

Abstract

The thesis on Collaboration in Drugs Abuse Prevention between Public Organizations and Youth Organizations: a Case Study of the Coordinating Center for Youths against Drugs Organization of Thailand, CYDOT aims at studying the process of collaboration, models of collaborative management, public officials' required competences to create and manage collaboration and studying the outcomes from CYDOT's collaboration which is regarded as the collaboration of Office of the Narcotics Control Board (ONCB), the Asia-Pacific Non-Government Organization on Drug and Substance Abuse Prevention (ASPAC-NGO) and central CYDOT youth workgroup.

Qualitative research through documentary research, in-depth interview with 10 key informants and participant observation were applied in this study in order to analyze and describe the collaboration of CYDOT according to the study framework and goal. The result of the study and analysis can be shown as follows:

The process of collaboration started from ONCB's unofficial discussion with ASPAC-NGO so as to ask ASPAC-NGO to take the financial management role of the collaboration. After that an unofficial discussion was made with the youth leaders from several youth organizations to investigate the possibility of collaboration activation. Then, collaboration in various aspects of mutual implementation was framed and facilitating interaction was created under CYDOT's trust creation which can be divided into 3 phases: "beginning phase" in which each organization had good trust in one another, "confusion phase" in which trust was decreased and the relationship was too distant leading to "recovery phase" in which trust was continuously increased. Furthermore, as for cross-cultural management each organization tried to adjust its mutual implementation in accordance with its culture. Conflict management was also conducted in terms of mutual discussion and implementation adjustment in order to maintain the collaboration based on all organizations' benefits and mutual agreement.

Activities/projects based on collaboration can be divided into 4 aspects: strategic making and facilitation, creative activity creation/campaign for drugs abuse

prevention, surveillance as well as collaboration development and administration. Most projects were led by central CYDOT youth workgroup whereas ONCB's role was just to give advice. However, ONCB had a lot of influence on CYDOT's ideas.

As for collaboration management, CYDOT has applied donor-recipient model which is the relationship of resource donor and resource recipient relying on each other. However, conflict is very common. Since the resource donor cannot control or force the resource recipient, negotiation is required and the resource recipient will try to find better adjustment.

It is found that public officials' required competences could be classified into 3 levels: The first level is individual characteristics includes big-picture thinking, empathy, public consciousness, flexibility and tolerant of ambiguity; the second level includes interpersonal/inter-organizational management skill i.e. the public officials should be good at role management, gap management, negotiation skill, communication skill and mediation skill; the last level is the management skill inside/outside collaboration in terms of problem solving which is the required skill for public officials.

The outcome from the collaboration shows that CYDOT still cannot achieve its goal since the overall collaboration creation is just in the level of coordination and cooperation. Due to incomplete collaboration, overall drugs abuse prevention cannot be achieved. However, CYDOT can support knowledge exchange and systematic resources.

Suggestions in this study imply that central CYDOT should identify and incorporate people and organizations into jurisdiction-based collaboration, and creating youth development and replacement system. Certain public officials should be appointed to be responsible for CYDOT and CYDOT should regularly meet, discuss and do activities together. More activities should be added such as information seeking, adjustment seeking and opening more space for collaboration in an aspect of physical and social space. More opportunities for collaboration creation and management of other organizations should also be promoted. Governmental activation should be avoided and personnel should be managed based on competences. Eventually, equality and equity should be emphasized based on understanding of the youths.