

**THE POTENTIAL OF LOCAL GOVERNMENT OFFICERS TO MEET
GOOD GOVERNANCE STANDARDS IN ENVIRONMENTAL
MANAGEMENT: A CASE STUDY, AMPHOR MAUNG,
NONTHABURI PROVINCE**

YADA CHIMKLAI

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ABSTRACT

Local government is very important to people's lives and their environment and good governance is needed in local government. The objective of this research is to study the potential of local government officers to meet good governance standards in environmental management. Amphor Maung Nonthaburi Province was chosen as the case study. One-hundred and sixty municipal officers working with environmental issues were the sample group. They were given questionnaires to assess their attitude to issues of policy, good governance, environmental management and job satisfaction. Documentary research was also used.

Only one of the sample group had a low readiness for good governance in environmental management, 65 had high readiness and 94 had moderate readiness. The readiness of the samples for good governance was related at a statistically significant level to their perception of the existence of policies that supported public participation in environmental management and the amount of information about environmental management that they were exposed to through their work. Those of the sample group who believed they were receiving information and policy support had a higher readiness for good governance. In conclusion, the research indicates that to foster good governance in environmental management, good supporting policies and information should be available.

**KEY WORDS: GOOD GOVERNANCE / ENVIRONMENTAL
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ศักยภาพของบุคลากรในองค์กรปกครองส่วนท้องถิ่นในการดำเนินงานด้านสิ่งแวดล้อมตาม
แนวคิดธรรมาภิบาล ศึกษากรณี อ.เมือง จังหวัดนนทบุรี (THE POTENTIAL OF LOCAL
GOVERNMENT OFFICERS TO MEET GOOD GOVERNANCE STANDARDS
IN ENVIRONMENTAL MANAGEMENT: A CASE STUDY, AMPHOR MAUNG
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บทคัดย่อ

การปกครองส่วนท้องถิ่นมีความสำคัญเป็นอย่างมากต่อชีวิตและสิ่งแวดล้อมของประชาชน
แนวคิดธรรมาภิบาลจำเป็นต่อการปกครองส่วนท้องถิ่น วัตถุประสงค์ของการศึกษาค้นคว้าครั้งนี้ เพื่อ
ศึกษาศักยภาพของบุคลากรในองค์กรปกครองส่วนท้องถิ่นในการดำเนินงานด้านสิ่งแวดล้อมตาม
แนวคิดธรรมาภิบาล เขตอำเภอเมือง จังหวัดนนทบุรี กลุ่มตัวอย่างทั้งหมด 160 คน ซึ่งเป็นบุคลากร
ในองค์กรปกครองส่วนท้องถิ่นซึ่งปฏิบัติงานเกี่ยวกับการจัดการสิ่งแวดล้อม ศึกษาโดยการวิจัย
เอกสารและแบบสอบถามความพร้อมของบุคลากรในองค์กรปกครองส่วนท้องถิ่นในการ
ดำเนินงานด้านสิ่งแวดล้อมตามแนวคิดธรรมาภิบาล

มีกลุ่มเป้าหมายเพียง 1 คนเท่านั้นที่มีความพร้อมในการดำเนินงานด้านสิ่งแวดล้อมในระดับ
ต่ำ กลุ่มเป้าหมาย 65 คน มีความพร้อมในการดำเนินงานด้านสิ่งแวดล้อมในระดับสูง และ 94 คนมี
ความพร้อมในการดำเนินงานด้านสิ่งแวดล้อมในระดับปานกลาง ผลการวิเคราะห์การแปรผัน
พบว่า นโยบายและการได้รับข้อมูลข่าวสารมีผลต่อความพร้อมในการดำเนินงานด้านสิ่งแวดล้อม
ตามแนวคิดธรรมาภิบาลอย่างมีนัยสำคัญทางสถิติโดยกลุ่มประชากรที่ศึกษาที่ได้รับการสนับสนุน
ทางด้านนโยบายมากกว่าและได้รับข้อมูลข่าวสารมากกว่ามีความพร้อมในการดำเนินงานด้าน
สิ่งแวดล้อมตามแนวคิดธรรมาภิบาลมากกว่ากลุ่มอื่นๆ สรุปแล้ว การวิจัยชี้ว่า การกระตุ้นให้เกิด
ธรรมาภิบาลขึ้นในการจัดการสิ่งแวดล้อมควรใช้ข้อมูลข่าวสารและนโยบายสนับสนุน

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CHAPTER 1

INTRODUCTION

1.1 Background and importance of the research problem

The constitution of Thai kingdom 1997 has set role of people and state, relevant to management for natural resource and environment, provided right for people and community to join natural resource and environment protection. It founded people and community freedom of conduct, according to the right, suitably, and provided people constitutional right to preserve natural resource and environment. As for the state role, the Thai kingdom institute 1997 provided duty of state to promote and support participation of people and community in natural resource and environment, as foundation policy of state, and guideline for using power by state organization. Such using must be done with recognition of right, freedom, and manhood prestige of the people.

Foundation of former concept in management for natural resource and environment was on principle of administration according to administrative boundary that centralized administration by state, emphasized on unity. While the foundation of Thai kingdom institute 1977 emphasized on sustainable decentralization of administrative power and delegation of decision making to the most suitable level. This established important role of the people and local community in administration. The institute has still used administrative boundary to direct power of local administrative organization in maintenance and using natural resource and environment, because self-governing by local self government form is an important objective in country development, and very important for consistency between rural administration and current affairs. In order to make efficient local self-sufficient, and be center of economic, social, and political development, which promote local and national strength. (Wanee Nonsiri, 2543: 1)

However, the studied report found that potential of local government has a different depends on level of local. That is Province Administration Organization and City Municipal has a capacity in working in high level. While original Urban Municipal and Subdistrict Municipal have a limit of capacity to transfers power. But Subdistrict Municipal that shifts a role from Sanitation and Subdistrict administrative organization (SAO), particularly SAO level 3, 4, 5 have a limitation in readiness to transfers power (Prasert Yamsuan 2543)

Idea of good governance or good management had been the one that World Bank has brought to prescribe policy of loan for the south world since 1980 decade, for solving problem of lacking efficiency and corruption in developing country. Especially, in Latin America countries, which have got problems of management, so far as can't pay back debt after borrowing from World Bank. The World Bank defied governance as using power for economic and social resources management, for development of each country. The governance comprises of 3 sections; those were importance for sustainable human development. State must take part in providing political and legal environment, private sector would originate income and jobs, and people or organizations would support social and political doing. These 3 sections had weak point and strong point of itself. So, good governance must promote them to support each other creatively. Good governance means government with good resource management that meets people's problems. The good governance must be administration with participation, transparency, equity, and effectiveness, rule of law, and people responsiveness and accountability. In organizations, there are studies and talks about good governance generally and there are exertions to practice good governance concept. In Thailand, some governmental organizations, such as office of civil officer, ministry of interior and educational institutes, began to adjust and practice good governance.

Local government organization has role, power, and duty, in local economic, social, and cultural development. It has duty to run activities of establishment and maintenance for road and waterway, keeping cleanness of road, waterway, pavement, and public place, including waste eradication, contagious disease prevention and alleviation, public danger prevention and suppression, education, religion and culture

promotion, women, child, teenager, aged people, and crippled people promotion, natural resource and environment protection, and other duties which given by government service. Besides, the local government organization may perform in boundary activities of providing water for consuming and agriculture, setting up light by electricity or other means, building and maintenance draining system, meeting place, sport place, recreation, and park, enhancing and promotion for farmer group and cooperative activity, promotion for family industry, maintenance and promotion for people's occupation, protection public treasury, yielding from local government belongings, building market, port, and pier, and performing mercantile activities. (Wanee Nonsiri, 2543: 2 – 3)

In this research of the personnel readiness in local organization to meet good governance standards in environment management, researcher chose to study local administrative organization in Muang district, Nontaburi province, because of 2 importance reasons. Firstly, Nontaburi province has location, economical and social structure, and people's life, closely relate to natural resource, environment, because this province locates on Chao Phaya river banks, having fertile resource of land and water, thus a lot of people in the province earn their lives by agriculture. So, Nontaburi province is a suitable area for studying about environment management of local administrative organization. Secondly, pollution problem is starting for environment resource in Nontaburi; on account of closing to Bangkok, people and communities have expanded, and economic expanding is rapid, which bring to many problems and effects. They are water pollution in industrial sector, flood that coursed by being low-lying land, waste problem, and pollution, without thorough examination and watching intensively. Therefore, local environment management for balance of people's living and environment is important. The good governance concept, that is accepted and supported as efficient and fruitful management for state sector, is an interesting issue to study.

1.2 Objective of this research

The objectives of this research are as follows:

1.2.1 To study the potential of the local government officer in environmental management according to good governance.

1.2.2 To identify factors related readiness of local government officer in environmental management according to good governance.

1.3 Scope of the research

In this research, the study focuses on the potential of the local government officer in environmental management according to good governance. The scope of this study was as follows:

1. Local Government at Amphor Maung Nonthaburi province that is Municipal and 4 Subdistrict Administrative Organization is the field of study that is case study.

2. Local Government officer in Local Government who has an authority about environmental management 186 persons is the target group and represent of the other local government in the study about using good governance principal in environmental management.

1.4 Research Hypothesis

1.4.1 Local government officer whose difference in personal factor has difference in readiness about environmental management according to good governance

1.4.1.1 Age of local government officer affecting to the readiness in environmental management according to good governance.

1.4.1.2 Gender of local government officer affecting to the readiness in environmental management according to good governance

1.4.1.3 Education level of local government officer affecting to the readiness in environmental management according to good governance.

1.4.1.4 Income of local government officer affecting to the readiness in environmental management according to good governance.

1.4.2 Local government officer whose difference in working factor has difference in readiness about environmental management according to good governance.

1.4.2.1 Local government officer that have different position, have different readiness in environmental management according to good governance.

1.4.2.2 Work duration of local government officer affecting to the readiness in environmental management according to good governance.

1.4.2.3 Demand to change a job of local government officer affecting to the readiness in environmental management according to good governance.

1.4.3 Local government officer whose difference in stimulating factor has difference in readiness about environmental management according to good governance.

1.4.3.1 Motivation of local government officer is affecting to the readiness in environmental management according to good governance.

1.4.3.2 Information perception of local government officer is affecting to the readiness in environmental management according to good governance.

1.4.3.3 Administrative policy of local government officer is affecting to the readiness in environmental management according to good governance.

1.5 Research Variables

Variables	Level of scale
Independent Variables	
1. The Personal Factors	
- Gender	Nominal Scale
- Age	Ratio Scale
- Educational level	Nominal Scale
- Income	Ratio Scale
2. The working Factors	
- Work duration	Ratio Scale
- The job position	Nominal Scale
- Demand to change a job	Nominal Scale
3. The stimulating factors:	
- Motivation	Interval Scale
- Information perception	Interval Scale
- Administration policy	Interval Scale
Dependent Variable	
- Readiness	Interval Scale

1.6 Research definition

Potential refers to readiness condition to successfully manage environment according to good governance of local government officer. For effectiveness of environmental management.

Good Governance refers to good administration or good government by focus on relation between public sector and private sector. Throughout people's participation for effectiveness, transparency and accountability.

Environmental management according to good governance refers to using concept and principal of good governance particularly importance concept that is rule of law, transparency and responsibility to perform in environmental working of local government.

Local Government refers to local working unit in legal such as Province Administrative Organization. In this study means Municipal and Subdistrict Administrative Organization in Amphor Maung Nonthaburi province.

Environmental working refers to working that concerns about natural resource and environment with role and authority that is assigned for sustainability of natural resource and ability to support local people's demand.

Readiness refers to the qualifications or conditions of a person who is ready or prepared to work or perform an activity with intention to execute the work efficiently. This requires the readiness in awareness, knowledge as well as the right attitude.

Readiness in environmental management refers to personal qualities of local government officer and surrounding that stimulate ability of environmental management in the area of responsibility according to good governance.

Educational level refers to the highest educational level obtain at present. It is divided into higher than bachelor's and lowers than bachelors.

Income refers to individual's financial capacity.

Work duration refers to the whole number in the years, counted since the start of work until now.

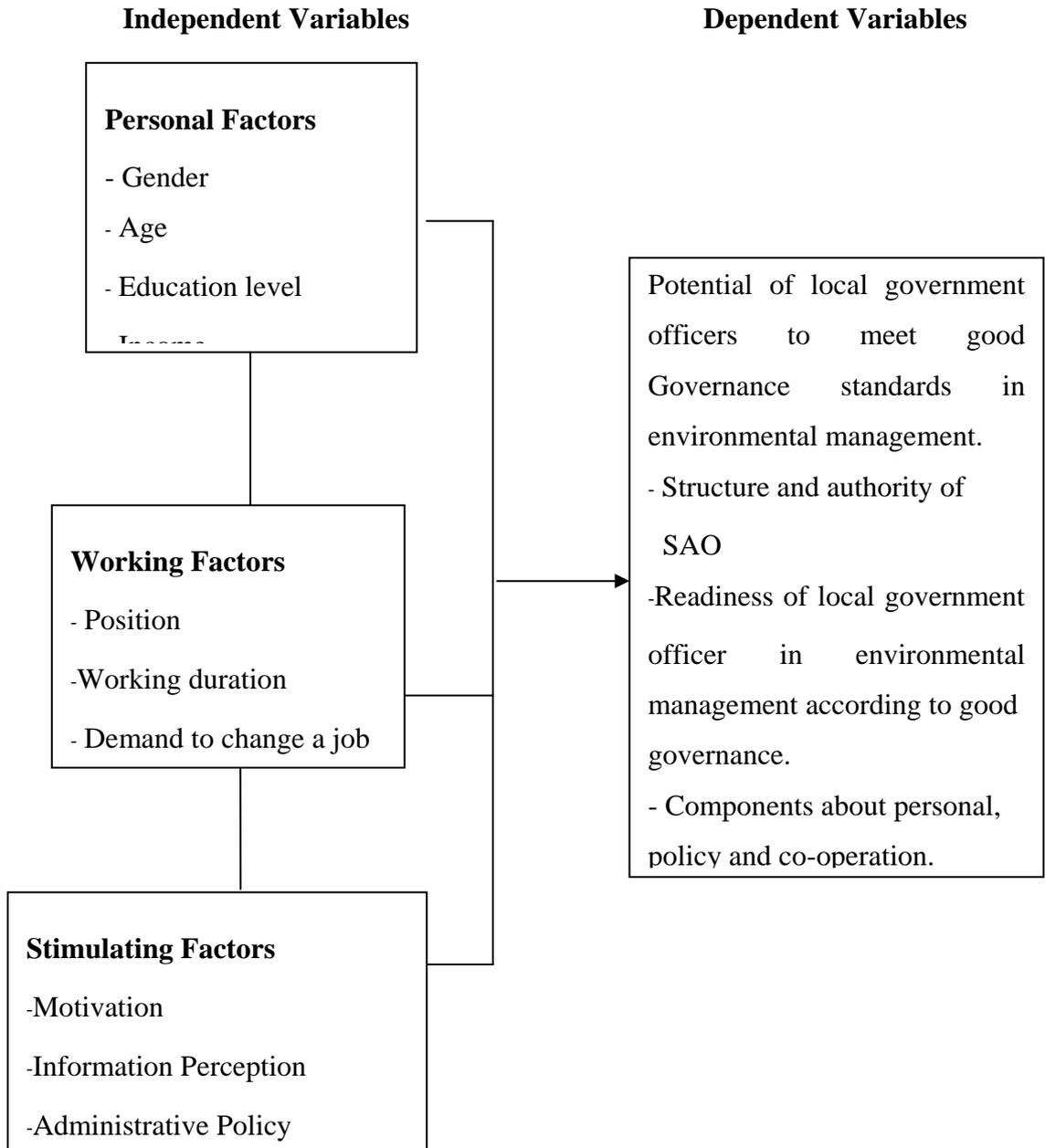
Demand to change a job refers to demand to transfer working unit of local government officer.

Motivation refers to personnel feeling, it motivates local government officer about environmental management according to good governance. The study is according to Herzberg's two factors theory.

Administrative policy refers to planning, project, regulation and rules of local government that support environmental management according to good governance.

Information perception refers to obtaining information about environmental management according to good governance from different sources such as script, training and seminar's and is classified as none or perception.

1.7 Conceptual Framework



CHAPTER 2

LITERATURE REVIEW

This study has objectives to study potential of local government officers to meet good governance standard in environmental case study Municipal and Subdistrict Administrative Organization Amphor Maung Nonthaburi province. The theory and relevant research as follows;

- 2.1 Definition and concept of the potential
- 2.2 Definition and concept of the readiness
- 2.3 Definition and concept of the motivation
- 2.4 Definition and concept of the good governance
- 2.5 Definition and concept of local government
- 2.6 Definition and concept of environment and local government
- 2.7 Relevant Research.

2.1 Definition and concept of the potential

Webster Dictionary (1995) explains that “potential” means “something that can be develop or become actual”. This meaning is the same as that of the Royal Institute Dictionary 2525 (The Royal Institute 2525: 255).

Pakorn Preeyakorn(2531: 29) and Victoria Newfeldt (1990: 460) that explains potential as an ability that is apparent and that explains potential as an ability that is apparent and that is hidden and it is necessary for the progress and development in the future.

Barton and Martin (1991:672-673) explain that potential or capacity means the maximum output rate obtained from work' which is similar to that of Yuwarat Kamonvej(2531:66) and Pantip Sriwannabut (2527: 43) For Longman (1987: 805), Potential means a person's capacity hidden inside, if it is stimulated by somebody or environment, the capacity will appear or be brought into use or prevent the hidden capacity from occurring.

Regarding potential at an individual level, Carter V. Good (Stated in Somsak Kulsaravud, 2534:13) gave the meaning of potential as an ability to determine, a wish and an ability to participate in activities, Potential originates from characteristic of maturity, experience and emotion of a worker. Potential is the people development to be able to carry out work activity. Moreover, Wanida Werakul (2534: 17) and Panee Cho Jenjit (2538: 32-34 stated in Somsak Kulsaravud 2534: 14) explain potential as physical, mental, intellectual and emotion condition that is ready to respond to something or all the characteristics of a person that can be gathered for using as a tool to respond to something by a particular method so as to cause an to case an action that tends to bring success. The occurrence of potential depends on maturity, social, experience, interest, motivation and eagerness.

For Lee J. Cronbach (1949: 17) potential is a relationship between biological development and experience. If a person has no physical potential, emotion, intelligence and experience in what he is going to perform, hr will not succeed.

From all the definitions already mentioned, it can be concluded that potential is a Person's readiness to do something. This capacity is hidden inside him and will show up when he is stimulated by various factors to work for success.

2.2 Definition and concepts about readiness

2.2.1 The definitions of readiness

Skinner (1965:305) stated that readiness is the foundation and indication of a person in executing a job successfully or meeting with a failure. The success or failure certainly depends on how readily prepared or unprepared is that individual. A person who is well prepares and ready will carry out his or her work smoothly and complete it successfully. An unprepared person or one who is not ready, thus, often will feel compelled to work resulting in a poor performance and eventually fail to complete the task.

Mckechnie (1966:1500) gave the definition of “readiness” as characteristics of one who has agility, enthusiasm and attentiveness in doing any activities with the aim of achieving success in whatever one does.

Edwards (1969:374) defined readiness as the condition of being mature enough for behavioral expression.

Thatcher, et al., (1970:695) has given the meaning of “readiness” as the state or quality of the preparation, which arises from skills, satisfaction or enthusiasm in preparing.

Good (1974: 472) has provided a definition on “readiness” as the agreement and urge to commit oneself wholeheartedly to participate in an activity. Readiness arises from the way one matures via experience and emotion. Therefore, readiness is a means in developing people to be capable of engaging in activities.

Mish, et al. (1993: 1973) defined readiness as the physical and mental preparation for some actions or experience.

Decho Savananont (1975: 230) defined readiness as preparatory condition in response to, or acting, something.

Yauwapranee, A. (1995: 420) gave its meaning as “Generally readiness means the state or the condition which occurs to individuals and it activates them to do something and its result is success”.

Jan-Aim, S. (1977: 175) gave the meaning “Readiness is the state of development add interesting and knowledge which is high fundamental enough to assist the learner to learn easily.”

Chootai, P. (1979: 15) said that “Readiness is individual condition in learning something which influence according to his qualified, training, preparing and interesting or motivation”

Suwanpetch, B. (1995: 420) gave the meaning “Readiness is to get to respond or react toward something.”

Athorn Yaowapranee (1977: 49) defined readiness as preparatory condition that appear in an individual to do something successfully.

Kanya Suwansaeng (1989: 159) defined readiness as the ability of an individual to do one thing effectively at a period of time.

New Webster’s Dictionary of the English Language (1985: 796) stated the meaning of readiness of which means situation or quality of the talent completion, speedily, intention and motivation.

From the mentioned definitions, it can be concluded that readiness is the preparation for doing one thing successfully.

2.2.2 The law of readiness

Based on Thondylee’s experiment about the law of readiness he said that “It is the state of getting ready or qualified in all body organs in learning and in mind.” Besides, it is based original experiment too. The state of the readiness of ears, eyes, nervous system, brain, muscular system, is an original experience to participate with new knowledge, interest and understanding in what one wants to learn. If the learner is ready with all the components above, the learner will learn easily.

Readiness may be divided into three states. Phamanee, A. (1977, 123-124).

1. When a person is ready and does, it satisfies him. He will learn something: Readiness → doing → satisfaction → learning.

2. When a person reads, but did not do anything it cause him dissatisfaction and he did not learn anything: Readiness → not doing → dissatisfaction → not learning.

3. When a person is not ready but he must do it causes dissatisfaction and he did not learn anything: Not readiness → must do → no satisfaction → not learning.

2.2.3 Components of readiness

Several experts have mentioned about the factors of readiness as follows:

Hilgard & Atkinson (1967: 653) said that readiness in learning will occur when a learner:

1. has sufficient physical completeness;
2. Is prepares and trained;
3. Is interested in or want to learn.

Downing and Thackray (1971:14-15) separated the components of readiness into 4 groups. They are

1. Physical factors such as maturity and physical development;
2. Intellectual factors such as intellectuality, perception, seeing and hearing, ability for reasonable though and problem solving.
3. Environmental factors such as different history of using language in the family and social experience.
4. Emotional motivational and personality factors, that is, the emotional stability and the urge for knowledge.

Suwansaeng, K. (1989: 159) said the readiness components are ones physiological quality with other situations such as interest, motivation, original experience, requirements and mental health.

Yupa P. (1999: 27) said that readiness compose of two factors as the following;

1. Physical and brain; physical maturity, the ability of intellectual and perception about things to learn or practice, previous experience or training.
2. Mental and emotional; motivation or interest to practice, emotional control.

Chunpetch, O. (2000: 13) said that component of readiness composed of the following;

1. Physical factors; physical maturity,
2. Intellectual factor; knowledge
3. Emotional factor; motivation and attitude
4. Environmental and social factors; participation in acting

Dubrin(1990: 320) also said that readiness was not only personality, habit, or motivation but composed of 2 factors, namely:

1. Ability such as work or job performance-related knowledge, experience, skill of an individual or groups of people;
2. Interest an individual or group of people being confident, committed and motivated to work.

Banlue Pruksawan (1979: 26) mentioned about factors of readiness as follows:

1. Physical readiness such as health, eyesight, listening, speaking and muscle relations;
2. Intellectual readiness such as ability to mark situational priority, good intellectuality and memory;
3. Emotional readiness such as emotional control, psychological readiness.
4. Psychological readiness: They are interested in reading and concentrate in listening.

Sermsak Visalaporn (1982: 132) studied human behavior and found that the result of performance is the consequence of the existing motivation multiplied by ability to do the work because working performance is dependence to the motivation and ability which is the result of intellectual ability and training.

Panee Choochai Jenjit (1995: 47) said that readiness depended on:

1. Maturity;
2. Training and preparation;
3. Interest or motivation.

Kamolrat Lasuwan (1985: 220) defined readiness as physical and mental completeness ready for response to one thing. Physical readiness is maturity: full growth of physical organs, satisfaction in response to stimulus or satisfaction in doing something. The factors of readiness are:

1. Maturity: physical, mental, intellectual and emotional growth;
2. Social experience or previous knowledge: one with more previous experience will have better learning ability;
3. Lesson prepared by teacher;
4. Teaching of lesson by teacher.

