

**THE DEVELOPMENT OF APPROPRIATE MODEL AND
NETWORK MANAGEMENT METHOD FOR THAILAND:
A CASE STUDY OF NETWORKS WITHIN THE
MINISTRY OF SOCIAL DEVELOPMENT
AND HUMAN SECURITY**



Krittiya Anuwong

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Social Development Administration)
School of Social and Environmental Development
National Institute of Development Administration
2019**

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ABSTRACT

Title of Dissertation	THE DEVELOPMENT OF APPROPRIATE MODEL AND NETWORK MANAGEMENT METHOD FOR THAILAND: A CASE STUDY OF NETWORKS WITHIN THE MINISTRY OF SOCIAL DEVELOPMENT AND HUMAN SECURITY
Author	Krittiya Anuwong
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There are 4 objectives in this study; 1) to study the evolution, structure, administration, and problems or obstacles of each network models within the Ministry of Social Development and Human Society, 2) to study the model and network management method within the Ministry of Social Development and Human Society 3) to study the elements which shape the success of the model and network management method within the Ministry of Social Development and Human Society, and 4) to develop the appropriate model and network management method for Thailand from the findings of networks within the Ministry of Social Development and Human Society. The researcher gathered the primary data from the in-depth interview with 33 key informants, and gathered the secondary data from academic document, books, thesis, term paper, researches, and the information from agencies related to the agenda of the study.

The results reveal that the 10 quality network could be divided according to their origins in 3 categories; 1) networks established by the Ministry of Social Development and Human Society, 2) networks which originated by itself, and 3) network which originated from the group of people with shared interest. Their operations are structured, with the formulation of roles and responsibilities according to the hierarchy and level of position, which follows the requirement of clear organization structure. They followed the policy, rules, orders, and correct process in providing assistance and development for the target groups of each network. The operational plan could be divided in 4 types; 1) operation which follows the government and provincial policy, 2) operation which follows the regulation and laws, 3) operation on the case basis, and 4) operation according

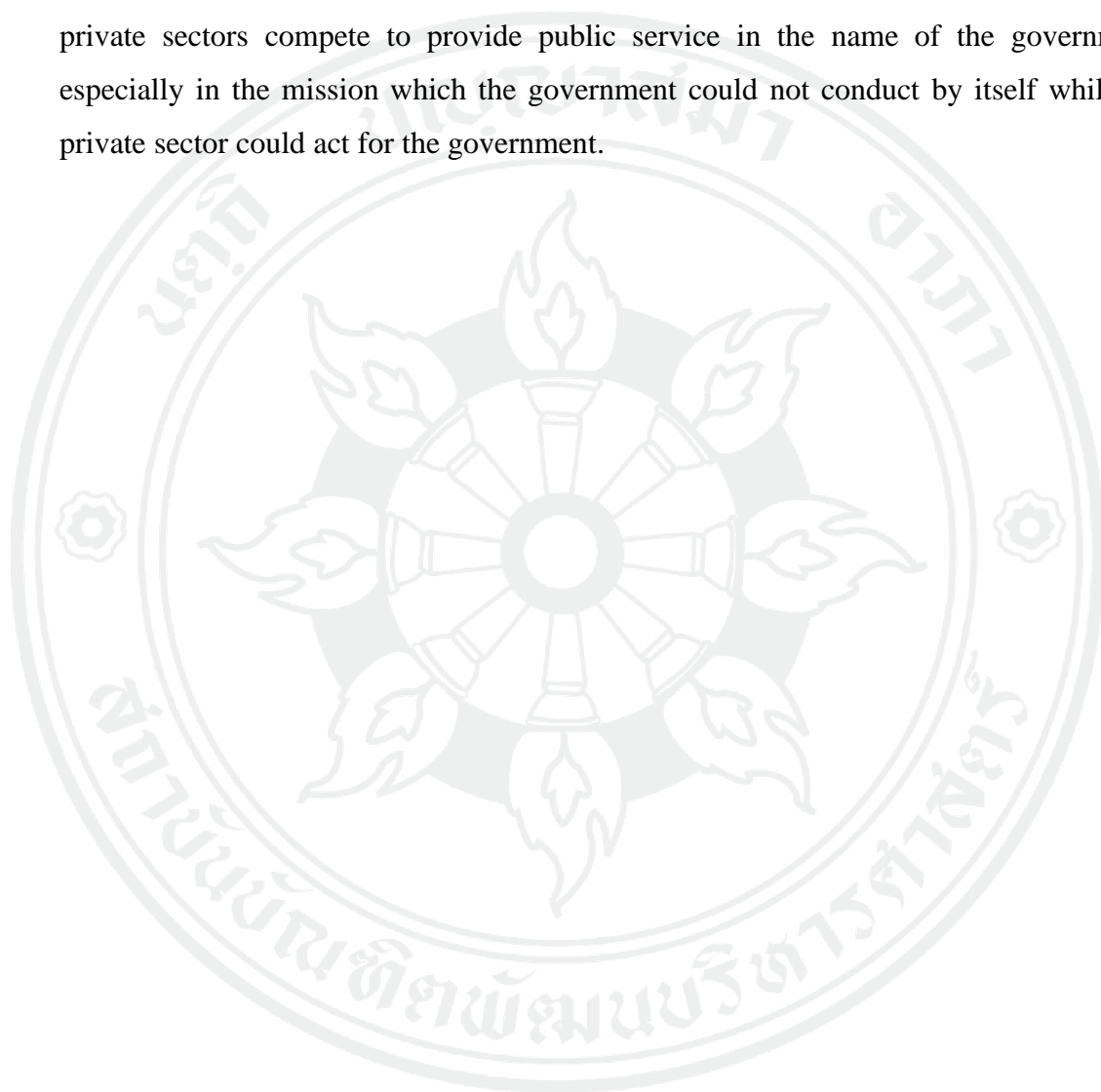
to the strategic plan formulated by the network. The budget for the 10 quality networks was sponsored by the following resources; (1) affiliated agencies in the Ministry of Social Development and Human Society, such as the Department of Social Development and Welfare, Department of Children and Youth, Department of Older Persons, Department of Women's Affair and Family Development, and Department for Empowerment of Persons with Disabilities, (2) other government agencies such as the Ministry of Public Health, Ministry of Education, Royal Thai Police, etc., (3) private sectors such as stores, companies, business, (4) civil society such as foundation, 5) local administrative organization, 6) self-sourcing budget, such as business within the network, fundraising, dividend from the fund, etc. The networks which support the operation came from all sectors from the government sector, private sector, to civil society

