

Abstract

The main objective of a study on Management of the “One-Baht Merit Savings Organization for Welfare of Baan Don Chai Community, Creating Sustainable Social Capital” is to study management of the One-Baht Merit Savings Organization for Welfare of Baan Don Chai Community, particularly how to use social capital to make the organization sustainable, which in turn would lead to creation of sustainable social capital. The study employs qualitative research methods. The framework of study is McKinsey 7-S Framework. Tools applied in this study included in-depth interview and focus group discussion, covering a total of 16 persons. Analysis of data gathered leads to the following findings:

For the 1st S-Structure, the organization had a formal (vertical) administrative structure and non-formal (horizontal) administrative procedures integrated together, relying on relations of its four committees with members of the fund. Concerning the 2nd S-Strategy, four main strategies were applied in the administration of this organization, that were public relations strategy, learning strategy, internal relationship building strategy and Information management strategy. Regarding the 3rd S – Systems, the organization has fund management system for its five funds, information planning system, organization development system, and monitoring and evaluation system. As for the 4th S-Style, the organization adapted a merit savings concept to use with its participatory horizontal management procedure. Concerning Staff, the 5th S, there was development both at leader and member level. For Skills of members of the organization, the 6th S, it was found that skills being used were management skill, knowledge management skill and skill for using welfare programme. Finally, shared values, the 7th S, were found to be at organization level and personal level. Study also finds that the management of the savings organizations leads to the sustainability of social capital in terms of human capital, institutional capital and cultural capital.

Study recommends that importance should be given to shared values of the organization's members (7thS), so that they could be used as a foundation for development of the organization, which would lead to development of the other six Ss,

particularly development of leaders and members of the organization (5th S), so that they would have management capacity and new skills (6th S), such as use of welfare programme, and development of the organization's database system. Use of both human capital and institutional capital should be promoted to manage the five funds in order to create welfare for every target group in the community. Members should be encouraged to participate as members of the organization. Finally, use of wisdom and cultural capital should be promoted and adapted for the One-Baht Merit Savings Organization in order to create sustainable social capital in long term.