From the stated definitions given above, it can be summarized that readiness means the qualification or status of a person who is ready to work or perform an activity with a strong intention to complete the task successfully and efficiently. This will depend on how well prepared is the person before executing the job, both physically and mentally. The interest in doing the job, experience and proper training are some of the components that can not be overlooked. Apart from the physical fitness, there must be intellectual preparation as part of the components also. Emotional factors like inducement, attitudes and other environmental and social factors also play important parts in performing a certain task.

2.3 Definition and concept of motivation

Motivation is the condition that makes individuals become confident to achieve Thailand international standard management system and outcomes. The researcher has studied the definitions, components and measurement of the motivation as the following details.

2.3.1 Definition of motivation

There are many researchers who have given motivation meanings:

Tim & Peterson (1986: 25) defined motivation. "It is the alteration process which changes internal drives to be action".

Jarenophanthuwong, P. (1987: 10) said motivation is a necessity requirement, which drives or arouses which occurs in a person. Motivation will achieve the goal either carefully or not carefully.

Sitangkan, K. & Siangsano, J. (1988: 48) gave the meaning of motivation, “It is the internal capacity of a person that forces him to practice and behave in order to fulfill his need”.

Khasonnayuth, et al. (2533: 145) said that “Motivation is one’s wishing to achieve one’s goal by learning and it is really valuable.”

Arjinsamajan, C. (1992: 76) said, “Motivation means the whole powers of the internal person and it causes him to behave some behaviors”.

Raktham, A. (1983: 440) said that motivation is the desire developed from determination to achieve.

Chan-em, S. (1984:101-102) defined motivation as driving force that makes individuals to express behavior to achieve targets.

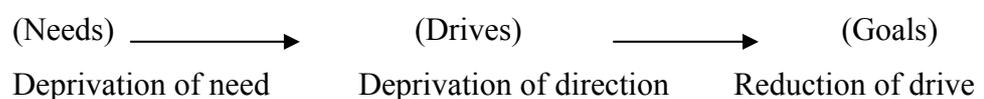
Ketkhum, W. (1992: 95) defined motivation as the process enables which individuals to do one activity purposively and that individuals needs to have attitude toward, skill, and understanding in that activity.

Berelson & Steiner (cited in Muangman, T. & Suwan, S. 1997: 20) defined motivation as the internal condition that has power to direct the individuals to reach the achievement.

Thus, it can be concluded that motivation is the internal driving force that enable the behavioral expression to reach the achievement. Motivation is therefore the attempt individuals have to do the work.

2.3.2 Components of motivation

Motivation consists of 3 components related to each other, i.e. needs, drives and goals.



Picture 1 Individual’s motivation system

Source: Muangman, T. & Suwan, S. (1997) Organizational behaviours (2nd edn.). Bangkok: Thai Watanapanich.

1. Need or Deficiency, in homeostatic sense the needs occur when there is the physical and mental imbalance.

2. Drive, drive will be developed to reduce the needs. Drive can also be defined as deficiency with direction which is similar to other definition that drives are motivation.

3. Goal, is the end of the motivation cycle. Goal is the whatsoever that reduces the needs and achievement of the goal is to create physical and mental balance and the reduction of drive (Muangman, T. & Suwan, S. 1997: 20-21).

2.3.3 Theories of Motivation

Hills S. Frederick(1987: 24-29) presented many theories and conceptual of motivation such as:

1.Maslow's Hierachy of Needs Theory

One of the more popular ways to look at human needs uses a hierarchy of needs, first articulated by Abraham Maslow. According to Maslow's theory all individuals have a common set of needs that are satisfied in a hierarchical fashion.

Physiological needs: The most basic human need according to Maslow is physiological, including the need for clothing, food, and shelter, Satisfaction of these needs is essential to the maintenance of the human organism.

Safety and security needs: Once physiological needs are satisfied the individual will then be able to satisfy safety and security needs. The need is not as straightforward as the physiological need. However, it is generally taken to mean that individuals need to be free from bodily harm or injury, to be safe and secure in their environment.

Social needs: According to Maslow, all individuals need social interaction. The theory holds that people are gregarious and do not function well without social support structures around them. The particular ways in which a person tries to meet

this need can range from being part of a family unit to having “buddies” at the office, but most normal people will be motivated to find and maintain social relationships.

Esteem needs: Maslow also suggests that all people have a need for esteem. This means that people need a high opinion of them and also want others to have a high opinion of them. Some writers even talk about a “love” need that people have—that is. People need to be love and respected by others.

Self-actualization needs: Finally, Maslow argues that people are driven to self-actualize. While the concept of self-actualization may be somewhat vague, Maslow suggests that people need to become all that they can be. People have a need for accomplishment, to feel that they are using their abilities to the fullest.

2. Alderfer’s Theory

Clayton Alderfer proposed this theory of motivation. In essence, this theory is an attempt to reduce Maslow’s need hierarchy into simpler framework. Alderfer speaks to three common needs, which all people have:

Existence needs: A person’s desire for material things, such as clothes, money, and food.

Relatedness needs: A person’s desire for sharing feelings and thoughts with other people.

Growth needs: A person’s desire to use ability and to pursue interests to the utmost.

3. Herzberg’s Two-Factor Theory

Herberzg approached the motivation question from a slightly different direction than other writers. He asked, what things in a work environment do people find satisfying and dissatisfying? Based on his work with accountants and engineers, he identified two set of items that he called motivational (or intrinsic) factors and hygiene (or extrinsic) factors. This factor was discussed below.

3.1 Motivational or Intrinsic factors: They are something that causes satisfaction in working. It assists individuals to love and like their work and enables them to work effectively.

Achievement means work completeness. A person is able to solve problems, or able to see the goal. Clear work is successful and is able to be measured

as he can perform his work through his objectives, time setting, and is capable of solving problems and satisfied which his work outcome.

Recognition means acceptance or agreement with success, to be admired, esteemed, praised and trusted in accomplishment or performance from supervisors, partners, subordinates and other people. If it is not recognized, the practice will not be accepted and will be punished or penalized.

Work itself means an action or work substantially. There must be a creative idea. Whatever is easy or difficult in the task. Moreover, it will implement the creative idea for getting a valuable task, and the capacity to complete the task in a short time.

Responsibility means one's ability in measuring work priority by oneself. It is an intention, sense of duty and responsibility and it is also independence in work performance.

Advancement means accomplishment or an alteration of personal status or of work position; mostly are in moving up to a higher level.

Possibility of growth in work means when someone has a chance to develop his knowledge and capacity, his skill in his work practice will increase. It will increase more if there is a chance to continue his study, training or observe a system of work.

3.2 Hygiene or Extrinsic factors are to remove unpleasant feelings in working and they assist individual maintenance forever. They are composed of:

Salary: work payment, which apart from salary, includes social welfare and other benefit appropriate to position or responsibility of tasks.

Interpersonal relationship means relationship status and is interrelated with others such as supervisor, peers and subordinates. Interrelation is in any circumstances, in participating practice, assistance, support and discussion.

Supervision-technical means administrative or supervision state of the administrator about work performer's efficiency analysis, work decentralization, spreading of work and justice.

Policy and administration means capacity in making a priority in any situations of work. It reflects the section policy and administration. Supervisors management gives an opportunity for participating in staffing guidelines.

Working condition means an appropriate state in practice. The physical work conditions are environment, work place, appliance, tools and materials.

Work comfort includes any conventional appliances in practice, and the balance between quality of work and personnel.

Professional status means life standard, personal status in society or professional status in others' view or others' perception. It is the composition of how a person feels or gives worth toward his work.

Job security means feeling toward one's work performance both in position stability, and work practice safety.

Factor in personal life or life style means feeling good or bad toward any circumstance while working or family living standards and personality due to work performance.

4. N-Achievement Motive Theory

A final content model of motivation is worth mentioning: McClelland's n-achievement theory. David McClelland argues that all people are driven by a need to achieve. N achievement is a socially learned motive, according to McClelland. This finding suggests that other kinds of motives may also be socially determined. That is, human needs may not only be innate but may also be learned. Thus, what drives behavior at one point in time may be different from what drives behavior at another point in time. For example, the desire to do socially redeeming projects may be higher in one environmental setting than in another (such as in a wealthy economy compared to subsistence economy).

For this study, Herzberg's 2 elements theory was applied as it was suitable for measurement of internal factors under Downing and Trackrey's Theory of readiness.

2.3.4 Measurement of motivation

Motivation is the affective domain of individuals so it is measured by rating scale method which is used for measuring intangible thing by transforming into comparative quantity. This method is normally used to measure merit, honesty, value,

attitude, belief, suitability and action. Respondents need to assess the provided situations and choose only one answer.

Motivation can be divided into 2 types as follows (Tull & Hawkins, cited in Kitpreedaborisut, B. 1994: 138-146):

1. Non-comparative rating scale, respondents need to assess the stimulation based on their feelings and compare them to any criteria. It can be divided into 2 types:

1.1 Graphic rating scale, this type will enable continuous assessment. Respondents assess the stimulation by drawing a linear graph with description at the ends or with description at the ends and number at some spots.

1.2 Itemized rating scale, this type will have choices of statement, numbers or symbols. There are 3 types of this method:

1.2.1 Statement answer, statements are provided and the number of answers depends on the details but normally ranked from 2 to 7 choices.

1.2.2 Graph answer, linear graph with description at both ends with specific answers. The number of choice will be at least 5 but mostly 7.

1.2.3 Percentage answer, the choices of percentage will be provided mostly for 11 choices of 0 10 20 30 40 50 60 70 80 90 and 100% or less. Percentage will be divided equally with description at both ends.

2. Comparative rating scale, all respondents will answer based on the same criteria, as follows:

2.1 Graphic and itemized comparative rating, this is similar to non-comparative scale but with comparative criteria.

2.2 Paired comparison, 2 statements will be given for comparison.

2.3 Bipolar scale formats, is similar to paired comparison, i.e. 2 statements are given but with 5 answers.

2.4 Rank order rating scale, is similar to the paired comparison but comparison is made all together.

2.4 Definition and concept of Good governance

Recently the terms "governance" and "good governance" are being increasingly used in development literature. Bad governance is being increasingly regarded as one of the root causes of all evil within our societies. Major donors and international financial institutions are increasingly basing their aid and loans on the condition that reforms that ensure "good governance" are undertaken. This article tries to explain, as simply as possible, what "governance" and "good governance" means.

The concept of "governance" is not new. It is as old as human civilization. Simply put "governance" means: the process of decision-making and the process by which decisions are implemented (or not implemented). Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance. Since governance is the process of decision-making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.

Government is one of the actors in governance. Other actors involved in governance vary depending on the level of government that is under discussion. In rural areas, for example, other actors may include influential land lords, associations of peasant farmers, cooperatives, NGOs, research institutes, religious leaders, finance institutions political parties, the military etc. The situation in urban areas is much more complex. Figure 1 provides the interconnections between actors involved in urban governance. At the national level, in addition to the above actors, media, lobbyists, international donors, multi-national corporations, etc. may play a role in decision-making or in influencing the decision-making process. All actors other than government and the military are grouped together as part of the "civil society." In some countries in addition to the civil society, organized crime syndicates also influence decision-making, particularly in urban areas and at the national level.

Similarly formal government structures are one means by which decisions are arrived at and implemented. At the national level, informal decision-making structures, such as "kitchen cabinets" or informal advisors may exist. In urban areas, organized crime syndicates such as the "land Mafia" may influence decision-making. In some rural areas locally powerful families may make or influence decision-making. Such, informal decision-making is often the result of corrupt practices or leads to corrupt practices.

The emphasis on "governance" represents the latest flavor in the paradigms that characterized development policies from the aftermath of the Second World War up to nowadays. Although the term is often used as synonym of "government", in the Anglo-Saxon political theory, "governance" is a system of rule that transcend governmental institutions as such. The shift from government to "governance" is here meant from a hierarchical structure to a network-based process of exchange and negotiation. Its first appearance in the development area is usually identified in the 1989 World Bank report on Africa, Where the continent's development problems are said to derive from a 'crisis of governance'. If 'governance' can be describes as a form of exercise of power, 'good governance' is its policy counterpart, better defined as a policy agenda.

The use of 'good governance' by international development institutions arose as a 'conditionality' after the de facto failure of the structural adjustment policies of the '80s. 'Good Governance' has also been defined as the 'World Bank / IMF consortium's last refuge', representing a good way to 'blame-the-victim' or the 'velvet glove over the iron first of the 1980s-style market discipline' According to the World Bank 'good governance' is 'synonymous with sound development management ... (that) requires systems of accountability, adequate and reliable information, and efficiency in resource management and the delivery of public services.

1. World Bank Good governance was the new buzz word of the 1990s. It was used by the World Bank in 1989 in the report Sub-Sahara: From Crisis to Sustainable Growth to refer to good management of government mechanisms in administering social and economic resources for development. In that report the

World governance was used to cover three broad areas: (1) the political structure; (2) the processes which those with political power use to administer and manage the social and economic resources of the country; and (3) the capability of those in power to plan and implement policy and to improve administration.

The World Bank began to push for reform of development mechanisms in countries which asked for assistance from the Bank in the areas specified in (2) and (3), and left the reform of the political structure aside. To put it simply (2) and (3) may be read as modernization of the public administration, which was promoted by the Inter-American Development Bank and other agencies including the World Bank before good governance came into vogue.

Later UNDP expanded the meaning of good governance by addressing what is bad governance. Bad governance was defined to include failures by government to provide good and efficient public services; failures to manage the fiscal and the budget problems of the country; and failures to prevent bureaucratic and political corruption. It is now more or less accepted that good governance means ensuring public participation, honesty, transparency, accountability, political legitimacy; fair legal framework, predictability, efficiency and effectiveness.

The term of good governance was used to replace modernization of the public administration because the World Bank wanted to address the problem of administrative corruption in developing countries but was unwilling to use the word corruption as such because it is a negative word and might offend governments of countries which the World Bank works with. The phrase good governance is more neutral and can be defined to have a broader meaning, including the issues of transparency and accountability which are really about the problems of corruption.

2 Asian Development Bank

The ADB in 1995 delivered a Board paper on the role of governance and subsequently published a booklet on it. At the same time they dedicated a chapter of the 1998 Annual Report to the theme of governance. ADB depart from the World Bank's key dimensions of governance (public sector management, accountability, legal framework, transparency and information) drawing a line between the elements that constitute 'good governance' and its areas of intervention, and so defining four pillars: transparency, accountability, predictability and participation. While

recognizing that ‘their application must be country-specific and solidly grounded in the economic, social, and administrative capacity realities of the country’, they also promote the universality of the concept, since ‘the instrumental nature of governance implies that the four governance “pillars” are universally applicable regardless of the economic orientation, strategic priorities, or policy choices of the government in question’, and is therefore adopted by development organizations and governments the over’

The four pillars of good governance identified by the ADB are presented together with their suggested role in promoting an institutional environment that will allegedly lead to ‘sound development management’. The means to reach these goals are technical and vague(‘financial accountability covers accounting systems for expenditure control, and internal and external audits’, ‘economic accountability relates to the effectiveness of policy formulation and implementation’). The rhetoric employed entails the use of a range of keywords such as efficient, effective, sustainable, sound that conveys a positive meaning but are under-descriptive and apt to pursue goals ideologically different from each other.

3. United Nations Development Program UNDB has been at the forefront of the growing international consensus that good governance and sustainable human development are indivisible.

UNDB identifies three ‘legs’ of governance economic, political and administrative with good governance ‘encompassing all three’ Good governance’s characteristics, here defined in ‘societal terms’ are; participation, rule of law, transparency, responsiveness, consensus orientation equity, effectiveness and efficiency, accountability, and strategic vision all are ‘interrelated’ and ‘mutually reinforcing’.

4. Thirayuth Bunme proposed his own version of ‘national good governance’ as a means to improve power relations in the country, advocating a self-reform of the state, the private sector and civil society, adding the ‘national’ adjective to emphasize its all-inclusive connotation.

The conservative thought adheres to the idea of ‘good leadership’ as the means to gain a well-administrated, peaceful, harmonious society. It embeds its position in the belief that the patron-client culture characterizes Thai society and

cannot (and should not) be overcome. The stress is here placed on Buddhism and monarchy as symbols of continuity and stability. Religion and royalty are also present in the discourse of liberals, but are employed to show the 'Thainess' of concepts such as democracy and nowadays 'good governance'. Close to the positions of the so-called 'globalisers', those who took a liberal stance are the ones that more directly refer to the international organizations' version of the policy agenda. A more critical position towards 'good governance' is taken by the 'communitarians', who in part managed to re-contextualize it in terms of locality, community and self-reliance, but it also comprises radical positions that reject it altogether on an anti-globalization, leftist perspective.

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

1. Participation

Participation by both men and women is a key cornerstone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in society would be taken into consideration in decision making. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand.

2. Rule of law

Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and incorruptible police force.

3. Transparency

Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely

available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media.

4. Responsiveness

Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe.

5. Consensus oriented

There are several actors and as many view points in a given society. Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve the goals of such development. This can only result from an understanding of the historical, cultural and social contexts of a given society or community.

6. Equity and inclusiveness

A society's well being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well being.

7. Effectiveness and efficiency

Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment.

8. Accountability

Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. Who is accountable to who varies depending on whether decisions or actions taken are internal or external to an organization or institution. In general an organization or an institution is accountable to those who will be affected by its decisions or actions. Accountability cannot be enforced without transparency and the rule of law.

2.5 Definition and concept of local administration

2.5.1 Definition of local administration

Holloway (1951 refer to Chuwong Chayabutra, 1996: 11) Local administration means the organization having an area and population according to the criteria, having self governing power, financial management of its own and local council that members are elected from the people.

Clark (1955: 1) Local administration means a governing unit that has the responsibility to give services to people in a certain area this governing unit is set up and being under the central government's responsibility.

Prayad Hongtongkam (1976:40) defines the local administration as a form of governing unit initiated by the power decentralization system from central government to the local unit.

From the definitions of the local administration mentioned, the principles can be concluded as follows:-

1. Local administration means a community administration. One community may be different from another in growth, population number and area size.

2. Local administration means the local administrative organization having autonomy to do its duties. The authoritative power must be enough the benefit of the

organization to accomplish its functions. If the power is not enough, the organization may not be able to finish its tasks. If the organization has no limit of power, it will become the sovereign state that destroys the central government's security.

3. The local administrative organization must have legal right to rule itself. The right can be classified into 2 categories.

3.1 The local administrative organization has right to formulate laws, rules and regulations for the administration and for people to behave according by such as the municipal laws and sanitation rules.

3.2 The right for local administration is the authoritative power to set up the budget for the tasks of the local administrative organization.

4. There is an organization necessary for self government and administration. The organization consists of 2 sections. They are the administrative committee and the self-governing committee.

5. People have participation for the local administration, from the idea that only local people are well aware of problems and problem-solving methods. The local administrative organization is therefore necessary to have local people to work in, to satisfy the local needs and to be under the control of the people themselves. Apart from these, the organization will help people understand the system and process of democracy.

Cross and Mallen (1978 refer to Noppadol Bunma, 1998: 12) pointed out that Local government system results from the state's decentralization of power to local people for their self government in the democratize way of life. The local authorities, on doing their own duties and responsibilities given by central government, need to have financial freedom, e.g. Money or budget to do the activities. Because of the necessity of having money or budget, the important principle of self government which is a tactic of decentralization, the central government therefore needs to decentralize financial power such as the autonomy to get income, to set the budget to local organizations. It is clearly seen that the financial autonomy is the most important index showing the rate of decentralization in the country.

Chalas Suwanmala (1995: 24) proposed to use the financial decentralization as a means in the political and governmental decentralization to local

organizations. Financial decentralization will benefit the economic development as a whole, and will decentralize the growth and security equally to the local area, and also stimulate and promote the efficiency of self government. Financial decentralization has 3 main principles.

1. The local organization is able to get all the local tax or the local organizations get the revenue sharing taxes.

2. The local organization that have very little amount of revenue receive the subsidy for the local development from the central government in order to guarantee that local people will receive infra structure services equally no matter from what part of the country they are.

3. Giving right to local organization to borrow money a bank or a financial institution at a low interest rate, for local development by the central government's guarantee will help the local organization a lot.

Conclusion of local government and financial administration

Local government organization is an administrative unit run by a committee elected by the public. This organization has responsibility to develop and to give services to people living outside the area of central and regional government. The organization has an administrative autonomy by the laws. The most important function is the revenue gathering and the budget making for the local development.

2.5.2 The Principles of Local Administration

According to the definition, the principles of the local administration can be summarized as follows. (Prayad Hongthongkhum, 1996, 37-38, referring to Orawan Oneal 1998: 16-17)

1. The local administration is defined as the administration of a community which each might have the different aspects such as the growth of population or the size of space. For example, there is the different aspect of each local administration; capital city, municipality, public health agency and provincial administration organization, depending on the reason of each local area.

2. The local administration is autonomous to govern. It means that the autonomy of the local administrative organization should have the appropriate scope in order to benefit the organization's operation. In case of the lack of power, the organization is not be able to provide benefits through local people and the governed area as targeted. On the other hand, in case of being powerful, the organization will become sovereign. As a result, it negatively affects the stability of the government. The power of each local organization, therefore, will be based on the different scope, depending on its civilization and the capability of such area. Moreover, it should rely on the government policy, such as the consideration of the appropriate decentralization.

3. The local administrative organization must have the legal right to govern itself. The legal right can be divided into 2 types as follows:

3.1 The local administrative unit has the right to issue the law or regulations which will be beneficial to the administration and to the monitor people. The local legal obligation includes as municipal law, the obligation of public health agency.

3.2 The major right of the local management is the authorization of budgeting allocation in order to manage their responsibility as authorized.

4. For the local administrative cooperation, there is the necessary organization that generally consists of 2 sections; Administrative Organization and Legislative Organization. For example, the local administration of municipality appoints the municipality committee working as administrative section, and the municipal council working as legislative section.

5. The local public should have participated in their local own governance since it is the way to satisfy local people's needs and such operation will be under people's needs and control. Moreover, the participation helps people to understand the system and mechanic of democracy, in fact.

2.5.3 The Objective of the local administration (Chalermchai Sri-On, 1998: 7-8)

According to the local administration of democracy, there are 4 main objectives as follows:

1. To improve the efficiency of decentralized administration through local area. This objective will help local people to be responsible for their self-administration. In practical, it will absolutely fulfill and satisfy people's needs and reduce time consuming of governmental processes. With the system of decentralization, the local authorizer and people can successfully operate their local activities/ projects.

2. To economize the government budget this is generally allocated as the local support. Since each local has different aspects relying on the geography, population and the economic situation, the living style and income level of people in each area are also different. To allocate the facilities and infrastructures sufficiently, the government has organized the local administration organization being authorized to operate the collection of taxes, which becomes accordingly the income of locality. Such income is used for the operation of local activities and projects. In other words, the real benefits will be distributed directly to the local. Consequently, the government does not need to allocate budget for local support since each local can generate income by itself. However, despite of the above objective, the government still has to allocate the local support but under the conditions.

3. To utilize the local administration organization as the training school in order to study the national administration since the local administration allows people to utilize their right in self-administration. In practical, almost pattern of local administration will have the practice of election; the election of legislative bureau and administrative bureau. Such election is the way that people will consider the appropriate representatives. Also, the elected representative will be in charge of the local activities, therefore, it seems that they are able to adopt their knowledge for the local operation. In other words, they are able to practice the knowledge of national government.

4. To alleviate the responsibilities of government. Presently, there are a lot of governmental responsibilities that sometimes cannot be able to throughout fulfill people's needs. Some activities directly relate to local responsibility. It seems that the government has to take all responsibilities if the local administration organization has not been organized. On the other hands, the responsibilities will be less only if

the local administration organization has been organized. Also, the government will work as controller and governor only. (Provincial Administration Regulation Decree 1955, 1988: 11 referring to Chaleumchai Srion, 1998: 5-7).

2.5.4 The Importance of Local Administration

The local administration leads to the development of democracy (Phoonsak Vanitchvisetkul referring to Orawan Oneal ,1998 ,18-19) as the following reasons.

1. The local administration organization is the institution providing the study of democracy though public. In other words, the local administration organization is the simulation of national politic and the political activities. Particularly, the election is the activity that persuades the local people participating in self-administration as well as the practicing the political decision.

2. To organize the stability of democracy, it needs to commence on the local level process since the political development in broad vision leads to the political understanding in national level.

3. The local administration will cause the political maturity since people will acknowledge the election process, the decision of local political administration and the political competition.

4. The local administration brings political role through people. This is because the local politic has an direct effect on public and also relate to the national politic. If there are a lot of political activities, the local administration will be accordingly lively. Consequently, local people will have throughout connection with political system.