Problems and obstacles in the operation included the following issues. (1) The network is generally unknown, resulting in the lack of credibility and acceptance, (2) Redundancy in operation by various agencies, (3) Lack of supporting resources for activities, (4) The network receives low priority and low cooperation in practice, (5) Lack of knowledge and understanding in the related laws with the operation, (6) Coordination inside and outside network, (7) Some policy frameworks and laws are too rigid in practice and are usually problematic in practice, (8) Lack of database system and systematic data organization, (9) Working separately, with the lack of integration, (10) Supporting budget is inadequate for practice, and (11) Unclear operational plan.

Hence, the findings reveal 3 types of models and network management method; 1) integrated model by the Ministry of Social Development and Human Society and the Provincial Social Development and Human Society Office, 2) prime contractor or other government agencies as integrator, and 3) third party integrator by the private sector. The shared factors of success in all models are the participation with network partners. The shared factors of success for at least two models are the volunteering members who help other people, and the good support from the executives.

Furthermore, the researcher proposes the model and network management method which suit the context of Thailand, "integrated model by the network partner" to shift the role, structure, and working process of the government agencies towards the integration of operation and resources, together with the government sector, private sector, and civil

society in two dimensions. First, the government agencies in the ministry level should delegate authority to other sector according to their scope of duty, responsibility, and capability to act for the government. And second, the ministry-level government agencies could hire the private sector to act as the integrator with the network partners from the government sector, private sector, and civil society, by allowing contestability when the private sectors compete to provide public service in the name of the government, especially in the mission which the government could not conduct by itself while the private sector could act for the government.



