such as audio, lighting, or additional construction for essential use, as well as improving the surrounding landscape to make it desirable. In addition, the municipality of Kalasin also organizes public services and stadiums. Sports grounds and creative health spaces are used by the public to do activities such as organizing activities to promote physical activity, aerobic dance, sports competitions, music events, etc.

4. Promoting the use of modern learning technology

Kalasin Municipality has improved teaching materials and environments within municipal schools to suit the curriculum and the school landscape by providing and developing teaching materials that will enhance learners' critical thinking skills and use creative information technology. To enhance learners' learning, including improving the environment and landscape in municipal schools to suit teaching and lifelong learning centers. However, information technology operations are dynamic. The resulting operation is supported at the equipment level. While learning to take advantage of technology also cannot provoke an explosion from within that. People of all ages will need to take advantage of existing technologies. Coupled with continuity in action, As a result, local residents are not pictured taking advantage of local technologies that seek to encourage learning and learning restrictions that occur only during ages. Support of Kalasin Municipality is supported only through affiliated schools. There has been no promotion in the use of modern learning technology at other ages.

5. Promoting quality and excellence in learning

Students at schools affiliated with Kalasin Municipality Good academic performance in all learning materials by grade, including pre-primary, elementary, and secondary levels. O-Net Results in accordance with national education standards Physical, mental, social, and intellectual developments with age, such as sporting events, contests, various knowledge, cunning, up-to-date developments, and complete learning support, safe, conducive to learning, critical thinking, such as answering questions, expressions, etc. Buildings and landscapes, Internet system library Students at schools affiliated with Kalasin Municipality are healthy and healthy with age, receiving all aspects of health services such as supplements (milk). Lunch: Continuous activities. It was also found that students studying in the essay under Kalasin Municipality can build a reputation, receive awards or represent municipalities in areas such as sports, academics, and music. Arts & Culture

In line with the policy statement, 2014-2020 said:

To enhance the quality of education standards of municipal schools by developing teachers and official personnel. Education to provide quality teaching and learning. Good teachers, good teachers, morality, and higher status, adapted the role of teaching for appropriate learning in each area to be a morally oriented learning center for knowledge (Policy Statement, 2014-2020).

6. Strong support for a lifelong learning culture

Kalasin Municipality has an important goal of developing a lifelong learning culture. Civics are developed to have a habit of learning. Have a lifelong habit of learning. Interested in and pursuing knowledge regularly People can learn from a variety of experiences and use their knowledge and skills to perform their duties to maximize efficiency to yourself. The development/improvement process to develop the school library and public library together with the learning resources to develop the learning resources of educational institutions under the municipality. Learning resources have been developed in the system. School-Based Management for Local Development SBMLD uses information technology media, resources, and learning resources to meet the needs. Convenient, fast, and comprehensively serviced as a shared society. Transfer of knowledge and exchange of learning together Everyone in society plays a role in organizing continuous learning activities. Knowledge from the Wise There is a knowledge management system that everyone and all sectors of society can participate in. Together with the emphasis on learning at all ages. Kalasin Municipality operates in kalasin municipality. From the report Kalasin "Senior School" prototype launched to help older people live their full potential By Online Manager Newspaper Yo interview with mayor Kalasin Municipality found

According to a survey of the population from the age of 1 year to 100 years, a total of 39,763 people, of whom are 4,456 elderlies, or 11.2%, by Kalasin municipality, Kalasin province is one of the areas that are aware of the situation and are prepared for it. Concrete "aging society."

The beginning of the senior school in Kalasin Municipality aims to promote a culture of lifelong learning for the elderly in the Kalasin municipality area. Meetings to lay out collaborative approaches and organize community meetings to understand and ask for cooperation from local people. Achievements from such meetings more than 200 elderly people are interested in joining, bringing an agreement to drive work together on behalf of "Kalasin Municipal Senior School," registered as a juristic person, operates for the public good, and is a nonprofit charity, according to an interview with the mayor. Kalasin Municipality said:

Kalasin Municipality has acted to propose ideas. Promote the drive of people's work and be a coordinating unit only. In the beginning, the elderly group was organized to study the modeling work of the strong elderly community in Loei Province. At the same time, the municipal building has been facilitated for use as a "senior school" and subsidized the school's operating funding of 100,000 baht (Jaruwat Boonsam, Mayor of Kalasin)