5. The local politic is a way to originate the national politicians. The more the local politicians learn the knowledge of local politic, the more qualified the national politicians are. This is because they have been accepted by the public and have been elected in the higher level of election accordingly.

2.5.5 The Factors of the Local Administration (Orawan Oneal 1998, 19-21)

The local administration consists of the following major factors.

1. The Legal Status: It means that if the local administration determined by the constitution will be more serious than the one determined by other law. This is because any sentences indicated in the constitution present the real policy of decentralization.

2. Area and Level: The factors that impact the determination of area and level of the local administration include the factors of geography, nationality and people's realization of self-administration. The determination of area and level of the local administration can be divided into 2 levels; the small size of local administration and the large size of local administration. According to the study of the organization of FAO, UNESCO, WHO, and Bureau of Social Affair, the size of area that the local administration can effectively operate activities should have population 50,000 persons.

3. The Decentralization and Responsibilities: The determination of the authorization level of the locality depends on the politic policy and the administration of government.

4. The Juristic Organization: The juristic organization, organized in accordance with law which is separated from the government and national government, has the scope of administration and the right of the determination of policy, the issue of regulations and obligations, and controls local to follow the issued policies.

5. The Election of Organizational Member and Administrative Committee: The election of the organization member and administrative committee has to be elected by the public in each locality in order that people will have a chance to participate in the politic and administration.

6. The Independence of Self-Administration: This means that the local administration organization is able to consider the activities and responsibility, by itself, but under the scope of law without any government approval, nor the control of governmental department.

7. The Collection of Budget: The local administration organization is authorized to collect tax under the scope of law in order that the organization is able to support and maintain the progress or local civilization.

8. The Control of Government: Having been organized for the benefit and stability of government and the public, the organization will be controlled by government, but it still works under the independent operation. However, the organization is independent to operate in some activities/ responsibilities only. Otherwise, the locality will be sovereign.

2.5.6 The Responsibilities of the Local Administration

The local administration organization is in charge of providing services through the public and locality. The principles used for the determination of the organization's role should consist of the following considerations.

1. The Consideration of Finance and Budgeting: since several localities have encountered the problem of insufficient budgeting, the organization is unable to operate the responsibilities exceeding its capabilities.

2. The Consideration of Manpower and the availability of equipment that are the factors of local administration.

3. The Consideration of the Local Responsibility: The local responsibility should be appropriate and beneficial for each locality. If the responsibility relates to the national activity such as the study of university level, the registration of public land, or it is over the capability of local administration, the government should not allow the locality to operate by itself.

In some countries, there are the determinations of the local authorization and responsibilities as the following details.

1. The responsibility that relates to the environmental service and the convenience or community service such as local museum, local ancient buildings and natural resources. Additionally, for the local facilities, the responsibility includes the operation of road, bridge, Public Park and the rubbish disposal. The mentioned activities relate to the local living style that people prefer to acquire the services. Therefore, they are the responsibility that the local administration should operate.

2. The activities that relate to protective service such as policing and extinguishing job.

3. The activities that relate to the social welfare service. This is the major responsibility that the local administration organization has realized for the local people. Therefore, the organization has arranged such services and also cooperates with the government to solve the problems. For example, the organization has organized the public health service and youth center.

4. The activities that relate to the trading commercial service. The performance of this service operated by the local administration organization is better than that of public organization. The example of this service includes the arrangement of pawns, market and transportation.

According to the democratic local administration, the government allows the public to learn and seek their better life, perform activities as planned under the scope of law. In addition, it seems that the local administration is a gateway that people can adopt their knowledge to create and develop their community, and generate their benefit. However, it is the responsibility of government to support and stimulate people to participate in national administration or local administration. In fact, the democracy of locality is the basis of national democracy development. The local administration is the decentralization of community. Additionally, the stability of local administration and its effective administration will cause the stability of nation accordingly.

2.5.7 The Theory of Local Administration

According to the western history, there are different 3 concepts of each school (Thanes Charoenmuang, 1997: 38-40 referring to Chaleumchai Srion, 1998: 8-9) as the following details.

1st School: According to the concept of the 1st school, the local administration is in absolute conflict with the democracy. Thus, the national administrative system of such basic concept is centralism with no local administration in each local area.

2nd School: According to the concept of the 2nd school, the local administration is allowed to organize, but with the serious monitor of central government. Similarly, George Long grows; French thinker has a similar attitude

and said that the political system of democracy is not necessary to have the local administration since it is only the mechanical of the technical administration. Additionally, the local administration organization may not accept the democratic concept since each organization may be divisive, inequalltavian and contrary to the public will. Moreover, some localities might think about the state separation, as the independent state. This attitude has a negative impact of French administration and local administration prior to the huge reformation of local administration in 1982.

3rd School: According to the 3rd concept, the local administration is necessary to the democracy since it is the way that public in each local area can present their problems and participate in solutions. It also seems that such operation cannot be performed by the central government. According to John Stuart Mill's point of view, the local administration is the political study and is the origin of local unity. As a result, the local administration is the basic factor of democracy. Referring to Pather Brik's attitude, the local administrations is a necessary condition of national democracy since it is the way that people can create a democratic climate of opinion and participate in the community administration by themselves.

Mckency has studied the positive role of local administration through local and national democracy and found that Jeremy Bentham, the leader of the utilitarian school is the first person that adopts the world of "the local administrative". He also mentioned that the council of issuing a law of the intermediate level would be worked as the training school for issuing the next higher level of law and also for training the issue of other law in every aspect.

2.5.8 Subdistrict administrative organization

The enactment of the subdistrict assembly and the subdistrict administrative organization in 1994 had made the subdistrict become a legal institution as of March 2nd, 1995. At the same time, any subdistrict assembly that annual revenue-excluding funds received from the government-of not less than 150,000 baht will be upgraded its status to be a local administrative unit known as "subdistrict administrative organization". At present, there are a total of 6,746 subdistrict assemblies that have been promoted to be subdistrict administrative

organizations (2001) throughout the country. These subdistrict administrative organizations are free to run and operate their organizations. They have total power in administration. They set up their own policy, plan their own development project and make legal proceedings that may result in changes, transfer or restriction under the authority that law officers have already set up. In particular, the subdistrict administrative organization plays the role of the ruling organization of the local community and has the legal power to issue governing rules that are in use with the local people (Department of Local Administration, 1995: 1)

2.5.8.1 Outstanding characteristics of subdistrict administrative organization

From the legislation law of 1994 about subdistrict assembly and subdistrict administrative organizations, it is found that subdistrict administrative organizations are regional administration unit with special characteristics in administration, operation and structure as stated below (Department of Local Administration, 1995: 1-2)

1.1 The subdistrict administrative organizations are independent and have the full rights in administration as the government has spread out its power and given them full authority in setting their own policy and making their own decisions in regard of how to run the organizations. They also have freedom in planning their budget, revenue and expense and can regulate the area in the district by enacting rules that are within the limit of the law. The subdistrict administrative organizations have the power in collecting their own revenue. All in all, the new feature and changes in the subdistrict administrative organizations gives more power and freedom than before.

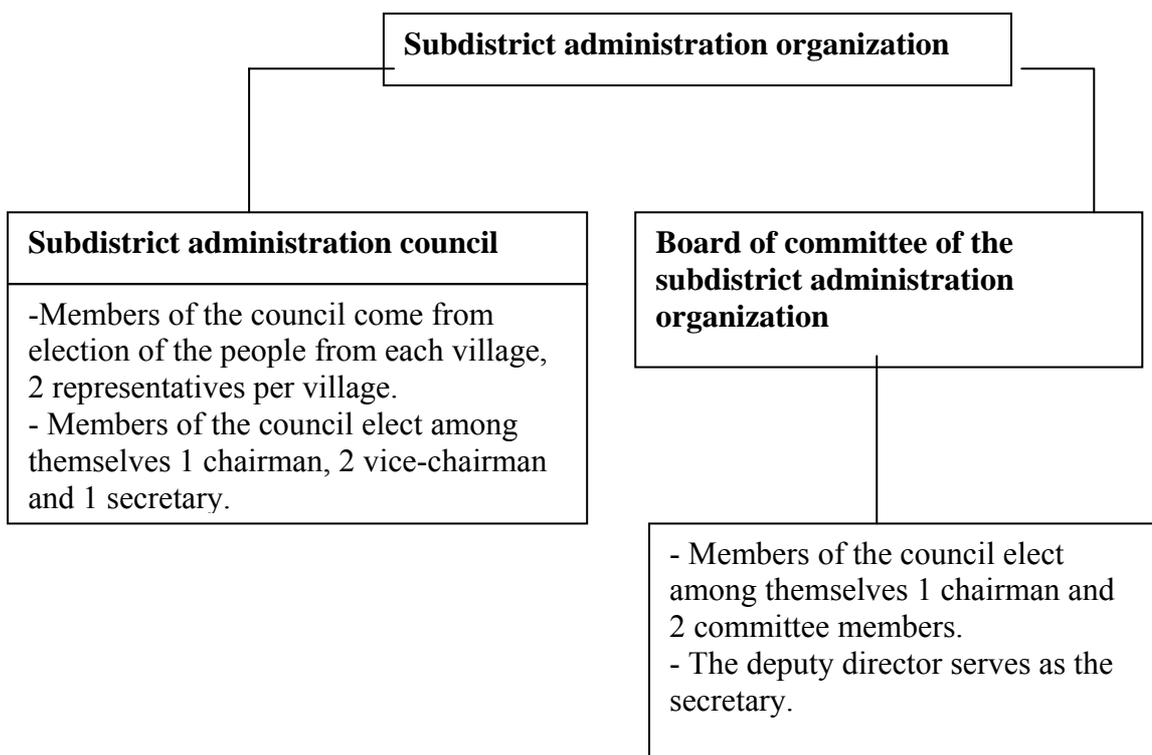
1.2 The subdistrict administrative organization consists of a council of subdistrict administration and a board of committee. The election into this council and board is explained as follows:

Subdistrict administration council consists of members of the council, which are elected from each village. 2 representatives per village are elected by votes from the population in that village. At the same time, there will be elections for the

chairman, vice-chairman and secretary of the subdistrict administration council from those already elected.

This is to abide with the rules set by the Ministry of Internal Affairs to ensure proper process of meetings held in the council.

Board of committee of the subdistrict administrative organization is made up of 1 chairman of the board, 2 committee members whom the subdistrict administration council will select from the members. The deputy director of the subdistrict administration organization will serve as the secretary of this board in order to oversee that the administration and operation of the organization proceed according to the rules, development plan that have been resolved as illustrated in Picture 2.



Source: Legislation of subdistrict council and subdistrict administrative organization of 2001

Picture 2. Structure of subdistrict administrative organization according to the legislation of the subdistrict council and subdistrict administrative organization of 2001

2.5.8.2 Responsibility of subdistrict administrative organization

1. The subdistrict administrative organizations are responsible for developing the economy, social and cultural aspects of the region under their administration.

2. Under the law and legislation, the subdistrict administrative organizations have the duties that they must perform for the region under their control. The duties are as follows:

2.1 Provide and maintain water and land transportation.

2.2 Keep cleanliness of roads, waterways, footpath and all public areas, which include clearing up of rubbish and sewage.

2.3 Prevent and suppress contagious diseases.

2.4 Prevent and alleviate public hazardous.

2.5 Promote education, religion and culture.

2.6 Support and protect the rights of woman, children, youth, elders and the handicap.

2.7 Protect, Care for and preserve natural resources and environment.

2.8 Perform any other duties that the government assigned and allocate necessary budgets and human resources as seen fit.

3. Under the law, the subdistrict administration organization may organize activities in the region as follows:

3.1 Provide water for consumption and agriculture.

3.2 Provide and keep maintenance of electricity or any other source of light.

3.3 Provide and maintain water system.

3.4 Build and maintain community centers, sport complex, recreation centers and public parks.

3.5 Arrange for and support agriculturist and unions.

3.6 Provide support and encourage domestic industry.

3.7 Create jobs for people.

3.8 Protect public treasures that belong to the country.

3.9 Make full use and advantage from the available assets.

3.10 Build markets and water piers.

3.11 Create commercial activities.

3.12 Promote tourism.

3.13 Draft city plan.

4. The responsibilities and duties of the subdistrict administration organizations as stated in 1, 2, and 3 above do not restrict or reduce the authority of the ministry, government department or any other government sectors in administering activities that may be beneficial to the welfare of the people in the region. However, appropriate prior notice should be given to the subdistrict administrative organizations about any changes. In the event that the subdistrict administrative organization has any opinion or idea on the projects or activities suggested by the government sector, it should be noted that the opinion of the organization should also be taken into consideration.

5. For the benefit of proper supervision of the subdistrict administrative organization, it should be privileged to receive any information that is related to protecting national security from the government.

6. The subdistrict administrative organization may edict domestic rules to be used in their region as long as these rules are within the limit of the law and not against the duties of the organization. In this case, fines may also be posed and collected from those who violate the rules. The fines, however, may not be for more than 500 baht. The procedure and criteria in setting up the rules are as follows:

6.1 When the subdistrict administration council and the deputy director of the region have agreed on the draft of the rules as explained in paragraph 1 above, then the chairman will sign the announcement and the rules become official.

6.2 In the event that the deputy director disagrees with any of the rules, the draft will be returned to the subdistrict administrative organization to be reviewed and revised. However, if the rule that the deputy director disagrees on is one that concerns the fine payment imposed as stated in paragraph 1, that rule will be dropped.

6.3 After the subdistrict council has reviewed the draft and still insisted on the original draft and refuse to make revision, the council may retain the original if the votes for the draft is not less than two third of the members of the

subdistrict administration council. The chairman will then officiate the draft without having to gain approval from the deputy director. This process, however, must be done within 30 days from the day that the council receives the rejected draft from the deputy director or that draft will be dropped.

7. Employ regional staff and divide administration work into:

7.1 Deputy office of subdistrict administrative organization.

7.2 Other units or departments that the subdistrict administrative organization set up as well as any disciplinary rules set for the staffs are decreed. This is for the benefit of the subdistrict administration organization welfare. The organization may request for civil servants, staff or employees of government sectors to hold positions in the organization or carry out the activities of the organization temporarily without having them to resign from their governmental posts. All this matter, however, will be under full authority and approval of the provincial governor. In the case that if the civil servant is not under the authority of the governor, the Ministry of Internal Affairs with the concerning government department will make any appointments that the civil servants is working under.

8. The subdistrict administrative organization may organize activities outside their region or cooperate with the subdistrict council, provincial administration organization or other local government units to organize activities together. Such activities must first gain approval from all concerning parties and that the activities are necessary and must be carried out as they relate to their regional work.

The legislation of the subdistrict council and the subdistrict administration organization of 1994 had authorized the subdistrict administration organization with full power and freedom in running and processing their own administration. The organization is free to set its own policy, draft its own development plan in all aspects like economy, social and culture. The organization can carry out law proceedings, which include enacting rules for its region as long as they are within the law limits. This is the main duty of the organization. The organization may also organize other activities in the region such as activities in the area of use and consumption, agriculture, domestic industry, sports, recreation and public parks, etc.

2.5.9 Municipality.

2.5.9.1. To set up the Municipality

Since, the revolution has provide rule and Regulation of Government Official of Thailand Act 2476 the Municipality is the Government Administration of Local Organization with Municipality Act B.E 2476 is the law providing for Local Administration of Municipality and adjust till the period of General P. Piboonsongkram was the Prime Minister has provided Municipality Act B.E. 2496 for replacement.

From the Act has mention above had provided the standard on consideration to set up Municipality in 3 items.

1. Number and crowded of population.
2. Economic Growth consideration from income tax provide by law and budget in local activities.
3. The important of local political consideration from local capacity in development.

From the above standard, the Interior Ministry has held the Municipality within 3 kinds as follows:-

Sub-district Municipality. The Interior Ministry provided the Municipality standard as:-

1. Real income excluding subsidize fund, for last annual budget is over 12,000,000 Baht
2. Number of Population is over 7,000 persons
3. Crowded population is over 1,500 persons/1 sq.m.
4. Population agreed.

In case of necessity such as construction control, resolve the crowded community problem, conservation of environment, local development or supporting local administration of Municipality. The Interior Ministry has process in high level of local organization to be sub-district municipality or incase of provincial agreed that the local organization has to be the sub-district municipality by giving the reason and necessity and reported to the Interior Ministry for consideration.

Town Municipality has

1. Every place where located the province city hall propose to Town Municipality with consideration.

2. Local Organization, which is not located of city hall, could propose to be town municipality by

- (1) <12,000 of population
- (2) < 3,000 persons /sq.km.
- (3) Enough income as provide by law
- (4) Royal Decree to be Town Municipality.

City Municipality

- (1) < 50,000 of population.
- (2) Crowded population <3,000 / sq.km.
- (3) Enough income as provide by law.

Former Number of Municipality 1,129 places divided into

1. City Municipality 12 places
2. Town Municipality 86 places
3. Sub-district Municipality 1,031 places

(Information from Local Administration Organization until July 2539)

2.5.9.2 Structural and Duties of Municipality

To follow the Act B.E. 1953 has divided into 2 groups are Municipal council and Minister for performance of Municipality and has one more structure is Municipal Officer.

1. Municipality

Former Municipality Act has appoint the Municipality has 2 kinds of member are 1) accompanied by local ordinances voted called local official committee and 2) Representatives of relevant government agencies called local government organization, not less than one half of the total member.

- 1.1 Sub-district Municipality has 12 members
- 1.2 Town Municipality has 18 members
- 1.3 City Municipality has 1,031 members

In the year B.E. 2496 has request and the examination and removal of officials employees of a local government organization shall be in accordance with need of and suitability to each locality and shall obtain prior approval from local officials committee, as provide by law and has 5 years position.

Local Government Committee will qualify persons possessing the qualifications as provided by law. The Governor shall raise the committee meeting within 90 days since the municipality election. Board of the committee has the right to provide education and professional training in accordance with suitability to and the need that locality and participate in the provision by state, shall also have regard to the conserve of peaceful, knowledge and good culture.

2. Municipal Executive Board

Administrative of Municipality such as Municipality Executive Board has the right manage the municipality and have the Mayor, Executive Board 2-4 persons

a. For being Sub-district or Town Municipality should have 2 Deputy Mayors include the Mayor to be the Municipal Executive Board total 3 persons.

b. For being Town Municipality has 2 Deputy Mayors, (if) annual income is more than 20 million Baht could have 1 more Deputy Mayor include the Mayor the total of Executive Board is 3 or 4 persons.

c. For being City Municipality has 4 Deputy Mayors include the Mayor the Executive Board are 5 persons.

3. Municipality Officer

The important components are Municipal Council and Municipal Executive Board there is another important component is Municipal Officer.

Municipal Officer is Local Organization Officer operates in office or outside Office has relationship to population's way of life because the Municipal duties have to serve and communicate to population since was born till die, both registered, public health, education, security that closed to local population which difference from the Municipality Board which responsibility and mission in "doing what" and "How" is the responsibility of the Municipal Council Officer.

In the present, the Interior Ministry has acted the organization of Municipality B.E. 2541 provides by law has 12 sections as follows:

1. Permanent Secretary for Municipality

2. Division or Sub-division of Water Supply
3. Division or Sub-Division of Medical Service
4. Division or Sub-Division of Education

Division or Sub-Division of Education has divided

- a. Administrative or clerk
- b. Division or Sub-Division of Education
- c. Education Promotion Section, Religion and Cultural or

Subdivision of Educational Development.

5. Bureau of Financial, Division of Finance or Subdivision of Financial has divided into

a. Subdivision Administration or Subdivision of Local Finance Management

b. Local Finance Management Section or Subdivision of Local Finance Management

c. Financial Resources Development Section or Subdivision of Financial Resources Development

d. Taxation Mapping and Property Registration Section or Subdivision of Taxation Mapping and Property Registration.

6. Bureau of Public Work, Division of Public works or Subdivision of Public Works has divided into

a. Subdivision of Administration or Classical Work Section.

b. Control and Planning Control or Subdivision of Construction Control and Planning Control.

c. Division of Construction Control or Subdivision of Construction Control.

d. Division of Civil Works or Subdivision of Civil Works.

e. Subdivision of Sanitary Works or Division of Sanitary Works.

7. Division of Sanitary Works or Subdivision of Sanitary Works.

8. Division of Academic and Planning or Subdivision of Academic and Planning.

9. Social Welfare Division or Subdivision of Social Welfare.

10. Bureau of Public Health and Environment or Subdivision of Public Health and Environment or Subdivision of Environmental Health, Bureau of Public Health and Environment had divided: -

- a. Subdivision of Administration or Clerical Work Section.
- b. Health Promotion Section or Division of Health Promotion.
- c. Division of Environmental Health or Subdivision of Environmental Health.
- d. Division of Public Health or Subdivision of Public Health.

11. Municipal Inspiration.

12. Municipal District.

Board of Municipality Officer has set up the regulations of Municipal Administration, consideration of the improvement and potential of Municipal also include of quantities include of quantities and qualities of the municipal responsibility by considered from 4 components:

1. Administration
2. Local Administration
3. Economic
4. Social, Education and Culture

2.5.9.3 Class of Municipality

1. 1st level of Municipality

Local Government Organization as follows the rules of Interior Ministry to set up Local Government of Municipal B.E. 1998 has 12 parts and has 9 level of Municipal Work and 8 level of Municipal Chief.

2. 2nd level of Municipality

Bureau of Public Work and Municipal District and to assigns Municipal Clerk as 8th level and important chief of the Section as level 7-8

3.3rd level of Municipality has Bureau of Public Work, District and Social Welfare Division assigns Municipal Clerk as 8th level and important chief of local government section as level 6-7

4.4th Level of Municipality has Bureau of Public work, District and Social Welfare Division to assign Municipal Clerk as 7 level and chief of local government sector as level 6-7

5.5th Level of Municipality is Bureau of Public work, District and Social Welfare Academic and planning to assign Municipal Clerk as 7 levels and Chief of local government section as level 6.

Municipal Structure has Municipal Council Municipal Executive Board and Municipal officer and Mayor acting as a n Administration and Municipal Clerk acting Local Administration Section to control Municipal officer.

4) Municipality Duties

4.1 Duties

If we considered the duties of Municipal Council organization has at least 3 duties:-

1. The Policy to serve the Public Services to citizen of the local area.
2. Approve for the annual budget to the Municipal Executive Board.
3. Control and administration the duties of Municipal Executive Board.

4.2 Municipality duties have divided into 4 items are: -

To decree Municipal Law

Local Rule and regulation action only in municipal area and municipal council have Authorize as provide by law.

1. To follow the rule and regulation as limit in municipal law.
2. Has power and duties as provide by law.

Persons, having the right to propose draft of municipal law and submitted to Municipal Council for consideration, in case of account or annual budget should submitted to the Mayor.

The draft of municipal law approved from Municipal Council and hand over to Board of Committee and then to Governor of the province (in case of town Municipality or City Municipality) or District Officer/sheriff (in case of Sub-district Municipality) for approval within 15 days if the governor of the province or district officer agree and approved within 30 days since the day received the draft. In case of disagree, return to sub-district municipality of reconsideration. If Municipal council

agreed with the protested and rearrangement and handed to the authorizer for approval. In case of disagree of the protested, and insist in the resolution then submit the draft for approval from authorized officer and submit to Interior Minister within 30 days. The Interior Minister has authorized in

1. If agree with the resolution then handed the draft to the Governor or District Officer (Sheriff) for approval.

2. Disagree means reject.

The approved of the draft of municipal law effective 7 days notice, except emergency case effective immediately.

4.3 Authorized in controlling the Administrative

Municipal Council has power in controlling Municipal Committee's duties as provided by law.

Municipality's power as provide by law has 2 parts one is strictly duties and other is non-strictly duties and limit the municipality's power in difference position are Sub-district Municipality, Town Municipal and City Municipality.

1. Strictly duties

Sub-district Municipality

1. Regards to the will of the people.
2. To support the actual existence of public utilities and facilities.
3. Cleanliness and waste reduction.
4. Prevent and protect an infectious disease.
5. To have a fire extinguish.
6. To provide education in locality.
7. The others duties provide by law.

Town Municipality

Same duties as sub-district municipality 1-7 and have duties as follows:

1. To have clean water and water supply.
2. To have slaughterhouse.
3. To provide and maintain the protector office.
4. To maintain water treatment.
5. To maintain public utilities.

6. To maintain electricity or other light.
7. To have a pawnshop or local financial.

City Municipality

Same duties as town municipality and

1. To maintaining obligation mother and child.
 2. Others activities and public health necessity.
2. Non- Strictly duties

Sub-district Municipality

1. To provide cleanliness water.
2. To provide slaughterhouse.
3. To provide fresh market, port.
4. To provide cemetery and crematorium.
5. To support and maintaining earn people's living.
6. To maintain state hospital.
7. To maintain electricity or powerhouse.
8. To maintain irrigation.
9. Commercial trade.

Town Municipality

1. To provide fresh market etc.
2. To provide cemetery and crematorium.
3. To Support and maintaining obligation mother and child.
4. To maintain earn people's living.
5. To maintain public health activity.
6. Operate an activity for sport and public health.
7. Set up technical school.
 - 7.1 To have public utilities.
 - 7.2 To have public park, zoo.
 - 7.3 To develop the deteriorating place and cleanliness.
 - 7.4 Commercial trade.

City Municipality

Same duties as Town Municipality.

The Municipality has the right and power as provide by law as Municipality Act B.E. 1953 and other law provide that the power of Municipality for example

1. Protection harmless related to the entertainment Act B.E. 2496
2. Land and House Tax Act B.E. 2475
3. Public Health Act B.E. 2484
4. Controlling the fertilize Act B.E. 2490
5. Prevention of fire extinguish Act B.E. 2495
6. Prevention of rabies Act B.E. 2498
7. House Registration Act B.E. 2499
8. National Cleanliness Act B.E. 1960
9. Control traffic in Municipality Act B.E. 2503
10. Taxation Act B.E. 2508
11. Civil Act B.E. 2518
12. Structural Act B.E. 2522
13. Infectious Disease Act B.E. 2522
14. Primary school Act B.E. 2523
15. Cemetery and Crematorium Act B.E. 2528
16. Declaration of the Revolution No. 68 Dated 3 February 2512
17. Land Law Code
18. Others

4.4 Municipality's duties outside boundary

In the past, Municipality's duties could manage only in town later has rearrange rule and regulation provide by law that the municipality could have and activity out of bound as follows: -

1. Necessity and duty related to activity that has provided by his authority.

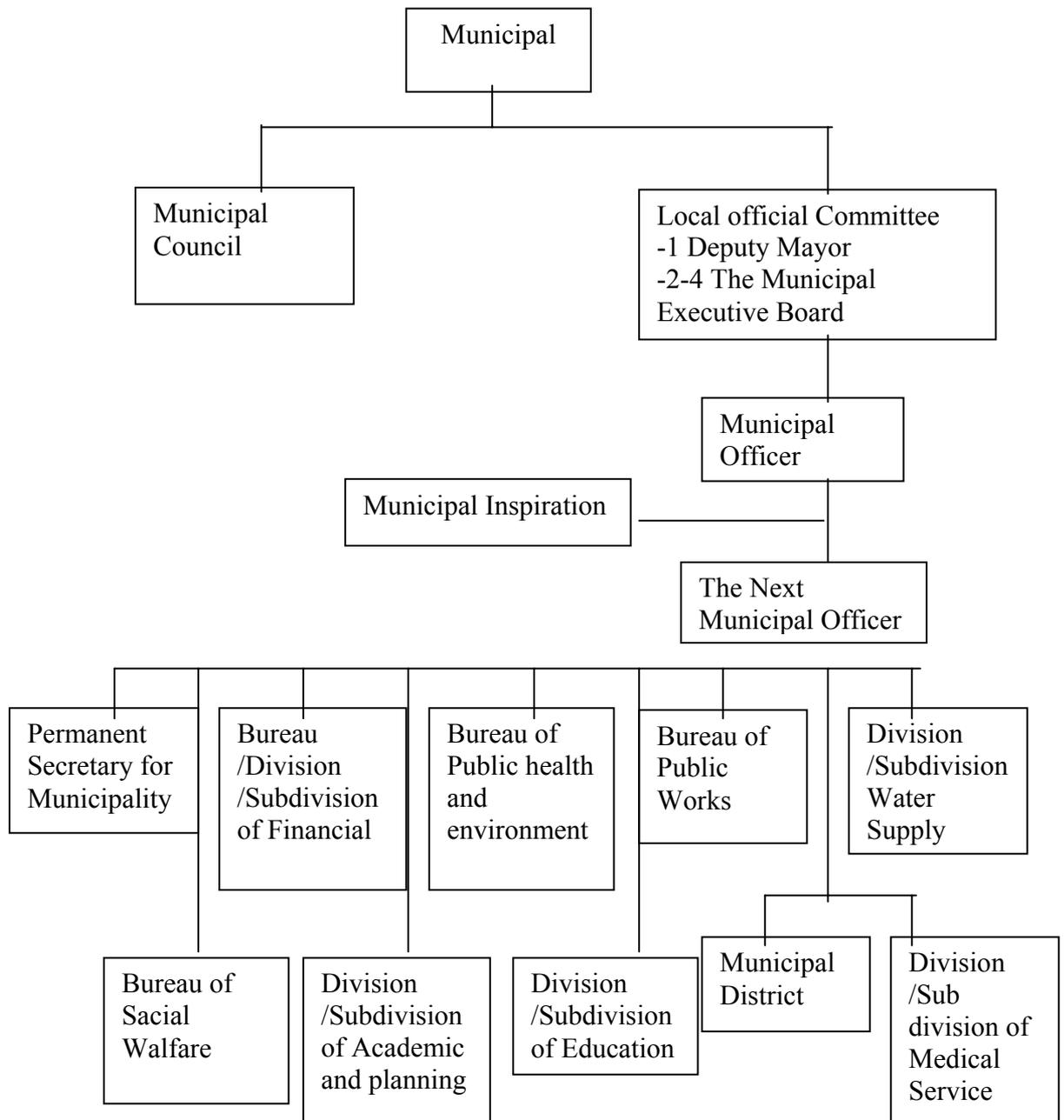
2. Municipal Council giving the consent or other relevant.

3. Approval from the Interior Minister.

4.5 Co-operation's duty

Municipality's rule and regulation B.E. 1968 has provided the power of Municipality in managing all activities with other person by setting up company or be the shareholders in the company as follows:

1. Company's objectives in trading concerning public health.
2. Municipality have to holding shares not more than 50% of the capital and
3. Approval from the Interior Minister.



Picture 3 Structure of Municipal

2.6 Definition and concept of Environment and local government organization

According to UNESCO's definition (Roong Sripro, 1998: 8-9), the environment refers to things existing around human can be originated by nature or human. It also includes the social environment. (Winai Veerawatthanont, 1987: 1)

Nart Tanthawirun and Phoosap Samutsakorn (1985: 1 referring to Roong Sripho, 1998: 8-9) defined that if we are in the center, things surrounded us are environment which can be both alive and substantial. For the substantial environment, it can be divided into 2 types.

1. Concrete Environment

1.1 Physical environment is defined as the substantial things including the natural environment such as earth, water, air and mineral, and human made environment such as buildings, houses, roads, factories and temples.

1.2 Biological environment is defined as the alive environment such as human, animals, plants and microbe.

2. Abstract Environment includes social, economical, political and cultural system which can be called as the relation between human and human. However, for the relation between human and environment, Doctor Prawet Wasri (1992: 144-145) said that human has the relation with environment. Also the environment has affected on human's health and survival. Since it supports our lives, if our surroundings are not good, our health will be affected negatively. As a result, it can be assumed that human's health and environment's health are so closed and have been related accordingly.

Manus Suwan (1987: 3) said that human and nature have a good relation. In the initial period, the relation is operated in term of unity and supporting. However, when there is the increase of population, people use a lot of natural resources with technology utilization and ineffective operation. Therefore, there is the problem of

pollution leading to the damage of environment and the problem of environment quality in each area.

Siripot Phonsin (1988) mentioned that generally natural environment can return to the balance. However, if the environment is damaged over the scope, it is difficult to return to the normal status. Also the return to the usual condition will be take time. It also has an effect on the ecological system.

Ratree Para (1995: 14) mentioned that human is the main factor of the damage of natural resources and environment by the adoption of technology. Therefore, the solution should perform by human who should realize the problem of environment that may occur.

According to biological definition, Haynes (1978 referring to Boonlue Kotchasaenee, 1989: 23) defined that all surroundings that have the effect on the living are environment.

Kasem Sanitwong (copied document referring to Pariyanuch Kimhachan, 2000: 22-23) mentioned that the environment consists of natural resources and resources that have already been originated in such period in order to satisfy human's needs. The natural environment includes atmosphere, the top layer of earth's surface, earth and the living. The human made environments are all infrastructures.

Somphong Orapin (1984: 505 referring to Pariyanuch Kimhachan, 2000: 22-23) defined that the environment is what surrounding us including the alive and sustainable things, the concrete and the abstract things. The concrete environment is what we can see and touch while the abstract environment is what we cannot touch such as tradition, custom, culture and belief.

The National Environment Committee Office (1987: 15) defined that the environment is everything that surrounds people, including the alive and sustainable stuff and concrete (what we can see and touch) and abstract (culture, custom, tradition and belief) environment which are all related and supported each other. Therefore, the influence of one factor can supplement or damage others. The environment is a cycle that each part will be connected with other parts in the system. The environment can be divided into 2 aspects including 1) the natural resources such as forest, mountain, earth, water, air, and 2) all resources and the human made environment such as city community, ancient places, art, custom and culture.

The National Environmental Quality Conservation and Support Act 1992 defined that the environment is anything that has the physical and biological aspects being surrounded human and originated by nature and human.

Kasem Chankaew (1998) summarized that the environment is everything existing on the earth (including universe) including the solid, fluid, gas (poison and none of poison), chemical (poison and none of poison), physical status (sound, reverberation, light and heat) tree, animals, human, earth, stone, mineral, buildings, houses, road, temples, city, community, culture, religion, custom, regulation and obligation. In other words, the environment can be things that provide both advantage and disadvantage.

In summary, the environment is everything on the earth both alive and sustainable things which can be originated by nature and human. It is also can be what provide people good and bad results.

2.6.1 The Dimension of Environment

Having considered the definition of the environment, we can create 4 environmental dimensions as follows. (Kasem Chankaew and others 1998: 5-12)

1. Resources Dimensions refers to 2 types of resources including natural resources and human made resources.

1.1 The Natural Resources are anything that originates naturally. They also provide benefits to human. In the other word, it can be said that the natural resource is one part of environment or it is the environment that provides benefits to human. A nature conservative has divided the natural resources into 3 types as below.

1. Non-exhausting natural resources: It is the natural resources that are necessary to human. Some resources can cause the fatal if we have not consumed. Some resources can be shortage for long time such as air, water and sunshine.

2. Renewable natural resources: It is the natural resources that can be renewable after the use. People extremely need this type of resource for our 4 living factors and convenience such as plant, animal, forest and earth.

3. Exhausting natural resources: It is the natural resource providing the facilities and conveniences to human. People still are alive despite the lack of this type of resource such as Petroleum, natural gas and mineral.

1.2 The Man-made environment is the resource that is not naturally originated. However, some types might naturally originate and have been modified or mechanically improved in order to change the shape and aspects such as industry, energy, religion, custom, education and economy.

2. The Technology Dimension is to apply scientific knowledge to human life. The dimension of technology has the role and importance of resources utilization since it is necessary to adopt the resources for human's needs. The technology consists of 2 parts; the 1st part as hardware and the 2nd part as software. The hardware refers to the equipment and inventive tools that are made by human. It is used for the change of resources and the software refers to principles, theory, fact and directions. These 2 parts of technologies have been related in order to create the effective technology.

3. The Waste and Polluted Environment Dimension will be appeared after the application of resources although there is the adoption of technology. There are 4 types of pollution including solid, fluid, gas and physical pollution. The solid pollution is chemical waste and rubbish. The fluid pollution includes oil, fat and water. Gas pollution is polluted air and gas black. Physical pollution is radioactive, heat pollution and noise pollution.

4. Socio-Economic Dimension is the economic and social environment including population, education, culture, politic and administration and ancient remains. It is the environment that is made by human. Meanwhile this environment group can be either persons who use, damage, conserve or replace them. Moreover, they have to take all responsibility of their action.

2.6.2 The Basic Concepts of the Policy of Local Environment and Natural Resources Management (Satit Piroomchai, 2000: 11-14)

The basic concepts consist of

2.6.2.1 Sustainability and Sustainable Development

During the last period of ten years, we face the environment crisis since we concentrate on the country development with no concern of the problem of environmental quality and the decline of natural resources. With such crisis, all nations have paid an attention on the problem and claim for the sustainable development. Besides, there is the report of the committee of the environment and world development, known as "Our Common Future" (World Commission on the Environmental and Development 1987), presenting the concept of sustainable development. This is the report that has been accepted the concept which presents the definition of sustainable development as follows:

"The Development that meets the needs of the present without compromising the ability of the future generations to meet their own needs (World Commission on the Environment and Development: 43)."

The mentioned report has reflected the realization of new problems due to the unlimited development. In particular, it presents the following problems; the relation between the utilization of natural resources, the increase of population and the progress of technology, the problem of the production and the utilization of energy, the development that causes the discriminating between urban and rural people, the decline of environment and the ecological damage.

Recently, the concept of sustainable development has been the challenged and important issue for the Earth Summit. Also, during the UN conference concerning the environment and the development in year 1992, at Rio de Jario, Brazil, there is the issue of long-term environmental strategy and the direction of sustainable development, the connection of human in terms of environment, and the policy development of each nation (Michell 1997). Additionally the concept leads to the signed Agenda 21 that is the operational direction of sustainable development in terms of society, economy and environment.

According to Agenda 21, there are some parts of the agenda being realized the importance of local administration organization and the environmental solutions since most of problems stem from the local activities/ projects. Also, such problems are relatively closed to people. This is the reason the local government will have the important role of sustainable development.

For the land development, Agenda 21 has indicated that the government should review, adjust, and correct the planning and administrative system in order to lead the systematic combination process. The government therefore should adopt the planning and administrative system, complying with the other environmental components such as air, water, land and other resources, as the strategic outline for coordinating between the development target and environmental target as well as for outlining the general directions of land management.

In Thailand, we have applied the sustainable development concept in the development plan volume 2 (1987-1991) concentrating on the policy of the development and consumption of sustainable resources as well as determining the 2 important directions of natural resources development as follows: (Wichai Wichainipawan, 1999)

1. People and local organizations have participated in the sustainable development concepts.
2. The direction presents the obvious administrative system and natural resources management.

After the first application, the concept of sustainable development has become the major issue we follow until now. For example, according to the policy of the Ministry of Science, Technology and Energy, there is the obvious objective determination concerning the sustainable development that is “ To conserve the natural resources as the foundation sustainable development, it needs to reform natural resources which is able to be re-establish their potentialities which are the basic factor of future development. Additionally, it needs to realize the conservation and economic and effective consumption of natural resources, especially the exhausting natural resources (The Bureau of Environmental Policy and Plan, 1997: 10)”.

It can be seen that sustainable development does not only pay attention on the natural resources and environment. In fact, the development includes the other indicators of human welfare such as income and health. Therefore the development will be the target of policy, which is boarder than the target of the economic growth. Moreover, the sustainable living can be implied the importance of natural resources and environment over other factors referring to the economic growth. The capability

of natural resources and environment in the economic system is also needed to be long lasting conserved in the future. Therefore, long lasting economic system is the limited economic system. Regarding the topic of sustainable living, there are the following 3 points we should consider.

A. The consideration of the connection in terms of cause and reason between the economic growth and the natural resources and environment threatening. There are 2 parties having different point of view. The 1st party has the idea that the sustainable living should set the economic growth as 0 (zero), while the other think that the growth of economy is not necessary to relate to the increase of natural resource consumption or the increase of declining level of natural resources and environment since there might be the different production form and consumption and the reduction of environmental effect in the future.

B. The consideration of the necessity of the policy and strategy which is needed to satisfy the disadvantageous group of people (woman, youth and minority group) by supporting them to have a chance to participate in the decision making process and the policy practicing.

C. The consideration of the belief of international thinking and local operating which is the core of political development in term of natural resources and environment. The operation in local level refers to the operation of local administration organization, the support of active citizenship being or the enhancement of local capacity building.

2.6.2.2 The decisive authorization to the appropriate subsidiary

The concept of decisive authorization can be interpreted into 2 aspects. For the 1st aspect, it is the institutional interpretation that presents that the decisive authorization to the appropriate subsidiary should be the lowest subsidiary level complying the objective achievement. Such level can be either national government, religion, local administration organization or private organization (e.g. Private Development Organization). While the 2nd aspect is the qualitative and political interpretation which has the point of view that the driving of sustainable living is the necessary process and needed for the democratization. The decentralization of environmental and natural resources management concerning the appropriate

subsidiary level of the decisive authorization should consist of the concept of democratic process as the following details.

A. The Decentralization of Control: It seems that the initiation of the decentralization of control through the local administration organization, which is the small local administration unit, causes the possibility of the local environmental and natural resources management. It is also the development of decisive authorization through the most appropriate subsidiary level.

B. The Public Participation: In fact, the political participation is the supportive topic since the participation will cause the stability of social development, which is the social that people acknowledge their profit and loss. Moreover, it is found that the participation of public in terms of indication method is less than the pure participation. This is because the pure participation refers to the participation of people in determining the process of such participation.

C. Empowerment: It is the concept that the central administration thinks that this is the way to facilitate people to be responsible for their live and local. However, the achievement needs the political investment and the arrangement of new organizational structure in the higher level.

D. Partnership: This concept seems to be the obligation of partnership being by setting and practicing the policy. Previously, partnership means the dealing between public institution and private company. While, presently, the partnership is boarder since it includes the cooperation with local community.

E. Capacity Building: This concept implies the capacity building of person and organization which will self assist, operate and support the sustainable development. It seems that this concept disagrees with the hypothesis of “the government is the only party that is able to manage the natural resources and environment”. On the contrary, the concepts present that the policy of sustainable living for the long term will be possible only if there is a group of person being the factor of the administration.

In summary, the above concepts are the components of democratic processes, which can be assumed as the important factors of sustainable living in terms of natural resources and environment.

2.6.2.3 The Strategy of Local Environment and Natural Resources Policy

The strategy refers to the political and managerial process consisting of the policy of sustainable living in term of natural resources and environment. The local administrative organization and other local organizations should be able to understand and interpret law. For example, they should study some concepts and direction indicated in The Act of Legislation of National Support and Environmental Quality Conservation 1992 such as what the concept and direction relating to the management of local natural resources and environment are, and which mechanism and format of legal obligation which are necessary for practicing are.

In fact, the environmental and natural resources management is not able to operate separately. Also, the policy of natural resources and environment should reflect this fact. Therefore, if we need the effective policy, it needs to establish organizational form and the decisive direction. The new method of policy determination should be holistic and integrative aspects, which will present the complexity of natural resources and environment topic. In the other word, the authorization of local administrative organization in the previous pattern with the separation of occupational expert and decision making process is not appropriate with the pattern of natural resources and environment management any more.

The strategy of natural resources and environment therefore means the order of importance level and broad principles used for the operational outline, and the activities of natural resources and environment. The objective of the natural resource and environment strategy, shortly, is to determine the order of the importance based on the point of view of the local administration organization.

2.7 Relevant Research

Related research about readiness in environmental management meet to good governance standards of local government officers is little as now no one researcher about it. So that the related research is as follows:

Rodbamrue,S. (1991: 130) studied about the readiness level of district public health officers and the relationship between these factors and AIDS prevention and control practice of district public health officers in Rajburi province. The study is done by cross sectional study and stratified random sampling of all 189 samples. Studying the readiness in knowledge, point of view and determination showed that sex is the related factors about knowledge and role function. And knowledge about AIDS is the related factor with the practice readiness in prevention and control of AIDS by district public health officers.

Somsak Kulsarawut (1991: 125-129) has studied about readiness of the population in conserving water resources in Chainat province. The sample used in the study was the heads of household in Chinat province. The result of the study found that the heads of household are ready, well informed and aware of the water resources conservation. The related factor that led to their readiness in conservation was education. As committee members of the village, the heads of household were enrolled into seminars and training courses on water resources conservation. By being involved and actively participation in water conservation projects, they develop positive attitudes towards water conservation. Education played an important role in developing such attitude and the readiness of heads of household in relationship was at a high level. The futures that associate relationship to readiness were the profession of the heads of household, by being committee members of the village and being sent to training and seminars.

Krisada Thongsungwon (1997) studied about the readiness of the subdistrict administrative organization's executive committees in Udonthani province in terms of knowledge and attitude, and factors which affect it, influencing the natural resource management. The results showed that the majority of subdistrict administrative organization's executive committees had knowledge of and attitude

towards natural resource management at the intermediate level. Relationships between the readiness and the studied variables included knowledge of natural resource management, which significantly depended on education level, and occupation at the level of 0.05. Attitudes toward natural resource management significantly depended on age and educational level at the level of 0.05. The level of knowledge and attitudes combined resulted in a moderate level of readiness of the subdistrict administrative organization's executive committees.

Somkait Yutitham (1998) studied about readiness of the subdistrict administrative organization executive committee on water pollution problem solving: a case study in Ratchaburi Province. The result of the analysis indicates that 76.2 percent of committee members had readiness in solving water pollution problem at middle level and 23.8 percent had inadequate readiness. The readiness was significantly related to variables as follow: education level related to the readiness in knowledge and attitude ($p < 0.05$) and access to information related to the readiness in knowledge ($p < 0.05$).

Pumchit Srivongrach (1998) studied about components influencing decision making of the subdistrict administration organization executive committee, Khon-kaen province. The populations of the study were 420 subdistrict administrative organization executive members from 60 subdistrict administration organizations. It was found that administration behavior affected the decision making of the committee at the highest level. The other components, including the organizational structure, the decentralization system, the knowledge and capability of the executive committee, mission, administration involvement, the status of the subdistrict administrative organization, working procedures, budget, the number of executive committee members, the status of the position, the term of service for the administration position, people's participation, power and responsibility, working place, and officers, affected the decision making at the lower levels.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Target Population

The population used in this research is the officers of the local government that work about environmental management in Amphor Maung Nonthaburi province. The detail is shown in table

Table 3.1 List of names of sub district administration organization and the number of officer in Nonthaburi province.

No.	Name of subdistrict Administration Organization	No. of councilors	No. of local government officer
1.	Sub. Adm. Org. at Saima	12	11
2.	Sub. Adm. Org. at Bangrak-noi	12	4
3.	Sub. Adm. Org. at Bang-grang	18	6
4.	Sub. Adm. Org. at Bangpai	10	3
	Total	52	24

Table 3.2 List of names of Municipal and the number of officer in Nonthaburi province.

No.	Number of Municipal	Bang Sri-Maung	Nakorn Nonthaburi
1.	Municipal council member	12	24
2.	Board of Deputy Mayor	3	5
3.	Municipal Clerk	9	8
4.	Public work	7	10
5.	Public Health and Environment	5	20
6.	Social Welfare	0	1
7.	Technical and planning	4	2
	Total	40	70

3.2 Information used in the study

This research use information 2 type as follow:

1. Primary Data that received from using research instrument that is questionnaires.
2. Secondary Data that is data of government organization such as developing plan of subdistrict administrative organization.

3.3 Instruments used in this research

The tool used in this research is the Mixed-End questionnaire. The researcher constructs the questionnaires after reviewing the literature and related research. The questionnaires can be concluded as follows:

Part 1 Questions about personal information.

Part 2 Motivation in environmental management according to good governance.

Part 3 Questions about information perception.

Part 4 Question about administration policy

Part 5 Question about readiness environmental management according to good governance.

Part 6 Propose and advice about environmental management according to good governance.

3.4 Developing the instrument

In this study, the researcher made questionnaire to evaluate the readiness of population in the area and separate by structure of question into 6 parts; -

Part 1 The personal factor and working factor of local government officer like gender, age, education level, income, work duration, position and demand to change a job.

Part 2 Motivation in environmental management according to good governance. The questions are closed questions scored on a five level Likert scale. There are 9 positive answers and 3 negative answers. Scoring is as follows:

Score	Positive statement	Negative statement
5	Strongly agreed	Strongly disagreed
4	Agreed	Disagreed
3	Uncertainly	Uncertainly
2	Disagreed	Agreed
1	Strongly disagreed	Strongly agreed

Score about motivation are divided into three levels, high, moderate and low. The Motivation level score as follows

Score between	31-40	Low motivation level
Score between	41-50	Moderate motivation level
Score between	51-60	High motivation level

Part 3 Question about information perception in environmental management according to good governance. The questions are closed-ended which will be answered with a checklist.