Management within the elderly school "The elderly drive all the work themselves," the school's principal said. Work with the Kalasin Municipal Seniors School Operation and Mobility Committee. The funding was carried out through the management of the elderly group, as well as the proposed budget program for the event. Through the "curriculum used in teaching and learning," the cooperation of academics from the Office of Education and a group of retired pensioners with expertise in various fields helped design a teaching curriculum that meets the standards and meets the needs of the elderly. Guidelines for preventing the risk of diseases Proper physical and mental health care Promote and support an elderly society with healthy physical and mental health.

"Kalasin Municipal Senior School is Open every Thursday, with mornings being a complementary activity for health check-ups for the elderly. Afternoons are academic activities



based on the course. The speakers were coordinated by various community agencies, which were considered to be holistic community development, such as meditation or the opening of a unit, and practiced physiotherapy by the hospital's physiotherapy staff and lectures. Health rights from the National Health Security Office (NHSA), including teaching Thai dance and learning dance by a team of speakers from the College of Dramatic Arts, etc." (Jaruwat Boonsam, Mayor of Kalasin)

The concrete success of Kalasin Municipal Senior School is that the elderly have better physical and mental health. The results of the pre-school health check-up and the end of the year results are assessed. Older people were found to be physically healthy and mentally healthy. The degree of noise caused by hypertension. Diabetes reduces fat. Enjoy participating in activities, especially those done with other agencies such as charities, provincial chambers of commerce, and provincial Red Cross societies, such as exhibiting folk dances, knowledge lectures on local wisdom, etc. It has also been echoed by family members that older people are in better physical and mental health and are eager to attend classes every Thursday. Kalasin Municipal Senior School assessed the Dhamma Governance Award for systematic care of the elderly, receiving a prize of 350,000 baht. Therefore, the money was used to develop the old school building into a comprehensive "center for the quality of life for the elderly and disabled," as there are many groups of elderly people, especially bedridden patients, that Kalasin Municipality recognizes as a culture of lifelong learning.

4. Discussion

Area conditions The situation, environment, limitations, and highlights are affecting the determination of guidelines/goals for *the implementation* of the Kalasin Municipal Research Project. The area to drive the city of learning for this research study is the center area of Junghuad Kalasin. The cost of developing into a learning city is varied, for the important reason being that Kalasin is a space to support knowledge and research, with the continued push for local policies, including research operations from a wide range of educational institutions that are constantly developing local areas. Knowledge has been created by developing 20 local courses and careers to generate income for the community; there is a policy of "Develop Kalasin city into Udomsuk city," namely livable city, tourist town, investment city, and city to study. Under the critical base of thinking of executives who believe that education is the most powerful weapon. Therefore, the chief executives of Kalasin Municipality convened and brainstormed the idea of developing Kalasin city into a city to study because Kalasin is a historic city. There are local customs and wisdom. There's social capital and a well-being society. In the last financial year, projects related to learning centers for all ages were driven. Online learning is affecting the educational environment and has been labeled as a tool that can enhance effective and efficient teaching and learning. (Ferahim Yeşilyurt,2021)

Volleyball Excellence Development School, Continuation of Boonsamha Tradition Kalasin Art Gallery, Youth Creative Space, Quality Enhancement of Municipal School Education, Sports Science Center, Kalasin Studies Museum, and Online Learning Center Not all policies are executable. Without cooperation from all sectors, therefore, drive the city of Learning is, therefore, an important strategy at Kalasin Municipality. The company wants to push to become an "educational city" that affects the determination of the approach to conducting research projects at the city level, to play a role and potential to drive the city of learning, and to develop into citizen engagement by using a strategy to drive the city of learning that connects with stakeholders in the public, local, private sector, civil society and communities (Citizen engagement strategy) to share the learning space from context. Such a

situation can also develop a local curriculum framework to become an educational city suitable for all ages. It also connects learning spaces, both physical areas, to develop integrated socioeconomics in accordance with the objectives of the research study. Therefore, Kalasin city is a powerful area where factors and conditions can be developed to support research projects successfully.