Score about information perception are divided into three levels, high, moderate and low. The information perception score as follows

Score between	0-2	Low level of information perception
Score between	3-5	Moderate level of information perception
Score between	6-8	High level of information perception

Part 4 Question about Administrative policy. The questions are closed questions scores on a five level Likert scale. There are 9 positive questions.

Scoring is as follows

Score	Positive statement
5	Strongly agreed
4	Agreed
3	Uncertainly
2	Disagreed
1	Strongly disagreed

Score about administrative policy supporting are divided into three levels, high, moderate and low. The administrative policy supporting score as follows

Score between	0-15	Low level of administrative policy supporting
Score between	16-30	Moderate level of administrative policy supporting
Score between	31-45	High level of administrative policy supporting

Part 5 Question about readiness of local officer in environmental management according to good governance. The questions are closed questions scores on a five level Likert scale. There are 10 positive questions.

Scoring is as follows

Score	Positive statement
5	Strongly agreed
4	Agreed
3	Uncertainly
2	Disagreed
1	Strongly disagreed

Score about readiness are divided into three levels, high, moderate and low.

The readiness score as follows

Score between	0-16	Low readiness level
Score between	17-33	Moderate readiness level
Score between	34-50	High readiness level

Part 6 Propose and advice about environmental management according to good governance. The questions are open – ended.

3.5 To determine the efficiency of the tool

1. Content Validity

Content Validity of instruments were assessed by 3 thesis advisors and 1 expert. Correct and suggestions given by the advisors so that all questions in the questionnaires are clear and according to the standard and contents set earlier.

2. Reliability

After adjustment of questionnaires, it was tried out with local officer in Local government, which will not participate in sampling project. There are 25 persons and quality analysis of the instruments.

Questionnaires about motivation, administration policy and readiness were tested by using Alpha coefficient of Cronbach

$$r_{tt} = \frac{K}{K-1} \cdot \frac{(1 - \sum S_i^2)}{S_x^2}$$

To calculate validity value from formula above the accepted validity is 0.60 and more. Validity of questionnaires as follows

Part 2 Motivation in environmental management = 0.6412

Part 6 Administration policy = 0.8763

Part 7 Readiness in environmental management = 0.9142

3.6 Data Collection

1. Request the permission letters from the Social Science and Humanities Faculty, Mahidol University and send them to Municipal and Subdistrict Administrative Organization in Amphor Maung Nonthaburi province.

2. Collect information by questionnaires includes collect data for documentary research.

3.7 Data Preparing

1. Determine complete of data in questionnaires
2. Provide code book
3. Transfer data in questionnaires to code and fill code data in the coding sheet.
4. Save code data in diskette.

3.8 Data Analysis

The data obtained from questionnaires is analyzed by SPSS for windows Statistic analysis methods are as follow:

1. Descriptive Statistic

Analysis of motivation level, level of supporting in administrative policy, level of information perception, level of readiness to meet good governance standards in environmental management were by frequency, percentage, mean and standard deviation.

2. Analytical Statistic

Relation analysis. This is done between personal factors that are gender, age, education level, and income. Working factor that is position, work duration, demand to change a job. Stimulating factor that is motivation, information perception and administrative policy with readiness in environmental management according to good governance by using analysis of variance: ANOVA.

CHAPTER 4

RESULTS

The result of research about potential of local government officers to meet Good Governance standards in environmental management case study Amphor Maung Nonthaburi Province. Data were collected by questionnaire from 186 persons but it's caused of SAO Bang rak-noy was in election new SAO committee. The researcher can collected data from 160 persons and the result as follows:

4.1 Personnel Factor of local government officer by descriptive statistic number and percentage, means and standard deviation.

4.2 Working Factor of local government officer like position, work duration and demanding to change a working unit by descriptive statistic number and percentage, means and standard deviation.

4.3 Stimulation Factor like motivation, information received and administration policy by descriptive statistic number and percentage, means and standard deviation.

4.4 Readiness of local government officer by descriptive statistic number and percentage, means, standard deviation and provided a group classified by level of score.

4.5 Analysis relationship between readiness of local government office and personnel factor, working factor and stimulation factor by using One-Way ANOVA analysis.

4.6 Propose and advice of local government officer

4.7 Potential in structural and authority of SAO in working about environmental management according to Good Governance

4.1 Personnel Factor of local government officer

Personnel Factor of local government officer in detail as follows :(Table 4-1)

Gender most target group are female 99 persons or 61.9 % and male 61 persons or 38.1 %

Age most target group are between 30-43 years old 84 persons or 52.5%, under 29 years old 53 persons or 33.1% and over 44 years old 23 persons or 14.4% years old. The highest age is 66 years old, the lowest age is 19 years old and the average age is 35 years old.

Education level most target group was bachelor's degree and higher bachelor's degree 86 persons or 53.7% and lower bachelor's degree 74 persons or 46.3%

Income most target group had monthly income lower 7000 baht 90 persons or 56.3%, between 7001-14000 baht 46 persons or 28.7% and higher 14001 baht 24 persons or 15.0%. The highest income was 45000 baht, the lowest income was 2530 baht and average income was 8666 baht.

Table 4-1 Number and percentage of the population in local government classified by personal factor

Personal Information	Number	Percentage
Total Amount	160	100
Gender		
Male	61	38.1
Female	99	61.9
Age		
Lower 29 years	53	33.1
Between 30-43 years	84	52.5
Over 44 years	23	14.4
mean = 35.02 SD = 9.10	minimum = 19	maximum = 66
Education level		
Lower bachelor's degree	74	46.3
Bachelor's degree and higher	86	53.7
Income		
1. Lower 7000 Baht	90	56.3
2. Between 7001 - 14000 Baht	46	28.7
3. Higher 14001 Baht	24	15.0
mean = 8666.48	minimum = 2530	maximum = 45000

4.2 Working Factor of local government officer

Working Factor was position, work duration and demanding to change a working unit and the result are (Table 4-2)

Position most target group are routine government officer 90 persons or 56.3% and political government officer 70 persons or 43.8%

Work duration most target group had work duration 1-6 years 93 persons or 58.1%, work duration higher 7 years 34 persons or 21.3% and work duration lower 1 year 33 persons or 20.6%

Demanding to change a working unit most target group don't want to change a working unit 122 persons or 76.3% and want to change a working unit 38 persons or 23.78%

Table 4-2 Number and percentage of the population in local government classified by working factor

Working Information	Number	Percentage
Total Amount	160	100
Position		
Routine government officer	90	56.3
Political government officer	70	43.8
Work duration		
Lower 1 year	33	20.6
Between 1-6 years	93	58.1
Higher 7 years	34	21.3
mean= 4.45 minimum = 0	Maximum=21	SD=3.90
Demanding to change work unit		
Don't want to change	122	76.3
Want to change	38	23.7

4.3 Stimulating factor of local government officer

4.3.1 Motivation in environmental management according to Good Governance

From the studying number and percentage of target group classified by motivation, the result as follows: (Table 4-3)

1st Content “Important motivation for environmental management is budget” found that most of the answer are agreed 61.9%, strongly agreed 22.5%, uncertainly 10.0%, disagreed 5.0% and strongly disagreed 0.6%

2nd Content “Boss who has a fairness, establish motivation for college” found that most of the answers are strongly agreed 48.8%, agreed 40.6% uncertainly 10.0% and strongly disagreed 0.6 %

3rd Content “The requirement to prove achievement of working was established motivation in working” found that most of the answers are agreed 51.3%, strongly agreed 37.5%, uncertainly 10.6%, and disagreed 0.6%

4th Content “Working about environmental management was not stimulated motivation in working” found that most of the answer are uncertainly 33.1%, agreed 30.0%, disagreed 28.1%, strongly agreed 3.8% and strong disagreed 5.0%

5th Content “Peers was a factor that support motivation in working” found that most of the answer are agreed 60.0%, uncertainly 18.8%, strongly agreed 11.2%, disagreed 7.5% and strongly disagreed 2.5%

6th Content “Individual ability that outstanding was cause of organizations success” found that most of the answers are agreed 41.9%, uncertainly 23.1% strongly agreed 21.9% and disagreed 13.1%

7th Content “Unity of all people in organization are important factor for organization’s successful in environmental management in local” found that most of the answer are agreed 48.8%, strongly agreed 44.9% and uncertainly 6.3%

8th Content “Community’s coordination was a factor that established motivation in working about environmental management” found that most of the answer are agreed 47.5%, strongly agreed 46.3% uncertainly 5.6% and disagreed 0.6%

9th Content “There was little opportunity to master progress in environmental duty” found that most of the answer are agreed 38.1%, uncertainly 37.5%, disagreed 16.9%, strongly agreed 5.6% and strongly disagreed 1.9%

10th Content “Laws and regulations in environmental management were obstruction of working” found that most of the answer are agreed 48.1%, uncertainly 28.1%, disagreed 13.1%, strongly agreed 8.8% and strongly disagreed 1.9%

11th Content “Working in environmental management in local give you a chance to self development” found that most of the answer are agreed 70.6%, uncertainly 14.4% equal with strongly agreed and disagreed 0.6%

12th Content “Degenerating environment is cause of your motivation in local environmental management” found that most of the answer are agreed 62.5% ,strongly agreed 19.3%, uncertainly 14.4 and disagreed 3.8%

Table 4-3 number and percentage of the population in local government classified by motivation.

Content	Motivation in environmental management according to Good Governance				
	Strongly agreed Number (percentage)	Agreed Number (percentage)	Uncertainly Number (percentage)	Disagreed Number (percentage)	Strongly disagreed Number (percentage)
1. Important motivation for environmental management is budget.	36(22.5)	99(61.9)	16(10.0)	8(5.0)	1(0.6)
2. Boss who have a fairness ,establish motivation for college.	78(48.8)	65(40.6)	16(10.0)	0.0	1(0.6)
3. The requirement to prove achievement of working was establish motivation in working.	60(37.5)	82(51.3)	17(10.6)	1(0.6)	0.0
4. Working about environmental management was not stimulate motivation in working *	6(3.8)	48(30.0)	53(33.1)	45(28.1)	8(5.0)
5. Peers was a factor that support motivation in working	18(11.2)	96(60.0)	30(18.8)	12(7.5)	4(2.5)
6. Individual ability that outstanding was cause of organization's success	35(21.9)	67(41.9)	37(23.1)	21(13.1)	0.0
7. Unity of all people in organization are important factor for organization's successful in environmental management in Local.	72(44.9)	78(48.8)	10(6.3)	0.0	0.0

*means negative content

Table 4-3 number and percentage of the population in local government classified by motivation.(Continue)

Content	Motivation in environmental management according to Good Governance				
	Strongly agreed Number (percentage)	Agreed Number (percentage)	Uncertainly Number (percentage)	Disagreed Number (percentage)	Strongly disagreed Number (percentage)
8. Community’s coordination was a factor that established motivation in working about environmental management.	74(46.3)	76(47.5)	9(5.6)	1(0.6)	0.0
9. There was little opportunity to master progress in environmental Duty*	9(5.6)	61(38.1)	60(37.5)	27(16.9)	3(1.9)
10. Laws and regulations in environmental management were obstruction of working*	14(8.8)	77(48.1)	45(28.1)	21(13.1)	3(1.9)
11. Working in environmental management in local give you a chance to self development.	23(14.4)	113(70.6)	23(14.4)	1(0.6)	0.0
12. Degenerating environment is cause of your motivation in local environmental management	31(19.3)	100(62.5)	23(14.4)	6(3.8)	0.0

*means negative content.

The results of motivation in environmental management can divided in 3 groups by score level, low motivation group that get point between 30-40 points, are 30 persons or 18.8%. Medium motivation group that get point between 41-50 points, are 121 persons or 75.6% and high motivation group that get point between 51-60 points are 9 persons or 5.6%. The results founded that most of target group have a medium motivation level. From 60 points, a target group have the highest score level of motivation was 56 points, the lowest score level was 32 points and average score was 43 points. (Table 4-4)

Table 4-4 Number and percentage of the population classified by level of motivation.

Level of motivation	Number	Percentage
Low motivation level (30-40 point)	30	18.8
Medium motivation level (41-50 point)	121	75.6
High motivation level (51-60 point)	9	5.6
Total	160	100

Mean = 43.79 SD = 4.53 Minimum = 32 Maximum = 56

4.3.2 Information received about environmental management according to good governance

From the studying number and percentage of target group classified by Information received about environmental management according to good governance, the result as follows: (Table 4-5)

1st Content Most of target group thought that officer in organization and other people received information about environmental management in sometime = 67.5% ,the target group thought that officer in organization and other people always receive information = 24.4% and the target group thought that officer in organization and other people never received information 8.1%.

2nd Content Most of target group received information about environmental management in many types as follows:

- 2.1 From document /brochure /board 85.0%, never received 15.0%
- 2.2 From television 2.5, never received 97.5%
- 2.3 From journal distributed in organization 23.7%, never received 76.3%
- 2.4 From newspaper 13.7%, never received 86.3%
- 2.5 From magazine 2.5%, never received 97.5%
- 2.6 From radio 0.6, never received 99.4%
- 2.7 From others resource 13.7%, never received 86.3%

3rd Content most of target group thought that distributed information about environmental management could be used in working at medium level 75.6%, low level 12.5% and high level 11.9%.

4th Content most of target group thought that distributed information about environmental management was interested by personal in organization and other people at medium level 72.5%, low interested level 18.1% and high interest level 9.4%.

Table 4-5 Number and percentage of the population classified by information received.

Information received	Number	Percentage
Total	160	100
1. How often your organization attended public relation about Environmental management to personal in organization and other people.		
1. Always	39	24.4
2. Sometime	108	67.5
3. Never	13	8.1

Table 4-5 Number and percentage of the population classified by information received.(Continue)

Information received	Number	Percentage
Total	160	100
2.What type of public relation about Environmental Management that your organization mostly attended.		
2.1 Document /brochure /board	136	85
Never	24	15
2.2 Television	4	2.5
Never	156	97.5
2.3 Journal distributed in organization	38	23.7
Never	122	76.3
2.4 Newspaper	22	13.7
Never	138	86.3
2.5 Magazine	4	2.5
Never	156	97.5
2.6 Radio	1	0.6
Never	159	99.4
2.7 Others resource	22	13.7
Never	138	86.3
3. Which level that distributed information about environmental management could be used in working		
1. High	19	11.9
2. Medium	121	75.6
3. Low	20	12.5

Table 4-5 Number and percentage of the population classified by information received (Continue)

Information received	Number	Percentage
Total	160	100
4. Which level that distributed information about environmental management was interested by personal in organization and other people		
1. High	15	9.4
2. Medium	116	72.5
3. Low	29	18.1

The results of information received in environmental management can divided in 3 groups by score level, low information received level that get point under 2 point, are 22 persons or 13.8%. Medium information received level that get point between 3-5 point ,are 119 persons or 74.4% and high information received level that get point between 6-8 point, are 19 persons or 11.8%. The results founded that most of target group have a medium information received level. From 8 points, a target group have the highest score level of information received was 7 points, the lowest score level was 1 points and average score was 10 points. (Table 4-6)

Table 4-6 Number and percentage of the population classified by level of information received

Level of information perception	Number	Percentage
Low information received level(0-2 points)	22	13.8
Medium information received level (3-5 points)	119	74.4
High information received level (6-8 points)	19	11.8
Total	160	100

Mean = 10.38 SD = 1.32 Minimum = 1 Maximum = 7

4.3.3 Administrative policy that support to environmental management according to good governance.

From the studying number and percentage of target group classified by Administrative policy that support to environmental management according to good governance, the result as follows: (Table 4-7)

1st Content “Organization proceeded activities in accordance with law and regulation” found that most of the answers are agreed 66.3%, uncertainly 18.7%, strongly agreed 13.7% and disagreed 1.3%

2nd Content “Your organization has a policy that support people’s participation in environmental management at large” found that most of the answers are agreed 60.0% strongly agreed 21.3%, uncertainly 18.1% and disagreed 0.6%

3rd Content “Decision in policy formulating about environmental management your organization focus on demand and benefit of local people at most” found that most of the answer are agreed 55.6%, strongly agreed 23.7%, uncertainly 19.4% and disagreed 1.3%

4th Content “Policy at work, planning environmental management should be continually proceeded, and should be applied to use in each local area appropriately” found that most of the answer are agreed 56.9%, uncertainly 21.9%, strongly agreed 18.7% and disagreed 2.5%

5th Content “Structure of working unit was in accordance with environmental management policy” found that most of the answer are agreed 52.5%, uncertainly 34.4%, strongly agreed 9.3% and disagreed 3.8%

6th Content “Your organization had a policy of providing people with opportunity to examine environmental procedure” found that most of the answers are agreed 60.0%, uncertainly 24.4% strongly agreed 13.1% and disagreed 2.5%

7th Content “Public relation policy is one method to reveal information to public” found that most of the answers are agreed 54.4%, strongly agreed 26.8%, uncertainly 15.6%, disagreed 1.9% and strongly disagreed 1.3%

8th Content “The organization had policy that people could complain organization’s working” found that most of the answers are agreed 55.6%, strongly agreed 23.1%, uncertainly 18.8%, disagreed 1.9% and strongly disagreed 0.6%

9th Content “Your organization have a clear policy about financial, human and planning” found that most of the answer are agreed 51.3%, uncertainly 31.3%, strongly agreed 13.0%, disagreed 3.8% and strongly disagreed 0.6%

Table 4-7 Number and percentage of the population classified by Administrative Policy

Content	Policy				
	Strongly agreed Number (percentage)	Agreed Number (percentage)	Uncertainly Number (percentage)	Disagreed Number (percentage)	Strongly disagreed Number (percentage)
1. Organization proceeded activities in accordance with law and regulation	22(13.7)	106(66.3)	30(18.7)	2(1.3)	0.0
2. Your organization have a policy that support people's participation in environmental management at large.	34(21.3)	96(60.0)	29(18.1)	1(0.6)	0.0
3. Decision in policy formulating about environmental management your organization focus on demand and benefit of local people at most.	38(23.7)	89(55.6)	31(19.4)	2(1.3)	0.0
4. Policy at work, planning environmental management should be continually proceeded, and should be applied to use in each local area appropriately	30(18.7)	91(56.9)	35(21.9)	4(2.5)	0.0
5. Structure of working unit was in accordance with environmental management policy	15(9.3)	84(52.5)	55(34.4)	6(3.8)	0.0

Table 4-7 Number and percentage of the population classified by Administrative Policy (Continue)

Content	Policy				
	Strongly agreed Number (percentage)	Agreed Number (percentage)	Uncertainly Number (percentage)	Disagreed Number (percentage)	Strongly disagreed Number (percentage)
6. Your organization had a Policy of providing people with opportunity to examine environmental procedure.	21(13.1)	96(60.0)	39(24.4)	4(2.5)	0.0
7. Public relation policy is one method to reveal information to public.	43(26.8)	87(54.4)	25(15.6)	3(1.9)	2(1.3)
8. The organization had policy that people could complain organization’s working.	37(23.1)	89(55.6)	30(18.8)	3(1.9)	1(0.6)
9. Your organization have a clear A clear policy about financial, human and planning.	21(13.0)	82(51.3)	50(31.3)	6(3.8)	1(0.6)

The results of administrative policy supporting in environmental management can divided in 3 groups by score level, low level of administrative policy supporting that get point under 15 point ,are none. Medium level of administrative policy supporting that get point between 16-30, are 26 persons or 16.3% and high level of administrative policy supporting that get point between 31-45 points, are 134 persons or 83.7%. The results founded that most of target group have a high level of administrative policy supporting. From 45 points, a target group have the highest score level of Administrative Policy supporting was 45 points, the lowest score level was 24 points and average score was 35 points. (Table 4-8)

Table 4-8 Number and percentage of the population classified by level of administrative policy supporting

Policy	Number	Percentage
Low level of administrative policy supporting (0-15 points)	-	-
Medium level of administrative policy supporting (16-30 points)	26	16.3
High level of administrative policy supporting (31-45 points)	134	83.7
Total	160	100

Mean = 35.19

SD = 4.49

Minimum = 24

Maximum = 45

4.4 Readiness in environmental management according to good governance.

From the studying number and percentage of target group classified by readiness in environmental management according to good governance, the result as follows:
(Table 4-9)

1st Content “You understood good governance concept” found that most of the answers are middle 58.1%, little 18.8%, a lots 14.4%, least 6.3 and most 2.4%

2nd Content “You knew and understood provision of regulations for environmental management according to good governance” found that most of the answer are middle 59.4%, little 20.6%, a lots 12.5%, least 4.4% and most 3.1%

3rd Content “You knew and understood right and freedom of people in good governance procedure” found that most of the answer are middle 54.4%, a lots 20.6%, little 18.1%, least 3.8% and most 3.1%

4th Content “You knew and understood criteria of efficient and achievement evaluation” found that most of the answer are middle 53.8%, little 21.9%, a lots 16.3%, least 5.6% and most 2.4%

5th Content “People were ready to manage environment according to good governance” found that most of the answer are middle 53.8%, little 19.4%, a lots 18.0%, least 6.9% and most 1.9%

6th Content “Local government organization took most roles in environmental management according to good governance” found that most of the answers are middle 47.5%, a lots 25.0%, little 15.6%, most 8.8% and least 3.1%

7th Content “Readiness of local government organization mainly depended on policy” found that most of the answers are middle 41.9%, a lots 35.6%, most 13.1%, little 7.5% and least 1.9%

8th Content “Readiness of local government organization mainly depended on budget” found that most of the answer is a lots 37.6%, middle 35.6%, most 15.6%, little 8.1% and least 3.1%

9th Content “Readiness of local government organization mainly depended on personnel” found that most of the answers are a lots 40.6%, middle 35.6%, most 16.3%, little 5.6% and least 1.9%

10th Content “Readiness of environmental management according to good governance concept emerged from mutual cooperation among people, state sector and private sector, organization and relevant person” found that most of the answers are middle 35.6%, most 29.4%, a lots 24.4%, little 8.1% and least 2.5%

Table 4-9 Number and percentage of the population classified by readiness

Content	Readiness of environmental management according to good governance				
	Most Number (percentage)	A lots Number (percentage)	Middle Number (percentage)	Little Number (percentage)	Least Number (percentage)
1. You understood good governance concept.					
2. You knew and understood provision of regulations for environmental management according to Good governance.	5(3.1)	20(12.5)	95(59.4)	33(20.6)	7(4.4)
3. You knew and understood right and freedom of people in good governance procedure	5(3.1)	33(20.6)	87(54.4)	29(18.1)	6(3.8)
4. You knew and understood criteria of efficient an achievement evaluation.	4(2.4)	26(16.3)	86(53.8)	35(21.9)	9(5.6)
5. People were ready to manage environment according to good governance.	3(1.9)	29(18.0)	86(53.8)	31(19.4)	11(6.9)
6. Local government organization took most role in environmental management according to good governance.	14(8.8)	40(25.0)	76(47.5)	25(15.6)	5(3.1)

Table 4-9 Number and percentage of the population classified by readiness (Continue)

Content	Readiness of environmental management according to good governance				
	Most Number (percentage)	A lots Number (percentage)	Middle Number (percentage)	Little Number (percentage)	Least Number (percentage)
7. Readiness of local government organization mainly depended on policy.	21(13.1)	57(35.6)	67(41.9)	12(7.5)	3(1.9)
8. Readiness of local government organization mainly depended on Budget.	25(15.6)	60(37.6)	57(35.6)	13(8.1)	5(3.1)
9. Readiness of local government organization mainly depended on personnel.	26(16.3)	65(40.6)	57(35.6)	9(5.6)	3(1.9)
10. Readiness of environmental mutual management according to good governance concept emerged from cooperation among people, state sector and private sector, organization and relevant person.	47(29.4)	39(24.4)	57(35.6)	13(8.1)	4(2.5)

The results of readiness in environmental management can divided in 3groups by score level, low level of readiness that get point under 16 point ,are 1 persons or 0.6%. Medium level of readiness that get point between 17-33, are 94 persons or 58.8% and high level of readiness that get point between 34-50 points, are 65 persons or 40.6%. The results founded that most of target group have a medium level of readiness. From 50 points, a target group have the highest score level of readiness was

48 points, the lowest score level was 10 points and average score was 32 points. (Table 4-10)

Table 4-10 Number and percentage of the population classified by level of readiness

Level of readiness	Number	Percentage
Low readiness level (0-16 points)	1	0.6
Medium readiness level (17-33 points)	94	58.8
High readiness level (34-50 points)	65	40.6
Total	160	100

Mean = 32.15 SD = 6.52 Minimum = 10 Maximum = 48

4.5 One-Way Analysis of Variance

4.5.1 Analysis relationship between readiness of local government officer and personnel factor.

From the studying, the result as follows: (Table 4-11) —

Gender found that the target group who was female ($\bar{X}=32.45$) has more readiness in environmental management according to good governance than those who was male ($\bar{X}= 31.66$) based on statistic test, gender is not statistically significance related to readiness in environmental management according to good governance.

Age found that the target group with age ranging from under 29 years ($\bar{X} = 33.34$) has more readiness in environmental management according to good governance than those who aged over 44 years ($\bar{X} = 31.57$) and other group whose ages between 30-43 years ($\bar{X} = 31.56$) based on statistic test, age is not statistically significance related to readiness in environmental management according to good governance.

Educational level found that the target group who was bachelor’s degree and higher ($X = 32.94$) has more readiness in environmental management according to good governance than those who was lower bachelor’s degree ($\bar{X} = 31.23$) based on statistic test, educational level is not statistically significance related to readiness in environmental management according to good governance.

— Income found that the target group who has income between 7,001-14,000 Baht ($X = 33.04$) has more readiness in environmental management according to good governance than those who has income higher 14,001 Bath ($X = 32.33$) and other group whose has income under 7,000 Baht ($\bar{X} = 31.64$) based on statistic test, income is not statistically significance related to readiness in environmental management according to good governance.

Table 4-11 One-way analysis of variance between personal factor and readiness in environmental management.

Variables	N	\bar{X}	S.D.	Sig of F.
Total	160	32.15	0.50	
Gender				0.453
Male	61	31.66	7.08	
Female	99	32.45	6.17	
Age				0.269
Under 29 years	53	33.34	6.48	
Between 30-43 years	84	31.56	6.46	
Over 44 years	23	31.57	6.74	
Educational level				0.098
Lower bachelor’s degree	74	31.23	31.23	
Bachelor’s degree and higher	86	32.94	32.94	
Income				0.493
1. Under 7000 Baht	90	31.64	6.45	
2. Between 7001 - 14000 Baht	46	33.04	6.55	
3. Higher 14001 Baht	24	32.33	6.79	

4.5.2 Analysis relationship between readiness of local government officer and working factor.

From the studying, the result as follows: (Table 4-12)

— Position found that the target group who was political government officer ($\bar{X} = 32.50$) has more readiness in environmental management according to good governance than those who was routine government officer ($\bar{X} = 31.88$) based on statistic test, position is not statistically significance related to readiness in environmental management according to good governance.

Working duration found that the target group who has working duration between 1-6 years ($\bar{X} = 32.22$) has more readiness in environmental management according to good governance than those who has working duration over 7 years ($\bar{X} = 32.21$) and other group whose has working duration under 1 year ($\bar{X} = 31.43$) based on statistic test, working duration is not statistically significance related to readiness in environmental management according to good governance.

— Demand to change a job found that the target group who demand to change a job ($\bar{X} = 33.71$) has more readiness in environmental management according to good governance than those who has not demand to change a job ($\bar{X} = 31.66$) based on statistic test, demand to change a job is not statistically significance related to readiness in environmental management according to good governance.

Table 4-12 One-way analysis of variance between personal factor and readiness in environmental management.

Variables	N	\bar{X}	S.D.	Sig of F.
Total	160	32.15	0.50	0.551
Position				
Routine government officer	90	31.88	6.68	
Political government officer	70	32.50	6.34	

Table 4-12 One-way analysis of variance between personal factor and readiness in environmental management.(Continue)

Variables	N	\bar{X}	S.D.	Sig of F.
Total	160	32.15	0.50	0.911
Working duration				
Under 1 years	14	31.43	6.16	
Between 1-6 years	112	32.22	6.41	
Over 7 years	34	32.21	7.16	0.091
Demand to change a job				
Change	122	31.66	6.58	
Not change	38	33.71	6.15	

4.5.3 Analysis relationship between readiness of local government officer and stimulating factor.

From the studying, the result as follows: (Table 4-13)

Motivation found that the target group who has high motivation level ($\bar{X} = 37.00$) has more readiness in environmental management according to good governance than those who has medium motivation level ($\bar{X} = 31.98$) and other group whose has low motivation level ($\bar{X} = 31.37$) based on statistic test, motivation is not statistically significance related to readiness in environmental management according to good governance.

Information received found that the target group who has high information received level ($\bar{X} = 36.79$) has more readiness in environmental management according to good governance than those who has medium information received level ($\bar{X} = 32.18$) and other group whose has low information received level ($\bar{X} = 27.95$) based on statistic test, information perception is statistically significance related to readiness in environmental management according to good governance. (P-value = 0.000)

Administrative policy found that the target group who has high level of policy supporting ($\bar{X} = 33.08$) has more readiness in environmental management according to good governance than those who has medium level of policy supporting ($\bar{X} = 27.62$) based on statistic test, administrative policy supporting is statistically significance related to readiness in environmental management according to good governance. (P-value = 0.000)

Table 4-13 One-way analysis of variance between stimulating factor and readiness in environmental management.

Variables	N	\bar{X}	S.D	Sig. of F.
Total	160	32.15	0.50	
Motivation				0.063
Low motivation level	30	31.37	7.02	
Medium motivation level	121	31.98	6.39	
High motivation level	9	37.00	4.87	
Information received				0.000
Low level of information received	22	27.95	5.72	
Medium level of information received	119	32.18	6.14	
High level of information received	19	33.79	6.75	
Administrative Policy				0.000
Medium level of policy support	26	27.62	5.32	
High level of policy support	134	33.08	6.38	

4.6 Propose and advice of local government officer

Researcher collected opinion and advice of local government officers that concern with environmental management according to good governance as follow:

- Local government organization that is Municipal and Subdistrict Administrative Organization should distribute document to people and other organization. To publicize knowledge, understand and public relation about concept of good governance.

- The target group declared to importance problem in environmental management. That is environmental law still have troubles. Permission to building factory in urban area such as plastic factory is cause of air pollution, water pollution. But this building is not opposed to the act of factory. Besides, action to solve environmental problem should to proceed at primary cause such as prohibition to building factory in urban area.

- Provide activity at least 1 per month to government officer or people who work in local government organization for supporting good governance concept in environmental management such as training course, seminar in topic about environmental management according to good governance.

- Local government officer that is the target group declare to importance obstacle in achieve environmental management according to good governance. The target groups don't understand about main principle of good governance and relation between good governance and authority of local government organization.

4.7 The Potential in Structure and authority of Subdistrict Administrative Organization

To consider the potentiality of the functional structure of Subdistrict Administrative Organization (SAO), there are 2 outstanding points to study, including the man power and the projects/ activities of Subdistrict Administrative Organization as determined into local development plan. In particular, the main study is the projects/ activities relating to the local environment and the natural resources management as the following details.

4.7.1 The manpower of Thai Local Administrative Organization at Maung District, Nonthaburi:

According to the table, it is found that there are 4 places of the first class of Local Administrative Organizations at Maung District, Nonthaburi which is the large-size organization consisting of not over 21 officials as determined by law. Among those 4 first class, there 2 Subdistrict Administration Organizations at Sai-Ma Subdistrict and at Bang Rak Noi Subdistrict consists of 11 officials and 4 officials respectively. Moreover, the Subdistrict Administration Organization at Bangkrang Subdistrict, being appointed as the third class organization which the number of officials is determined not over 6 persons, consists of 6 officials. Finally, the Subdistrict Administration Organization at Bangphai Subdistrict, being appointed as the fifth class organization which the officials must not over 3 persons, consists of 3 officials.

Having considered the manpower of the Subdistrict Administration Organization at Maung district, Nonthaburi in accordance with law and the existing manpower, it is found that the third class and the fifth class of Subdistrict Administration Organization do not have any problem of manpower. Whereas the manpower of the first class Subdistrict Administration Organization at Sai-Ma subdistrict and Bang Rak Noi subdistrict is under law restriction. It can be seen that the insufficient staff apparently affects the efficiency of the local operation. Although the organization faces the problem of manpower, it is necessary to satisfy people's needs under such limitation. Consequently, it seems that the increase of the organization efficiency in terms of environmental operation as per the concept of good governance which needs the manpower as the main factor might be difficult.

Table 4-14 Number of populations of SAO in Amphor Maung Nonthaburi province

Subdistrict Administrative Organization	Level of SAO	Number of SAO committee	Number of routine government officer	Number of village	Number of population in local
1. SAO Sai-ma	1	12	11	6	11,300
2. SAO Bang Rak Noi	1	12	4	6	3,796
3. SAO Bang Krang	3	18	6	10	12,144
4. SAO Bang Pai	5	10	3	5	8,219

4.7.2. Projects/ Activities of Subdistrict Administration Organization Determined in the Local Development Plan:

The arrangement of the annual local development plan consists of 3 parts including the problem, the direction of the development and the solutions, and the projects/ activities of the development. According to the local development plan of Subdistrict Administration Organization at Maung district, Nonthaburi, the organization has pointed out the local problems as follows:

1. The problems of basic structure including the problem of traffic, the problem of local transportation and the problem of local roads which support the main roads.
2. The problem of human resources including the problem of insufficient labor for the industrial sectors.
3. The problem of environmental and natural resources including the problem of inefficient property management, the problem of polluted water in canal and other resources and the problem of rubbish disposal.

After determining the points of problem, the organization needs to arrange the local development plan and present the projects/ activities in order to solve each problem. For the Subdistrict Administration Organization at Maung district, Nonthaburi, most of projects relate to the problem of basic structure, whereas the projects of the management of natural resources and environment are relatively rare.

The projects of the management of the natural resources and environment of Subdistrict Administration Organization at Mueng district, Nonthaburi are presented as the following table.

Table 4-15 Project and activity about Environmental management in Amphor Maung Nonthaburi province.

Problem/Demand	Project/Scheme	Activities
1.The problem of how to use the land is not effectively	1.1 Preserve the Natural Resources and long lasting agriculture development	Accelerated, modification, nourish the earth by using instant fertilizer
2. Waste water problem in the river	2.1 Development Project to support the benefits in using the Environment	<ol style="list-style-type: none"> 1. Train the person using the water 2. Constantly support the activities in using the water source 1. Design the specification of waste water treatment 2. Construction of waste water treatment
3. Problem to eliminates the waste matter	<ol style="list-style-type: none"> 3.1 Purchase machinery to eliminates the dirt correctly 3.2 Supply the equipment to transport the waste 3.3 Eliminates the waste 3.4 Eliminates the dirt 3.5 Treatment and environmental rehabilitation 	<ol style="list-style-type: none"> 1. Design the dirt eliminator specification 2. Construction of dirt eliminator system

CHAPTER 5

DISCUSSION

The research about potential of local government officers to meet good governance standard in environmental management case study Amphor Maung Nonthaburi province. Researcher collected data by questionnaires with local government officer about 160 persons who work at municipal and SAO in Amphor Maung Nonthaburi province to study readiness and effecting factor to environmental management according to good governance. They are discussion of the research results.

5.1 1st hypothesis local government officer whose difference in personal factor has difference in readiness about environmental management according to good governance.

5.1.1 Age of local government officer affecting to the readiness in environmental management according to good governance.

The result found that age is not affecting to the readiness in environmental management according to good governance. The research outcome is in contrast to hypothesis and the study of Narittapong Chaiwong (2540: 189) who studied readiness in community forest management: case study village's committee Amphor Poi Nhan province and found that age is affecting to the readiness un community forest management significant difference based on statistic test, 0.05 because applying good governance concept into readiness in environmental management is new topic. Every people who have different age can learn and understand. It depends on many factor that complex more than age such as attitude, motives, understand and awareness.

So, the study not support to the hypothesis.

5.1.2 Gender of local government officer affecting to the readiness in environmental management according to good governance.

The result found that gender is not affecting to the readiness in environmental management according to good governance. The research outcome is in contrast to hypothesis and the study of Porntip Aunkomon (cited Surachet Meemaitreejit, 2540: 33) who studied about factor that have affecting to role performance of chief officer in sanitation and disease prevention at local hospital in North east found that gender affecting to work outcome and Wattana Manpayak (2541: abstract) who studied readiness of public health volunteer in giving suggestion about AIDS Uthaitanee province. The result found that gender is affecting to the readiness in giving advice about AIDS significant difference based on statistic test < 0.05 . Its cause of environmental management is assigned for both male and female to be role and duty in learning and perform.

So, the study not support to the hypothesis.

5.1.3 Education level of local government officer affecting to the readiness in environmental management according to good governance

The result found that education level is not affecting to the readiness in environmental management according to good governance. The research outcome is in contrast to hypothesis and the study of Krisada Thongsungwon (2540: 144) who studied about the readiness of the sub district administrative organization's executive committees

in Udonthani province found that the readiness in knowledge of natural resource management significantly depended on education level at the level of 0.05. Because knowledge and ability of local government officer that received from education system emphasis on theory. But environmental management according to good governance has

to make useful and modify theory to practice. Principle of good governance has no obviously indicator. So, education level of local government officer could not indicate difference of readiness in environmental management according to good governance.

So, the study not support to the hypothesis

5.1.4 Income of local government officer affecting to the readiness in environmental management according to good governance.

The result found that income is not affecting to the readiness in environmental management according to good governance. The research outcome is in contrast to hypothesis and the study of Sureporn Pongpanit (2544: 145) who studied about attitude of people about waste management case study Kao-Kred Amphor Kao-Kred Nonthaburi province found that monthly income is affecting to attitude about waste management at Kao-Kred significantly at the level of 0.01. And the study of Narittapong Chaiwong (2540: 191) who studied about readiness in community forest management case study village committee Amphor Poi Nhan province found that monthly income of family affecting to readiness in community forest significantly at the level of 0.01. Because bureaucracy structure of local government have a weakness in patronage system. Working progress is not occurs from quality in working but it occurs from private relationship. Income is not motives factor that stimulate good governance concept in environmental management.

So, the study not support to the hypothesis

5.2 2nd hypothesis local government officer whose difference in working factor has difference in readiness about environmental management according to good governance.

5.2.1 Local government officer that have different position, have different readiness in environmental management according to good governance.

The result found that position is not affecting to the readiness in environmental management according to good governance. The research outcome is in contrast to hypothesis. Because local government have a limit personal quantity and have a lot of working supply in responsibility. So, local government officer work only in their assigned duty. Creating good governance in environmental management is hard because it have to use a time and pay attention.

So, the study not support to the hypothesis.

5.2.2 Work duration of local government officer affecting to the readiness in environmental management according to good governance.

The result found that work duration is not affecting to the readiness in environmental management according to good governance. The research outcome is in contrast to hypothesis and the study of Pumjit Srivongrach (2541) who studied about components influencing decision-making of the sub district administrative organization executive committee, Khon-kaen province found that work duration and decision-making of the sub district administrative organization executive committee have significantly relation. Because local government officer that is the target group in this study mostly have work duration in a short term or 58.1% have work duration 1-6 years. Knowledge and understanding about good governance concept in environmental management have no difference in a person who has different work duration.

So, the study not support to the hypothesis.

5.2.3 Demand to change a job of local government officer affecting to the readiness in environmental management according to good governance.

The result found that demand to change a job is not affecting to the readiness in environmental management according to good governance. The research outcome is in contrast to hypothesis. Because the mostly target group or 76.3% don't want to change from local government organization that is their working unit. In the other hand, the target group satisfied their status and role. Environmental management according to good governance is a new concept. As a result, it's not interesting topic for the target group.

So, the study not support to the hypothesis.

5.3 3rd hypothesis local government officer whose difference in stimulating factor has difference in readiness about environmental management according to good governance.

5.3.1 Motivation of local government officer is affecting to the readiness in environmental management according to good governance.

The result found that motivation is not affecting to the readiness in environmental management according to good governance. The research outcome is in contrast to hypothesis and the study of Supada Comesuchart (2536) that studied

about motivation in working, role perception and role performance in teaching health education to patient. The result found that motivation in working have a positive relation significantly with role performance in teaching health education. Because environmental management according to good governance have no clear pattern, concrete rule and method. Motivation that stimulates local government officer to working according to good governance is not clear and have no effective enough to attractive local government officer's interesting.

So, the study not support to the hypothesis.

5.3.2 Information received of local government officer is affecting to the readiness in environmental management according to good governance.

The result found that information received is affecting to the readiness in environmental management according to good governance significantly at the level of 0.05 that is support to hypothesis and the study of Narittapong Chaiwong (2540: 191) who studied about readiness in community forest management case study village committee Amphor Poi Nhan province found that information perception is affecting to readiness in community forest significantly at the level of 0.01.

So, the study support to the hypothesis.

5.3.3 Administrative policy of local government officer is affecting to the readiness in environmental management according to good governance.

The result found that Administrative policy is affecting to the readiness in environmental management according to good governance significantly at the level of 0.01 that is support to hypothesis.

So, the study support to the hypothesis.

In the conclusion, the result of the studied about readiness in environmental management according to good governance found that local government officer mostly have readiness in medium level. A factors that affecting to environmental management according to good governance found that information perception and administrative policy affecting to environmental management according to good governance significantly based on statistic test, at the level of 0.05. Gender, age,

education level, income, motivation, work duration and demand to change a job is not affecting to the readiness in environmental management according to good governance.

The Discussion of the Potentiality Study Concerning with the Functional Structure of Subdistrict Administrative Organization

According to the study, although it is found that the Subdistrict Administrative Organization has encountered the problem of insufficient manpower, the researcher thinks that the main consideration of such problem we should concentrate on is the quality and the capability of individual person. This is because the manpower is the major basic factor to operate the management of good governance for the environmental process. Moreover, the development of manpower causes many positive influences as well as the achievement as per the concept of good governance. Though the structure and the capability of the Subdistrict Administrative Organization cause the environmental operation complying with the concept of good governance, and its structure is also simple, flexible and independent for the operation, the problem of inefficient manpower may cause the failure of environmental operation of the Subdistrict Administrative Organization. This can be explained by the fact that the officials might not follow the determined directions, nor realize the importance of the structure due to the lack of knowledge, understanding, and experience. Moreover, they might face the complicated operation processes or they illegally take the advantage from the gap of restriction.

Therefore, the organization should take the limitation of insufficient manpower to adjust or improve its structure. For example, the organization may allow the public to participate in the operations or activities. Additionally, the organization should have more cooperation, coordination and support from other organization in order to alleviate their responsibilities. It seems that such support and cooperation with others will be the way to help their target achievement, effective and fair operation and being accepted by other relevant organizations despite of the constraint of manpower. In fact, these aspects are the main factors of the concept of good governance.

The operation of the development plan has reflected the lack of people's participation since the system and structure of the Subdistrict Administrative Organization does not encourage the participation. In addition, people themselves are rarely interested in the activities of the organization. Some people may also have the incorrect understanding regarding the duty and responsibility of Subdistrict Administrative Organization. For example, from their point of view, people think that all problems should be solved by the Subdistrict Administrative Organization or by the representative selected by people only. This may be the reason why people do not cooperate well with the organization, nor realize the importance of the responsibility of Subdistrict Administrative Organization. Therefore, most of the processes of selection and decision have been performed by the committee of the organization. Besides, the lack of the information distribution through public causes the problem of distance between people and organization, therefore, people may not able to participate in the organization processes such as the participation in presenting the problems, requirement, innovation, discussion operation evaluation and examination.

The participation of local people is the importance basis leading to the target achievement concerning the operation of good governance concept. Therefore, it can be seen that if the participation in the local environmental operation is not successful, the environmental operation in other aspects as per the good governance concept will be difficult as well. In summary, the public participation in operating the subdistrict development plan will be the way to clean the environmental operation of Subdistrict Administrative Organization.

CHAPTER 6

CONCLUSION

Studying readiness of personnel in local governing organization for Environment Management according to good governance concept: case of Amphor Maung, Nontaburi province, aimed to study potential and readiness of personnel in local governing organization, for management according to good governance concept. The concept and suggestion for environment management were collected from 160 people of target group, by questionnaire. The result was as the following:

6.1 Research Conclusion

6.1.1 Characters of target group

Most of the target group was females. 61.9 % of them were 30-43 years old. 52.5 %. They graduated 53.7. 56.3 % of them have income lower than 7,000 Bath. 58.1 % attend working 1-6 years, and 76.3 % didn't want to move.

As for stimulating factors, it's found that, most of target group, 75.6 %, has motivation, in environment management according to good governance at medium level. 74.4 % received information at medium level. And 83.7 % received support of policy at high level.

6.1.2 Readiness level for environment managing according to good governance concept

Most of target group, 58.8 %, was ready to manage environment

according to good governance at medium level. And most of target group, 58.1 %, understood good governance concept. 59.4 % knew and understood provision of regulations for environment management according to good governance, at medium level. 54.4 % knew and understood right and freedom of people in good governance procedure. 53.8 % knew and understood criteria of efficient and achievement evaluation, at medium level. 53.8 % of the samples thought that people were ready to manage environment according to good governance, at medium level. 47.5 % thought that their local governing organization took most roles in environment management according to good governance procedure, at medium level. 41.9 % thought that readiness of local governing organization mainly depended on policy, at medium level, 37.6 % thought that depended on budget at high level, and 40.6 % thought that depended on personnel at high level. 35.6 % thought that readiness of environment management according to good governance concept emerged from mutual cooperation among people, state sector, and private sector, working unit and relevant person, at medium level.

6.1.3 Analysis of Variance (ANOVA) of effective factors for readiness in environment management according to good governance concept.

In studying effective factors of readiness in environment management according to good governance concept, it's found that, receiving information and policy affected readiness of environment management according to good governance, statistical significantly, at level 0.05. While sex, age, marital status, period of working, demand to move, and training attendance, did not affect the readiness of environment management according to good governance concept.

6.2 Findings and researcher's suggestion

6.2.1 Researcher's suggestion

From studying, it was found that; good governance concept that was provided in the constitution was transferred to local area. As it's seen in factors

relating to environment management according to good governance concept, as the followings:

6.2.1.1 Information acquirement. Most of the target group, 74.4 % received information at medium level. The result of studying discovered that, 85 % of personnel in working unit mostly attended public relation about environmental working through document, brochure, board, without receiving from other mass media, which were television, journal distributed in organization, newspaper, radio, and others. Moreover, it's found that, working unit sometimes distributed information, about environment management procedure, to personnel, in working unit, and people. The distributed information could be used in working at medium level, and was interested by personnel in the working unit, and people, at medium level. The local governing organization should distribute information via more variety media, to establish knowledge and to initiate procedure accordance with good governance, in environment management.

6.2.1.2 Policy. From the study, it discovered that, personnel in the local governing organization mostly, 83.7 % thought that the organization had supporting policy for environment management, according to the good governance. Most of the target group, more than 60 % agreed that working unit proceeded activities in accordance with law, and the working unit promotes people to join environment management at large, and working unit had policy of providing people with opportunity to examine environmental procedure. 50 -60 % of target group agreed that working unit afforded people's demand and interest at most, had policy of public relation, discovered data for public, and the people could complain work of working unit. It has monetary policy, personnel and clear plan. Structure of working unit was in accordance with environment management policy. Policy at work, planning environment management according to good governance concept, should be continually preceded, and should be applied to use in each local area appropriately.

6.2.2 Researcher's suggestion

Real objective of establishing good governance in environment management procedure is not the society or local area has good governance in environment

management, but the real objective of good governance is result of using good governance concept. The utmost objective of good governance is society which having justice, rightness, and sustain development. From the study, the researcher thought that, important issues for establishing good governance in environment management procedure are as the followings:

6.2.2.1 Suggestion for environmental management according to good governance.

1. Training for personal in local government organization. Because it was found that personnel in local governing organization receive little support and information. The target group members have little knowledge and understanding about good governance. Moreover, it was found that there are more members who have less knowledge and understanding about environment management than members who have more knowledge and understanding. Local government organization should receive a supporting, stimulate in environmental management according to good governance from government and the other organization that have related role.

2. Local Government organization should have a policy to make relation for coordinate work from several groups. Because local government organization have a weakness in limited quantity of personal that affecting to effectiveness in working. Coordinate work will support participation in the local. From result of the study is found that the local governing organization has been placing more effort on encouraging the people to participate more in environment management. Policy of administration was to allow people examine and complain the administration. The local governing organization then should hold some cultural and traditional activities to encourage people's participation, including sport activities and establishment of recreation place to the bonds between members of the community for long term benefit.

6.2.2.2 Comments for further research.

1. Area in which lies on environmental problem and areas where conflicts among groups of people occurs are attractive areas to launch a research in

good governance and environment management, since indicators of good governance could be used to analyze environmental problems. For example, there could be a study of good governance in areas which lays a community forestry management conflict.