Opportunities conducive to development, such as the provincial strategy State Policy The development of Kalasin, the learning city of research projects, has the opportunity to facilitate the development of the main local policy, Kalasin Muang Udomsuk, and throughout the course of the research project has been a joint public issue, developed into the policy and plan "Kalasin City of Learning to Longevity City" with divisions in Kalasin Municipality participating in the collaboration. There are network parties to work together with the United Nations in Thailand. UN Thailand has published sustainable development goals (SDGs) agreed by the international community to serve as a framework for development operations with 17 goals, especially goal 4. Quality Education makes it a priority for governments and local governments to set policies in line with such development goals. Bringing local planning and project preparation to meet sustainable development. Good for the development of research projects and the push for common issues in the development of Kalasin City (Osborne,2013)

The original mechanisms in the development of Kalasin, a city of learning, such as the PTTEP government. Academic institutions, *bipartisan relationships*, and *the availability of target groups Existing Capital The mechanisms for driving the city of learning in Kalasin municipality*. It was found that government agencies include Kalasin Municipality and Kalasin Provincial Cultural Office. Kalasin Provincial Social Development and Human Security Office (Kalasin Provincial Council of Children and Youth) Office of Informal education and civil education Kalasin Provincial Public Works and Urban Planning Office plays an important role in the development of the area in accordance with the learning practices and the city of learning. UNESCO (UIL,2013) Private sector agencies such as the Kalasin chamber of commerce, Kalasin Provincial Merchants Association, Public Sector Community committees, and people are also an important part of the continuous development of the area. Participation as citizens of Kalasin Municipality is a constant and enduring presence. However, the original urban development mechanism of learning was a policy based on roles as a basic mission. Routine Normal or primary responsibility tasks Work in accordance with the laws, rules, and policies of the affiliated agencies (Functional Based), and activities that take place in the area are activities that are carried out in accordance with the strategic mission principles. Government Reform Guidelines You can also create an urgent policy or a specially assigned task (Agenda Based). Therefore, past urban developments have been modular developments, lacking the interconnectedness of the operation according to the local/local mission. If there is a development that involves cooperation in the use of the area as a common development goal, it is a common development goal. Mobilize resources to collaborate. Driving the city of learning will have more concrete developments.

The relationship between the parties and the policy network is mixed with government agencies, often the principle of coordination. However, the relationship between policy networks also emphasizes wired relationships. Use hierarchy at the same time, establishing interdependent relationships across different resources and different potentials and building trust in each other in operations to contribute to policy outcomes. This is the pattern of relationships that occur. It is not yet an equal relationship of diverse actors, which is characterized by relationships in both the way that many organizations with differences in resources and potential come together under the same goal. Each organization does not lose.



Independence in managing their own organization There is no structure of the chain of command. There is no competition within the network, so the relationship model of the policy network is not yet a collaborative relationship (collaboration) in making certain management decisions together.

Availability of Kalasin Municipality and Policy Network There is a policy that is in line with Kalasin research, the city of learning. There is a strong community committee. Public participation plays an important role in the development of cities. There are operations that are conducive to working in driving the city of learning. In other words, Kalasin Municipality has a Udomsuk city policy and is constantly developing learning plans. There are programs to support learning at all ages that drive education learning. The education division of Kalasin Municipality, as well as the six municipal schools affiliated with Kalasin University, have developed education in the system of the people in urban areas, including the Kalasin Provincial Cultural Office. Kalasin Provincial Social Development and Human Security Office (Kalasin Provincial Council of Children and Youth) Office of Informal education and civil education The Kalasin Provincial Public Works and Urban Planning Office is implementing the project in accordance with the strategic mission. Government Reform Guidelines, Therefore, the readiness of Kalasin Municipality and its policy network has the potential to develop Kalasin into a learning city.