2 This research is a study of environment management and good governance in state sector only. Virtually, good governance and environment are from the cooperation among groups. Therefore, there should be a study from other groups also, such as a study about local residents or a study about private sector.

3. Good governance for environment management is only a broad principle. Further studies should find out the indicators of good governance in environment management more concretely.

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มหาบัณฑิต (สิ่งแวดล้อมศึกษา) บัณฑิตวิทยาลัย มหาวิทยาลัยมหิดล.

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สุภาพใจ.

APPENDIX

APPENDIX A

Explanation about questionnaire

This questionnaire is created for collecting data in thesis “A potential of local government officers to meet good governance standards in environmental management” by Miss Yada Chimklai student in Master Degree program in Social science. Major environment. The data will use only in the education and confidential.

Miss Yada

Chimklai

Note: Please fill in blank areas that relevant to your information.

Part 1 General Information

Personal Information

1. Gender Male Female
2. Ageyears.....month
3. Your education
 Lower Bachelor Degree
 Bachelor Degree and higher
4. Monthly incomeBaht.

Working Information

5. What is your organization?
SAO.....position.....
Municipal.....position.....
Work duration.....
6. Would you want to change your working unit?
 No Yes (please specify)

Part 2 Motivation in environmental management according to good governance

Content	Motivation in environmental management according to Good Governance				
	Strongly agreed Number (percentage)	Agreed Number (percentage)	Uncertainly Number (percentage)	Disagreed Number (percentage)	Strongly disagreed Number (percentage)
1. Important motivation for environmental management is budget.	36(22.5)	99(61.9)	16(10.0)	8(5.0)	1(0.6)
2. Boss who have a fairness ,establish motivation for college.	78(48.8)	65(40.6)	16(10.0)	0.0	1(0.6)
3. The requirement to prove achievement of working was establish motivation in working.	60(37.5)	82(51.3)	17(10.6)	1(0.6)	0.0
4. Working about environmental management was not stimulate motivation in working *	6(3.8)	48(30.0)	53(33.1)	45(28.1)	8(5.0)
5. Peers was a factor that support motivation in working	18(11.2)	96(60.0)	30(18.8)	12(7.5)	4(2.5)
6. Individual ability that outstanding was cause of organization's success	35(21.9)	67(41.9)	37(23.1)	21(13.1)	0.0
7. "Unity of all people in organization are important factor for organization's successful in environmental management in local.	72(44.9)	78(48.8)	10(6.3)	0.0	0.0

Part 2 Motivation in environmental management according to good governance

(Cont.)

Content	Motivation in environmental management according to Good Governance				
	Strongly agreed Number (percentage)	Agreed Number (percentage)	Uncertainly Number (percentage)	Disagreed Number (percentage)	Strongly disagreed Number (percentage)
8. Community’s coordination was a factor that established motivation in working about environmental management.	74(46.3)	76(47.5)	9(5.6)	1(0.6)	0.0
9. There was little opportunity to master progress in environmental Duty*	9(5.6)	61(38.1)	60(37.5)	27(16.9)	3(1.9)
10. Laws and regulations in environmental management were obstruction of working*	14(8.8)	77(48.1)	45(28.1)	21(13.1)	3(1.9)
11. Working in environmental management in local give you a chance to self development.	23(14.4)	113(70.6)	23(14.4)	1(0.6)	0.0
12. Degenerating environment is cause of your motivation in local environmental management	31(19.3)	100(62.5)	23(14.4)	6(3.8)	0.0

Part 3 Information perception about environmental management according to good governance

1. How often your organization attended public relation about environmental management to public and personal in organization?

- Always
- Sometime
- Never

2. What type of public relation about Environmental Management that your organization mostly attended.

- Document /brochure /board
- Journal distributed in organization
- Magazine
- Others resource
- Television
- Newspaper
- Radio

3. Which level that distributed information about environmental management could be used in working.

- High
- Medium
- Low

4. Which level that distributed information about environmental management was interested by personal in organization and other people?

- High
- Medium
- Low

Part 4 Administrative policy in environmental management

Content	Policy				
	Strongly agreed Number (percentage)	Agreed Number (percentage)	Uncertainly Number (percentage)	Disagreed Number (percentage)	Strongly disagreed Number (percentage)
1. Organization proceeded activities in accordance with law and regulation	22(13.7)	106(66.3)	30(18.7)	2(1.3)	0.0
2. Your organization have a policy that support people’s participation in environmental management at large.	34(21.3)	96(60.0)	29(18.1)	1(0.6)	0.0
3. Decision in policy formulating about environmental management your organization focus on demand and benefit of local people at most.	38(23.7)	89(55.6)	31(19.4)	2(1.3)	0.0
4. Policy at work, planning environmental management should be continually proceeded, and should be applied to use in each local area appropriately	30(18.7)	91(56.9)	35(21.9)	4(2.5)	0.0
5. Structure of working unit was in accordance with environmental management policy	15(9.3)	84(52.5)	55(34.4)	6(3.8)	0.0
6. Your organization had a policy of providing people with opportunity to examine environmental procedure.	21(13.1)	96(60.0)	39(24.4)	4(2.5)	0.0
7. Public relation policy is one method to reveal information to public.	43(26.8)	87(54.4)	25(15.6)	3(1.9)	2(1.3)

Part 4 Administrative policy in environmental management (Cont.)

Content	Policy				
	Strongly agreed Number (percentage)	Agreed Number (percentage)	Uncertainly Number (percentage)	Disagreed Number (percentage)	Strongly disagreed Number (percentage)
8. The organization had policy that people could complain organization's working.	37(23.1)	89(55.6)	30(18.8)	3(1.9)	1(0.6)
9. Your organization have a clear policy about financial, human and planning.	21(13.0)	82(51.3)	50(31.3)	6(3.8)	1(0.6)

Part 5 Readiness of local government officer in environmental management

Content	Readiness of environmental management according to good governance				
	Most Number (percentage)	A lots Number (percentage)	Middle Number (percentage)	Little Number (percentage)	Least Number (percentage)
1. You understood good governance concept.	4(2.4)	23(14.4)	93(58.1)	30(18.8)	10(6.3)
2. You knew and understood provision of regulations for environmental management according to Good governance.	5(3.1)	20(12.5)	95(59.4)	33(20.6)	7(4.4)
3. You knew and understood right and freedom of people in good governance procedure	5(3.1)	33(20.6)	87(54.4)	29(18.1)	6(3.8)
4. You knew and understood criteria of efficient an achievement evaluation.	4(2.4)	26(16.3)	86(53.8)	35(21.9)	9(5.6)

Part 5 Readiness of local government officer in environmental management according to good governance (Cont.)

Content	Readiness of environmental management according to good governance				
	Most Number (percentage)	A lots Number (percentage)	Middle Number (percentage)	Little Number (percentage)	Least Number (percentage)
5. People were ready to manage environment according to good governance.	3(1.9)	29(18.0)	86(53.8)	31(19.4)	11(6.9)
6. Local government organization took most role in environmental management according to good governance.	14(8.8)	40(25.0)	76(47.5)	25(15.6)	5(3.1)
7. Readiness of local government organization mainly depended on policy.	21(13.1)	57(35.6)	67(41.9)	12(7.5)	3(1.9)
8. Readiness of local government organization mainly depended on Budget.	25(15.6)	60(37.6)	57(35.6)	13(8.1)	5(3.1)
9. Readiness of local government organization mainly depended on personnel.	26(16.3)	65(40.6)	57(35.6)	9(5.6)	3(1.9)
10. Readiness of environmental mutual management according to good governance concept emerged from cooperation among people, state sector and private sector, organization and relevant person.	47(29.4)	39(24.4)	57(35.6)	13(8.1)	4(2.5)

Propose and advice

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APPENDIX B

Potential of Subdistrict Administrative Organization in the environmental management according to good governance.

The problem of rapid destruction of environment and dispute arise through environmental procedure seen from the past. Due to decision factor arise from the upper through the lower. By considering that environmental factor is the problem of the government and not for the people. Which inattentively study the effect that may arise and will reflect the failure of environmental structure and method of administration of the country. The acceptable fundamental concept through environmental management is: fundamental environmental management under religious precept, and participation of the public. The public have to consider that decision making and environmental procedure is important. The local community and participants shall be in fair and justice in participating to know the information. As well to set up the decision policy about the environmental procedure together with the government sector. To builds knowledge and aware the importance of environment. That leads to fair, efficient inspection and environmental management, diminish the dispute between the government sector and public, public versus public. At last leads to a strong community.

The Subdistrict Administrative Organization is the smallest local administration, a juristic person and local government official. The community considered that Subdistrict Administration Organization is important being the basic organization of the locality and important mechanism for tambol development administration in theoretical and practical. Which any activities can legally proceed. It is theoretically believes that the Subdistrict Administration Organization has the tendency to have high efficiency to develops the community. An organization consist with the power

from locality close to the people and several resources from the up country. To experience the real problem including the concept of solution well. That leads to success or failure of economic development, social, politics and community environment. An organization that gives the people a chance to participate in the administration, resources management and own locality development freely and more fluently. Since the Subdistrict Administration Organization is the people organization that activates the people participate the development. To reflect the problem or demand of community or support the locality to decides to solve the problem rapidly and efficiently.

This is to study the potentiality or binding capability of the Subdistrict Administrative Organization related with environmental management supported with Good governance concept. This is to study the roles structure, management scheme, authorize duties of the Subdistrict Administrative Organization. Whether the Subdistrict Administrative Organization being the organization that governed the locality with authority to manage the local environment. That the environmental management is in a shape or not. Supported with good governance or whether it has the best management or not. Also to study the factor of obstacle related with environmental management whether contrasting good governance of Subdisrict Administrative Organization. This study has been divided, to study the potential of the Subdistrict Administrative Organization in three parts namely: potential in the shape of structure, potentiality through basic procedure and potentiality in transforming the policy to performance.

1.1 Potential in the shape of structure and form of Subdistrict Administrative Organization related with environmental management according to good governance

The Subdistrict Administrative Organization is an organization covering the locality under the government management; authorize to manage the internal locality. Including the environmental management.

In addition to the duties of the Subdistrict Administrative Organization specified under the law, constitutional law and another 2 important laws such as National Promotion and Preserve Environmental Quality Act B.E. 2535 and Public Health Act B.E. 2535. The organization also has the role together with the Tambol Organization related with Natural Resources and Environmental Management below:

1. Role of Subdistrict Administrative Organization and Natural Resources and Environmental Management under the Constitution

The Constitution of the Kingdom of Thailand B.E. 2540 has designed the local Natural Resources and Environmental Management, people, community and rural in several Section concluded below:

Section 70, Chapter 5 (Basic Policy concept of the nation) the main Section is the main heart of the Natural Resources and Environmental Management designed that “the government shall promote and support the people to take part for the preservation, maintenance and protect the environmental quality under the development concept lasting throughout. To control and eliminates the pollution that will affect the health, condition and life stability.

The role of the local administration organization related with environmental management, culture and natural environment designed as follows:

Section 289 The local administration organization has the duty to preserve the arts, culture, tradition, local intellectuality or best culture and tradition. The Local Administration Organization has the rights to organize the study, training and vocational training about the needs within the locality. Also to understand to participate the training organizes by the government. However as long it does not obstruct against Section 43 and Section 81 declared in the Act.

Organizing the training study about the locality administration. The Local Administration Organization shall recognize to maintain the arts, tradition, intellectual of the locality and good culture.

“Section 290 to support and maintain the environmental quality, the Local Administration Organization agrees to have the authority to comply the act.

The law according the first paragraph has important factor as follows:

(1) Management, maintenance and advantages from the natural resources and environment in that certain area.

(2) To participate to preserve the natural resources and environment outside the specific area. In case it will reflect to the life of the people in that area.

(3) To have the roles to decide to established the project or activities outside the area. That may affect to environmental quality or health of the people in that area.”

As concluded from the above section it is consider that the present constitution has consider the important of local administration government about the natural resources and environmental management, as well as culture and tradition. Therefore the Subdistrict Administrative Organization being the local administration close to the people in that area. So it is necessary to promote the roles in this factor. To promote the preservation of natural resources and environment.

2. The roles of Tambol Administration Organization with Natural Resources and Environmental Management under the Promotion and Preservation of Environmental Quality, National Promotion and Preservation of Environmental Promotion Act B.E. 2535 related with Tambol Administration Organization has the concept and reasons below:

1. Support the people and private organization to take part the promotion and environmental preservation quality

2. Environmental management complying the environmental quality management principle.

3. Set up the authority of the government, state enterprise and local government to cooperate and duties together to support and maintain the environmental quality. Also to designed the performance concept in the area without any government directly responsible.

4. To established the pollution control by placing the air pollution treatment, waste water treatment, waste eliminator system and tools and equipment to solve the pollution problem.

5. To clearly designed the responsibility of related sector of pollution.

6. To set up the standard promotion fund and aids for various activities, urging the people to take responsible in preserving the environment

Section 4 to appoint the chief of local administration organization declared to

entered in the local government under the law by virtue as “local officer” (Chairman of Subdistrict Administrative Organization as the local administrative officer) has the power under the Promotion Act B.E. 2535 as follows:

(1) Declared the locality under the pollution control shall produce the performance plan to reduce and eliminates the pollution. Then endorse to the provincial governor to participate the plan of provincial category (Section 60-63)

(2) Issue permission to the employee that control or employed. That serves the treatment or eliminates the waste under the method of principle and terms specified in the Ministerial Law (Section 73).

(3) To designed the method and terms by the suggestion of the control pollution officer for the employee transporting the waste water or waste from the source that provides the services of waste water treatment or waste eliminator (Section 74).

(4) The local officer by the instruction of the control pollution officer may designed the temporary method for waste water treatment or waste water eliminator arise from the source of pollution under Section 71 and Section 72, as long necessary, until the construction has been established and operation of waste water treatment or common waste eliminator (Section 75).

(5) Responsible to proceed the project and control the operation of common waste water treatment or waste water eliminator system. Together with local government, may hire the employee with license to operate the services of waste water treatment or common pollution eliminator system. To do the operation and control the operation of that system (Section 77)

(6) Collect all the reports receive from the owner or the origin of pollution to the pollution control officer at least once a month (Section 81).

(7) The local officer administrate to have the common waste water or common waste eliminator system has the power to collect the service fees, fines and demand for losses declared in this law (Section 93).

Section 22. Designed to establish the Environmental Fund of the Ministry of Finance. The fund can be use as expenses of local government (refer in this case as Subdistrict Administrative Organization in two cases)

First case in Section 23 (1) allocation (vacant) namely “government sector or local government. For investment and waste water system management or

common waste eliminator. Also to seek, purchase land, materials, equipment, tools and equipment necessary at work and maintenance.”

Second case in Section 23 (2) process for a loan “local government sector or state enterprises. To have the waste air treatment or waste water, other waste eliminator or equipment, specifically the application for the activities of the local government or state enterprise”

Thus the management fund under Section 23 (1) the fund committees consider to demand the allocation in the operation plan, for environmental management at the provincial level under Section 39, for construction or to have waste water treatment or waster eliminator system allocated from the Royal Budget Section 39. The part of local government has allocated the income of the local government to support as the first support.

The proportion between the Royal budget or income of the local government office with the fund of Financial Committee shall under the approval for the allocation complying the first paragraph under the principle designed by the National Environmental Committee.

That is the Subdistrict Administrative Organization has to provide his own reserving fund obtain from the auditor or part of his own income provided by the National Environmental Council. To financially support the allocation amount from the fund invested in the said project.

The National Environmental Quality Promotion Act. B.E. 2535 has designed that the locality can issue a degree for related locality for environmental management in Section 36 (6). As part of the plan and concept in the planning so far called as “Environmental Quality Plan” under Section 35.

In particular with the local tambol declared as under the pollution control according to Section 59. It is elaborated in Section 60 first paragraph that the local official so far refer as the Chairman of Tambol Administration in that locality, has to provide the project plan. To reduce and eliminates the pollution in that pollution control area. Presented to the provincial government to be included in the project plan in order to carry the provincial environmental quality management.

Moreover in Section 73 has authorized the “local official” to issue the license to the employee that control or hired to provide service of waste water treatment or

waste eliminator. The standard in the related procedure of issuing the license shall comply with the standard, method and terms specified under the ministerial law. As well as the rate fees of waste water treatment or waste eliminator of that employee. Shall be kept with limited rate at the ministerial law. Whereas the operator without license shall not be allowed to take part as the employee.

If any control pollution area or locality no waste water treatment or common waste water treatment or common eliminator system, and none have the license to operate the services of waste water treatment or waste eliminator system in the pollution control area or local. It is designed in Section 75 to appoint the local officer and the pollution control officer suggest the temporary method about the waste water treatment or waste eliminator at the source of pollution under Section 71 and Section 72 as long necessary until the construction has been proceeded, installed and operate the waste water treatment system or common waste eliminator at the pollution control area or that area..”

Section 77 It is also designed that the “government sector or local government” provides the waste water system or common waste can carry that system. The management has to give the choices namely: government sector or local government has to manage and control the operation of common waste water system or common waste water eliminator system of the “government sector or local government” that newly established or choice two “government sector or local government” has to hire the license person to provide the services of waste water or waste water eliminator. To expel and control the water water or waste eliminator system operation.

Thus it is designed for the inspection that the owner or the owner of pollution source with air pollution treatment system, equipment or tools to control the air pollution discharge or other pollution, waste water system or waste eliminator system under Section 688 or Section 70 as his own. The controller of waste air treatment, waste water treatment or waste eliminator system or tools and equipment to control the release of air pollution or other pollution. The licensee to operate the service of waste water treatment or waste eliminator has the restricted duty under Section 80.” To maintain the statistic and data showing the performance of the system or tools and equipment daily. Also to record the particular as evidence at the place of origin of that

pollution and also to make the conclusion for the performance of the system or tools or equipment propose to the local office at the origin of pollution at least once a month.

Furthermore in Section 81 “local officer” has to accumulate the report and endorse to the pollution controller officer, who is authorize in that locality at least once a month. So that the officer can study and submit the accumulated data.

In considering the case under Section 83 (2) the pollution controller officer may propose to the “local officer” to legally proceed. To enforce the owner or administrator of pollution source under Section 71 or Section 72 to carried the waste water and common waste water treatment or waste eliminator system of the government, by the administration of the “local officer” or government sector.

Section 93 of environmental law elaborating the service fees and fine. It is stated that the “local officer” or government sector officer can provides the common waste water treatment or waste eliminator system of the government, responsible to collect the service fees, fine and damages implemented in Section 88 to Section 92, specifically related with common waste water treatment or common waste eliminator system of the local government sector or organized by the government sector.

3. Roles of Subdistrict Administrative Organization and Natural Resource and Environmental Management under the Public Health Act B.E. 2535.

The Public Health Act B.E. 2535 is the degree that widely authorize the locality. In the matter of designing the roles and authority, and authorize to administration complying the Decree. Subdistrict Administrative Organization being the local administration organization in a scheme has the roles and several power to this Public Health Act.

The definition under Section 4, paragraph 8 define as “ local government” are: municipality, public health, Provincial Administration Organization, Bangkok Metropolitan, Pattaya or other Local Administration Organization designed by the law as local government.” Which the other local administration organization refers in this is the Tambol Administration Organization itself.

The definition of paragraph 9 relating the terms of the locality define as “Degree, municipal law or laws with the seal of local government sector and paragraph 10 (6)

elaborated that “local officer” means “Chief of Local Administration of other local administration organization designed by the law to be the local government sector for that local government area” may refer as the chairman of Subdistrict Administrative Organization appointed as the local officer in that Tambol.

The ministerial law issued by the minister of Public Health under this decree. Elaborated in Section 6 that the ministerial law shall be applied to all locality or specifically applied on that certain area refer to as Tambol. Upon issuing the ministerial law under Section 6, it is stated in Section 7 that the local government (Subdistrict Administrative Organization) or local officer (chairman of Subdistrict Administrative Organization) with activities or operation under this ministerial law and the authorize locality shall process following the designed law in the ministerial law.”

In case of necessity the Tambol Administration Organization can issue or amend the decree or law of the Tambol corresponding the ministerial law subject to Section 6 for the benefits to govern that Tambol. However that decree or law shall not obstruct or against the ministerial law unless exempted for necessity or special reason for specific tambol. Subdistrict Administrative Organization may issue the decree or law that will interrupt the ministerial law. However the decree or law shall under the consideration from Public Health Committee and approved from the Minister of Public Health, this decree can be applied at the Tambol.

The respected duty of Subdistrict Administration being the local government and the chairman of Subdistrict Administration Organization being the local officer elaborated that:

1. Eliminates the Dirt and Waste Matter declared in Section 18, rid off the dirt and waster matter at the Tambol responsible by the Tambol Administration Organization may appoint the private to execute. Thus in Section 19 elaborated that the private carried out with license issued by the local officer. It is also stated in Section 20 the power of Subdistrict Administrative Organization to issue the decree or law for Tambol. That will carried out to manage the dirst and waste matter applied to their own tambol.

2. Building Characteristic. It is elaborated in Section 21 that the chairman of Subdistrict Administrative Organization has the authority being the local officer. If

the Tambol is under his authority finding that the building or part of the building is damages or untidy. That in danger the residence or bad quality can issue the written notification to the owner or the administrator of that building, to amend, renovate, or dismantle or any execution for that building whether entirely or part or carried the necessary executions complying the proper sanitation or will not cause danger to health within specific period.

3. Disturbance It is stated in Section 25 the source of water, water drainage, bath, toilet, waste matter or building, building, establishment or other executions that cause smells, lightning, rays, noise, heat, poisonous, activation, dust, dirt, ashes, other that causes destruction or may cause danger to health. It is elaborated in Section 26 that the chairman of Subdistrict Administrative Organization has authorized to carry on. It is implemented that nobody are allowed to cause disturbance at the public places or private place, stop the disturbance, watch, transform, maintain the road, air, water, water drainage, canal, dam, tunnel and places in the Tambol where under the responsibility of the chairman. The chairman has also the power to order in written to stop the dispute and control the disturbances.

Further in Section 27 and Section 28 the president of Subdistrict Administrative Organization has the power to order in written that whoever the causes or related disturbances, has to stop or the disturbances under the specified period of that order, can stated the method of how to stop or any prevention. If whoever fails to comply the order of the chairman of Tambol Administration Organization and that disturbance may cause serious danger to health. The chairman being the local office has the power to stop that disturbance and whether necessary to prevent the disturbances not to happen again. Which whoever the causes of incident or cause of that disturbance shall pay the expenses arises due to stop or carried out.

4. Danger against health The Subdistrict Administrative Organization can issue the decree or law of Subdistrict Administrative Organization under Section 32. To supervise the activities those will danger to health (declared by the minister of Public Health) to set up some activities or entire (declared) as activities which is to control the internal locality. Also designed the method and terms in general for whoever administrate complying under the supervision of condition or sanitation of the place under the management and standard of prevention against the danger to health.

After 90 days it is implemented to apply the decree or decree in Section 33. The business specified as the business with control in a shape of trade. Unless exempted to receive the permission from the president of Subdistrict Administration Organization. Which the president being the local officer may set up the additional terms from the implemented in the decree or act.

5. Market the place to distribute food and place to keep the food. The chairman has the power to issue the license to any person to established the market under Section 34 unless the case of ministerial, affiliated, government department or government organization that established the market under the authority of that department. However the chairman of Tambol Administration Organization still has the power under the terms in written to established this kind of market.

In addition to the above it is also consist with chapter and other section of the Public Health Act B.E. 2535 related with Subdistrict Administration as the local government or chairman of Tambol Administration as the local officer, with various chapter and section. . However the above cases are exclusively related with public health work in contrast the environmental activities.

It is consider from the law that the Subdistrict Administrative Organization has the power to manage the local environment. The Subdistrict Administrative Organization has the policy to transmit the concept about the development from government in general. To carried out the plan of Subdistrict Administrative Organization not to interact against or complying the constitution or policy of state. When after the environmental management concept under religious precept the important concept belong to the constitution for the management plan or Subdistrict Administrative Organization. Therefore it is necessary to established the policy to carried out correspond the religious precept. In addition to this, also considered various environmental law, designed the authorize role for environmental management for the locality of the Tambol Administration Organization. A decree with concept to support the religious precept. Especially the main support having the local people have the role in several decrees. The main promotion is fair to carry out the local administration organization. Thus the people can examined the performance of the Subdistrict Administrative Organization.

The laws related with environment and natural resources preservation are growing in number. Several departments are widely spread out the solution for local environmental faces the problem. The related law applied at the locality unable to cover up entirely. Because it binding the law binding by several departments and separate the authority of several department. As the important barrier to the management of Subdistrict Administrative Organization complying the efficient law. The Local Administration Organization could not effective apply the existed law. The environmental management should correspond the implemented religious precept and success is merely difficult to meet.

Furthermore the law intake the standard to precede the performance such as environmental standard quality also applied uneffectively, in addition to related department or each department having its own law. Therefore the law should be applied and authorize to have the same department. To the integrity and able to set up the policy, plan and performance concept which is clear and indistinct.

1.2 Basic Procedure Potentiality

The SAO Council Act and Subdistrict Administrative Organization B.E. 2537 has designed the structure of Subdistrict Administrative Organization, consist Subdistrict Administrative Organization and the management department is the Subdistrict Administrative Organization Board. The duty of management department is designed to carry out the SAO Development Plan. Including the yearly plan and 5 years plan. In particular of the legislation has authorized to agree the expected tambol development. These people are from the civilian in that tambol such as village chieftain, village captain, and doctor regularly assigned in the tambol and two other civilian elected from the village. These people have the important role to designed the development direction for the progress according to the condition of problem and major demand of the people. These people should qualify with knowledge, understanding the basic method in planning. With sufficient potentiality enable to set up the development direction, designed the future of own locality as long necessary. Also to recognized the advantages that the people received. If the personnel of Subdistrict Administrative Organization responsible to established the plan is lack

of knowledge and understanding, or fails to set the plan or prepare the plan by their own. He could not put his own tambol progress and develop because of this matter. The potentiality of the Subdistrict Administrative Organization Board to set the SAO development plan whether sufficient or not. Therefore the importance is depends on the Subdistrict Administrative Organization.

It is elaborated in this factor about the related SAO Development Plan, related organization in setting the Tambol Development Plan and Tambol Development Plan Basic Management as follows:

Subdistrict Administration Development Plan Management

The Ministry of Interior law by virtue of Local Administration Organization Development Plan B.E. 2541 elaborated the three kinds of development plan for Subdistrict Administrative Organization as follows:

1. Development Strategy covering the Subdistrict Administrative Organization Development Plan consist the visibility of Subdistrict Administrative Organization and development concept successfully finished before the 5 years development plan.

2. 5 yearly Development Plan to design the plan/project to correspond the development strategy and relying the demand of the people as the rules to prepare the yearly development plan

3. Yearly Development Plan to select the project of 5 years development plan carried out annually. To be finished within June of every year as the foundation to prepare the annual budget and additional budget law.

Producing the development plan is the duty of Subdistrict Administrative Organization contrasting the act of law. The important role of Subdistrict Administrative Organization Development plan is the legal law. Responsible by the Subdistrict Administrative Organization to carry out the making under the act of law such as SAO Council Act and Subdistrict Administrative Organization B.E. 2537 Section 46 and designed in the act and basically spread to the Local Administration Organization B.E. 2542 Section 16 sub-Section.

Objectives of the Tambol Administration Organization as:

- To set the status of development aims or the target of Subdistrict administrative organization development plan demand by the people.

-To set the plan, project and development activities and solve the trouble of the people and to step into the development goal

- As direction to divides the resources and budget of the Subdistrict Administrative organization generally in fair and complying the rapid necessity

- As tools for the cooperation for development between other departments in the area.

Advantages of Subdistrict Administrative Development Plan are:

- The development scheme of Subdistrict Administrative Development become definite

- The Subdistrict Administrative Organization has the plan and project demand by the people

- The Subdistrict Administrative Organization can use the development plan as concept to produce the law for budget

- The development made by the Subdistrict Administrative Organization is not repeatedly unlike other organizations

- The people know in advance what the activities of the Subdistrict Administrative Organization are. Applied as information to follow up and check out the performance of Subdistrict Administrative Organization definitely and precisely

Important Principle in producing the Subdistrict Administrative Organization Development Plan:

- With visibility or aims of development needs to produce in the future relying to the procedure of the people to mobilize the opinion of local people of what the locality want.

- To governed all three dimensions such as: covering the activities in all aspect designed by the law, covering the target groups such as children, youngster, women, elder, inferiority. Including the groups of profession covering in all villages of Tambol.

- Correspond the Nations development concept by recognizing the Nation Development concept is: economic development plan and National Society, policy of the government, provincial and district development concept

- To correspond the problem and needs of the people. The Subdistrict Administrative Organization has to seek to study distinctively. To know what is the

real problem of the people and whether the problem is accelerate and whether the people needs it urgently

- To give the people a chance to participate the Subdistrict Administrative Organization development plan. To give the people the chance to participate the major plan. By giving the people to participate as the Subdistrict Administrative Organization Development Plan Committee. To participate to propose the problem for the demand of the project, activities, people procedure. Including the poeple to evaluate the performance plan under the plan of Subdistrict Administrative Organization Plan.

- To maintain the main possibility and high benefits to set up the project and activities designed in the Subdistrict Administrative Organization Development Plan. To consider whether the project has the real stability to be a project of low fund, a suitable project with the area condition, a project that gives high benefits to the people or not.

- Applied the development plan is fair. When the Subdistrict Administrative Organization produce the development plan then legally applied that development plan as designed upon. By applying the basic plan in establishing the law for budget of annual expenses/addition.

Organization with roles related the Tambol Development Plan

1. The Subdistrict Administrative Organization Development Plan by virtue of Ministry of Interior law that the local administration development plan B.E. 2541. Implemented to established Subdistrict Administrative Organization Development Plan and responsible of several organizations below:

- Director of Subdistrict Administrative Development Plan is responsible to design the Subdistrict Administrative Organization Development Plan. To correspond the Nationaal Society and Economic Development Plan, Provincial Development Plan, City Map and District Development Plan. The Subdistrict Administrative Organization Committee consist the following::

- | | |
|---|---------------------|
| (1) Board of Subdistrict Administrative Organization | Chairman |
| (2) All Directors of Subdistrict Administrative Organization | Committee |
| (3) Members of Subdistrict Administrative Organization Council | Committee |
| The Subdistrict Administrative Organization has elected not least than 3 person | |
| (4) Qualified, chief of private or people's organization elected by the Board of Subdistrict Administrative Organization 5 person | Committee |
| (5) Local Chieftain | Committee |
| (6) Deputy District Chief responsible in the Tambol | Committee |
| (7) Deputy District Chief of Subdistrict Administrative Committee/Organization | Secretary-General |
| (8) Chief of the Office of Deput Chief of Subdistrict Committee/Administrative Organization or appointed by the Chairman of Subdistrict Administrative Organization | Assistant Secretary |

- The Director supported to produce the Subdistrict Administrative Organization Development Plan is responsible to design the plan and project. To correspond with the Subdistrict Administrative Organization Development Plan. As well as to analyze the project and draft of plan. The Director support the Subdistrict Administrative Organization Development Plan consists with:

- | | |
|--|-------------------------|
| (1) Deputy Chief of Subdistrict Administrative Organization | Chairman |
| (2) Assistant Deputy Chief of Subdistrict Administrative Organization, Chief of the Office of Deputy Chief of Subdistrict Administrative Organization and Chief of Subdistrict Administrative Organization | Committee |
| (3) 3 Experience person about development plan elected by The Director of Development Plan | Committee |
| (4) Authorize employee of Subdistrict Administrative | Committee and Secretary |

- Community from the Tambol/Village The community is the group of people with important task to propose the problem, suggest the concept of development and problem solution. The community are derives from the villages and tambol. Which the Department of Local Administration, Ministry of Interior has designed the roles. Each community consists with the following:

1) Community from the villages. The community from the villages consist the following:

- Representative of Administrative Sector are: Chieftain of the village, all members of the Subdistrict Administrative Organization, and not least than 3 committees from the villages

- Representative from the community. It is advisable to have representatives from several groups are: representatives from all groups of profession, representatives from the agriculture/agriculture developement, wiseman from the village, Buddhist Priest respected by the village, housewives of village group, 1 village teacher, volunteer from the Public Health, community development volunteer, volunteer from Social Welfare, member of Subdistrict Administrative Organization,. Member from Provincial Administration Organization (resides in the village), representative from private business within the village, private development organization etc.

- The number of member of village community is 5-10% from the entire number of people from the villages

- Chairman and secretary, elected from the representative of community group.

Duties of village community as follows:

- To designed the solution concept and demand of the village community.

Propose the making of Subdistrict Administrative Organization Development Plan

- An organization that will examined the project and report to the Subdistrict Administrative Organization

- To follow up the problem arise in the village and reported to whomever in-charge, to immediately solve the problem.

- To make discussion about the problem of the village at the meeting of the People

- The factor considered by the government sector consider this issues is Important

- There is a constant meeting between the village communities

(2) The structure of village community as follows

- Chairman of the Subdistrict Administrative Organization

- Representative of housewife community is 10% of the community of each village. However at least 7 person namely Chieftain (one), Subdistrict Administrative Organization (2 village community) representatives elected from the Chairman of community (at least 4 housewife from the village)

- Chairman and secretary elected from the group of representatives.

The roles of Tambol community consist below:

- To analyze the problem of the entire status of tambol and designate the importance of problem by series. To propose in preparing the Subdistrict administrative organization development plan and district development Plan

- An organization that will examined the performance under the project and report to the district

- To follow up the problem arise in the tambol and report to the responsible to immediately solve the problem

- Discuss the problem of the tambol at the meeting

- As the stage to study together with related government sector about important problem

- Organize a constant meeting for the community

Procedure and Foundation of Subdistrict Administrative Organization Development Plan Management

1st Factor Preparation In this stage is to appoints the Board of the Subdistrict Administrative Organization Development, Committee support the Subdistrict Administrative Organization Development Plan, village community Management/tambol and organize a meeting to inform the related committee.

2nd Factor Designate the problem and village development plan, is the designed foundation and place the important problem of the village by series. The following particular below:

1. A meeting for the village community to take part of the duty and the procedure of Subdistrict Administrative Organization Development Plan, and appoint the village community to carry out.

2. Accumulate and analyze the data of the village by the village community

3. Designate the problem of the villagee. The village community has to take part to analyze the data and problem consist with particular problem

4. Plan how important is the problem in series considering from accelerated necessity.

5. Designed the village development concept, considering from the problem and designed the solution

6. The village community has to propose the problem and village development method to the Subdistrict Administrative Organization Director

3rd Factor Designed and place how important is the problem in the tambol by series. To conclude the problem status of the tambol. Which the village community together with the Director of Development of Subdistrict Administrative Organization and director supported the Subdistrict Administrative Organization Development Plan. Accumulated and analyze the problem of each village and propose and place how important is the problem by series by the following method:

1. Separate the groups of problem in 8 sides namely: economic, social, basic structure, source of water, Muang administration, Public Health, Education, Religion and Culture, Natural Resources and Environment

2. Plan how important is the problem of the tambol. By the community together with the Director of Development of Subdistrict Administrative Organization, Director support the Subdistrict Administrative Organization Development Plan. To concluded from accelerated necessity as well as the lossess arise. By giving the participants during the meeting the chance to propose how important is the problem, then follows along, consist with reason and lastly concluded from the vote of resolution. Then established how important is the problem of each factor in 8 factors

4th Factor designed the concept of development of Subdistrict Administrative Organization. Designed the development concept by organizing a meeting between the Director of the Subdistrict Administrative Organization, Director of Development of Subdistrict Administrative Organization, Director supported the making of development plan and tambol community to carry the following:

1. To elaborate the task and goals in designing the development concept
2. Analyze the data obtain from 3rd factor to know the tambol status
3. Other data to be considered such as the tambol potentiality and Subdistrict administration organization, visibility of District and Province, National Society and Economic Development Plan
4. Designed the development of Subdistrict Administrative Organization aims to have under the foundation of possibility and acceptable by the people
5. Designate the aims and goal of each plan
6. Designed the management considering from the aims and expected goal
7. The Subdistrict Administrative Organization Development Plan divided into 7 Plans consist with, Human and Social Development Plan, Economic Development Plan, Basic Development Scheme Plan, Source of Water Development Plan, Maung Administration Development Plan, Resources and Environment Development Plan and other plan

5th Factor Designed the Plan, project/activities In this factor is to designed the project/ activities with aims for management that correspond the development concept and the problem condition of the Tambol. To fix the project/activities along the mangement concept of the plan, corresponding the aims, goal and management concept of Subdistrict Administrative Organization Development Plan, fix the plan has proceed the two method as follows:

1. Assigning (project/activities) from the District Development Plan, project/activities from the District Development Plan, which the Subdistrict Administrative Organization has the power, duty and potentiality to proceed, and to proceed and included in the Subdistrict Administrative Organization Development Plan.
2. Cooperate with the tambol community to fix the project/activities

The procedure of the Subdistrict Administrative Organization Development Plan under the principle has to cooperate with the people.

Office of the Local Government Administration, Ministry of Interior has produce the manual book of Subdistrict Administrative Organization Development Plan Which the basic principle in producing the plan of the Subdistrict Administrative Organization is that the Subdistrict Administrative Organization shall adjust the method of management of Subdistrict Administrative Organization Development Plan should in common participation. To give the people the chance to use the rights to participate the local development under the Constitution. To make the performance of the Subdistrict Administrative Organization really correspond the demand of the people, is that the people shall participate to designed the needs, the people shall participate and responsible, and the people received the benefits.

For the concept that the people from all groups have the participation to designed the visibility of development or goal of the Subdistrict Administrative Organization as follows:

- To participate in deciding the needs. The Subdistrict Administrative Organization has to give the people from all groups the chance to participate to designed the development visibility or goal of development of the Subdistrict Administrative Organization. To urge several needs of the people and as the success expected to arise in the future under the possibility. Actually solve the trouble of the people. Furthermore also to participate to fix the ways of performance that will reach to the success of the visibility or goal of development. Which is needed to apply the intellectual knowledge of the locality. Together with modern technology idea to designed the strategy. By choosing the best concept good with the condition of locality and correspond the law, rules and regulations and aims of nations development.

- To participate in making the Development Plan, after the Subdistrict administrative Organization and the people combine each opinion, designed the visibility and strategy, considering as to fix the goal of destination and direct the destination, shall designed the severall project plan. Enable the people participate in two category are: elect the head of the community, professional group or other groups participate as the director to produce the Subdistrict Administrative Organization

Development Plan and constantly give the community the chance in the village or other groups in the locality. The plan/project shall correspond the demand problem of the groups or community.

- Let the people know, examined, show one's opinion and propose the opinion to about the Subdistrict Administrative Development Project. Including the short and middle term. To allow the people listen the opinion in the draft of development plan before proposing to the Subdistrict Administrative Organization Council consider the opinion. To maintain the right of the people under the Constitutional Law Section 59.

- The Subdistrict Administrative Organization shall apply the development plan as the method of management of Subdistrict Administration Organization under Tambol Council Act B.E. 2537, Section 59 using the development plan as the concept to implement the rules and regulations of budget annual or rules and regulations of addition expenses budget.

- The people can participate the activities and assessment. To carry the development step into performance especially for activities/project that needs budget. This under the making of laws for budget considered by the Council of Subdistrict Administrative Organization and approved by the district chief. The people or groups from the target groups of development participate the performance under the project scheme such as to support the activities of groups, allowing the groups to manage its own activities etc. Furthermore, the people can examine the performance of Subdistrict Administrative Organization in a correct manner and clear. Which the representatives from the community under the proposal of the community to be the committee for the purchase-employed under the Ministry of Interior laws by virtue of the Subdistrict Administrative Organization Package B.E. 2538. Also give the people the chance to follow up the assessment. By taking part with the activities to know the progress of the project, problem/obstacle at performnce. At the ended of budget year the Subdistrict Administrative Organization needs to organize the meeting for the community. To point out the performance and give the people the chance to assess the advantages that definetely received.

The Tambol Development Plan is the performance scheme of Subdistrict Administrative Organization in the environmental management within the locality. It is considered from the procedure and method of development plan above. The basic procedure of development plan is urging the participation of the people, as the important method of entire religious precept. However it is find out that the participation of the people is the important problem of the Tambol development plan.

The people have no roles to set the plan because the point is that, because the Subdistrict Administrative Organization is the representatives of the people. In addition the people are not interested to partake and follow up the management. Most of the decision to designed and select the project is the task belong to the director of Subdistrict Administrative Organization. Furthermore the Subdistrict Administrative Organization is a local administration organization that newly established. Then later various of Subdistrict Administrative Organization have been established in numbers in a quick manner. Therefore the local people are not acquainted with the rapid changes and lack of complete information about the Subdistrict Administrative Organization, which is different from the fact, entire and constant. Therefore the relationship between the Subdistrict Administrative Organization and the people cannot bind each other, and cannot set up the roles of the people. To take part to propose the problem needs, creative, decision, management, follow up the assessment and supervise the inspection of the Subdistrict Administrative Organization as should be.

It is considered that the Subdistrict Administrative Organization development plan still lack for the participation of the people. Because the Subdistrict Administrative Organization is not sufficient to the participation of the people. In addition the people are not interested the activities of the Subdistrict Administrative Organization. Most of the people are not aware how important is the environmental problem, which is necessary for various development. Also lack of knowledge and understand of how to solve the problem, and understand that it is the duty of the Subdistrict Administrative Organization or representative from the people to solve the problem. Therefore the administration of Subdistrict Administrative Organization did not indulge the interest of the people as it should be. Because the people are not

interested how important is the Subdistrict Administrative Organization. So to set up various project does not really correspond the needs of the people. As a matter of fact the participation of local people is the important foundation to step into the goal that brings to religious precept management to other principle. If the environmental management in the locality does not entirely accomplish. Therefore proceeding other goals under the religious precept is very difficult.

1.3 Policy applied to Potential Performance

Although the Subdistrict Administrative Organization is a local administration organization which the affairs is under the law, duty and responsible for community development of their own area. However through partially the Tambol Administration Organization has faced the problem with limit administration in various matters. This concluded that:

1.1 The problem in setting the plan of Subdistrict Administrative Organization development plan

1.1 Visually in setting the tambol development plan

The Subdistrict Administrative Organization is not certain of what the development or status demanded by the Subdistrict Administration in the future. Most of the Subdistrict Administrative Organization is only taking the opportunity together as the concept for spending the annual budget. Without recognizing what is the success of the development. Which the Subdistrict Administrative Organization does not distinctly fix the objectives and goal of development. Because most of the Subdistrict Administrative Organization are lack of visibility to fix the plan, unable to designed the needs and established the plan about public health ahead 3-5 years. At the same time the Subdistrict Administrative Organization also aware about the distinct effect of development plan to provincial development plan project of the local government.

Furthermore the planning for environmental solution is basically, method and designed specifications. Therefore the problem arises such as information to establish the plan is incomplete. Therefore the expected problem is complicated. The designed development policy did not correspond to the existed problem.

1.2 Tambol Development Plan Qualities

- The Tambol Development Plan still urging to solve the problem of insufficient public utilities at present the main factor. But not awareness about the future of the locality more.

- Planning of not considering the law for locality and effect of provincial development/nations' development. Whether that certain tambol or villages could take the effect due to the project and provincial development plan or government in the general.

- It is considered that the Tambol Development Plan of insufficient budget. Therefore the projects mostly expected that fails to comply and at last it turn out fashion.

- Information system KoRorRor 2 K and JorPorTOr applied at Subdistrict Administrative Organization therefore it has no efficiently and out fashion.

- The development plan of most of Subdistrict Administrative Organization still urging to develop the specific structure, neglect other development specially the social.

- The development plan of Subdistrict Adiministrative Organization doesnot correspond the needs of the local people. Because the development plan still mobilizing the deep thinking especially the administration department and council, and really not aware about the needs of the people.

Transforming the plan toward performance is just the beginning consist with natural resources. Which is complicated and linking each other. Therefore it is advisable to established the scheme, basic, method of cooperation and cooperation between the government, private and local people. To transform the plan toward the efficient performance entirely.

1.3 Capability of Personnel in making the plan

Knowledge and experience of the personnel in making the tambol plan. It is find out that the learner with experience are less in number. The member and director

of Subdistrict Administration Organization mostly come from the election or the entire, and no experience or knowledge before.

Nevertheless the tambol council and Subdistrict Administrative Organization have the experience to set the tambol development plan and have the experience or knowledge before. But it does not mean that the personnel of the tambol with experience above has high capability to in take and set the plan well.

The personnel of the Subdistrict Administrative Organization is lack of knowledge, understand and experience in producing the Subdistrict Administrative Organization Development Plan. Because the employee of the Subdistrict Administrative Organization mostly are newly employee. Furthermore the member of Subdistrict Administrative Organization is lack of good theoretical to accept the development plan of Subdistrict Administrative Organization.

Furthermore also lack of environmental officer with knowledge, understanding and carry the solution of the problem accurately. The administrator of Subdistrict Administrative Organization also lack of efficient to manage the organization. To correspond the demand of the local people because lack of capability and experience in management, lack of responsibility at one's duty, lack of activation at work and lack of clearness about the roles and one's task in the competition of development and roles under the law.

2.2 Public Relationship and People Cooperation

The public relationship and cooperation of the people is linking and relationship to each other. There is less spreading the information and public information about the management and activities of Subdistrict Administrative Organization. Including the type, frequency, length of time, covering area and statement used for information. The causes why the people lack of understanding and knowledge consisting in the reasons and information, which the reason of lack of cooperation and understanding about the activities. Including the personnel of each group of the people in the Tambol.

The problem to supply and applied the information consist with tambol development plan. It is find lack of cooperation from the village. The information is

incomplete, undistinct, delay and sometimes lacks of information to analyze the problem condition correctly. Furthermore the existed information is not exact with the actual condition, some information spend time to trace out and difficult.

3. Problem/Authority of the Subdistrict Administrative Organization

The law implemented that Subdistrict Administrative Organization has the main duties to develop the economic, social, culture and conduct authorize by the government, a legal authorization for Tambol Administration Organization to carried out and may carried out in the area. However most of Subdistrict Administrative Organization does not completely execute the respected duty. Which specifically carried about the conveniences as the main factor such as road, dug for pond, dug the swimming pool etc. and some Subdistrict Administrative Organization considered that the implemented law having the over excess authority is insufficient to one's ability

4. Following the Assessment

The specific task of the director of Subdistrict Administrative Organization is to follow up the assessment. Which is also lack with cooperation from the council and the importance is lack of cooperation from the people in following the assessment of the Subdistrict Administrative Organization. Therefore there is less binding responsibility of the director of administration of Subdistrict Administrative Organization toward the council, Subdistrict Administrative Organization and the local people. It become the problem and important weakness to support how strong is the Subdistrict Administrative Organization.

5. Budget Definition

As the matter of fact each Subdistrict Administrative Organization and source of income is very different. Most of the income apart from the expenses is the fees and salary. Including the meeting compensation and allowance. It will use for public facilities and health. The income allocated for other activities such as tourism promotion which is lesser or nothing at all.

The income of Subdistrict Administrative Organization is limit, so the expenses budget is insufficient to carry the development and solution for the problem of environment. Therefore unable to carried out the authorized activities entirely and also lack of importance. To correspond the policy and nation's plan, so there is no constant solution to the environmental problem

6. Lack of cooperation between the local administration organization.

To have its own scheme the causes of lack of cooperation between the local administration organization. So the management of coordination plan between the groups of tambol has been affected. By applying the provincial development scheme as the tools to meet the problem about management .Each tambol established the plan to its own locality, lack of link and cooperation or coordination in the development scheme existed in the same group.

The problem and default arise for the tambol development plan management. Since the problem of efficiency of the plan, solution to the problem is not exactly the needs of the people, neglect the tambol development plan, no real operation or uneffective performance, will activate that the management under the religious precept of the Subdistrict Administrative Organization has the default. Showing that the problem is the personnel at the local administration organization is lack of qualification. In which the qualification of personnel is the important factor for the success of environmental management under religious precept. Because the religious precept will arise from environmental management in localiy. Therefore the qualification of personnel is very important.

Conclusion: The Subdistrict Administrative Organization is a local administration close to the people. Expected to the best place that correspond the solution of the problem. A department whose responsibility is designed under the law and from government sector, especially the natural resources and environmental management. But the Subdistrict Administrative Organization still face the problem, obstacle and several limitations of performance and solution of the problem of the community expected to reach to goal successfully. The amedment of problem for present society is referred more complicated and unable to defend the performance of Subdistrict Administrative Organization alone. It is necessary to depend the consist factor and cooperation from other departments or social in the community that will accelerate the operation to support each other, using the central Subdistrict Administrative Organization to help in giving the point of view. Therefore working together will leads the community step towards to efficient development and corresponds to the problem of community well.

BIOGRAPHY

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