5. Conclusions

The context of driving the city of learning Kalasin Municipality in the field of promoting learning from basic to education policy. There is a clear policy: the policy of developing Kalasin city into a Udomsuk city with the intention of driving the strategy. "City to study" and budget allocation with education first in mind. The point of development is to learn in a critical situation. Clarity of local curriculum, promoting family and community learning, and the development of learning centers for all ages. Volleyball Excellence Development School, Continuation of Boonsamha Tradition Kalasin Art Gallery, Youth Creative Space, Quality Enhancement of Municipal School Education, Sports Science Center, Kalasin Studies Museum, and Online Learning Center, but lack of management of learning resources in crisis conditions. Linking learning resources and upgrading the foundation economy As for the implementation of the facilitation of effective learning, public services are organized. Stadiums, sports grounds, and creative health spaces Organizing activities to promote physical activity, aerobic dance, sports competitions, and music events Lan Lear should promote public relations and auxiliary activities to make creative spaces more attractive. Promoting the use of modern learning technology, teaching materials Online teaching materials on Youtube Chanel should increase the continuity of operations and learn to leverage technology to achieve more age-related learning. Promoting quality and excellence in learning Morally oriented learning centers bring knowledge, but the results are unclear, and the support for a lifelong learning culture is strong. Senior Schools The promotion of the School-Based Management for Local Development (SBMLD) curriculum can be summarized as follows:

Table1: Local Governments' Education Strategy on the Public Service Delivery For Kalasin Learning City Development

Action issues	Strategies	Development issues
Promoting learning from basic to higher education	The clear policy is the policy of developing Kalasin city into a Creative city with the intention of driving the strategy. "City to study" and budget allocation with education first in mind	Systemic learning in a critical state, clarity of the local curriculum.
Promoting family and community learning	Developing learning centers for all ages Volleyball Excellence Development School, Continuation of Boonsamha Tradition Kalasin Art Gallery, Youth Creative Space, Quality Enhancement of Municipal School Education, Sports Science Center, Kalasin Studies Museum, and Online Learning Center	Management of learning resources in crisis conditions, linking learning resources, and upgrading the foundation economy
Facilitating effective learning	Public services, stadiums, sports grounds, and creative health spaces are held. Organizing activities to promote physical activity, aerobic dance, sports competitions, music events	Public relations and supplementary activities to make creative spaces more attractive.
Promoting the use of cutting-edge learning technologies	Teaching Materials Online Teaching Materials on Youtube Chanel	Continuity of operation Learning to leverage technology
Promoting quality and excellence in learning	A morally oriented learning center brings knowledge	The results are unclear.
Strong support for a lifelong learning culture	Senior School school Based Management for Local Development SBMLD	Applying the distinctiveness of Kalasin culture to develop a more distinctive curriculum

6. Recommendations on local strategies to develop a learning city

1. Roles in supporting knowledge information, including urban mobility strategies of learning. Local curriculum to be a city of education suitable for all ages and create an inclusive learning process to drive local curriculum linked to learning spaces. Kalasin University supports communities under the implementation of projects such as knowledge related to local



vocational courses, including growing vegetables, growing mushrooms, and raising fish. Privatization, including marketing development. Preparation of business plan, etc.

2. Supporting new technologies and innovations to communities to create models to drive mechanisms at the city level. Link learning spaces, both physical spaces and non-physical spaces, to develop integrated economies and urban societies, especially online learning resources that bring urban learning facilities online.

3. Linking various party networks to work together to support the city of learning by using a memorandum of cooperation (MOU) with agencies and the declaration of intentions between the parties to the policy network, for example, such as the Office of Informal Education, the Office of Skill Development, the Community Development Agency. Old Town Market and Cultural Market Management Committee The board of art galleries, including the private sector, such as the Chamber of Commerce. Province, etc. Project representatives have been attending municipal forums continuously.

4. Expansion by implementing the expansion project in Kalasin municipal development plan. This causes a drive at the city level for change. As a result, the municipality of Kalasin brings policy thought to drive projects in plans such as the city of the elderly to the city of learning. Driving urban economic areas, developing urban learning areas, kick-off processes, communication, and understanding. The launch of the project is carried out through both formal and informal activities. In other words, a government invitation was sent, including a trip to the offices of the policy network and then a meeting to discuss ways to drive the city of learning over the course of a year and how to plan for work. Then raise awareness of the city by announcing a joint intention between network parties. The success of the project initiative's work is to be able to spot the "city of learning" issues; the point of improvement is planning by mobilizing budgets from agency action plans to establish activity connections. Of subprojects allows the plan to execute the link.

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