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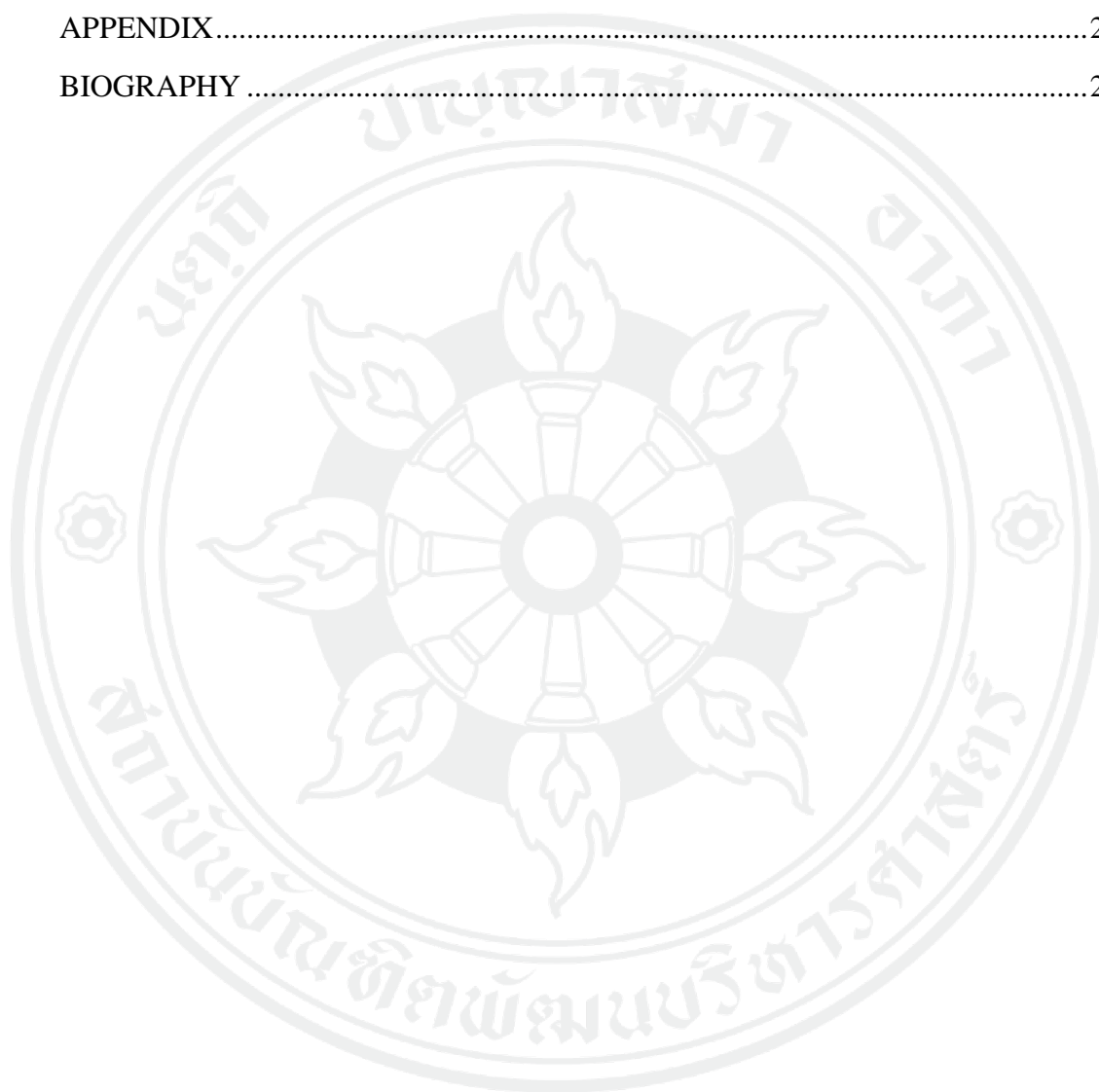
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CHAPTER 1

INTRODUCTION

1.1 Background and Concept of Study

The government sector and its role in the enhancing of power which drive the social systematically are utterly important for the development and building security for the nation. However, the previous mission that only prioritize the government organization could not be the solution which thoroughly meet the civil sector's need. Looking back, it is obvious that the hierarchical approach of the government sector's practice which existed for a long time led to the power relations and the centralization, that obstruct the appropriate practice. As the foundation of planning came from the top down or from those with power, the government's authoritarianism has been the cause of collective structural problems which affected the developmental process of the existing Thai society (Phramaha Suthit Aphakaro, 2004, p. 13) . And in many cases, the problems cannot be solved and became the limitations which even exceed the capacity of the government organizations. Part of the reasons were the lack of agility in the administration, the knowledge, the experience, the suitable technology, as well as the limitation in the financial procedure which obstructed and slow down the process, which were mostly the result from the legal limitation or the regulations (Weerasak Krueathep, 2007, p. 13).

Currently, the hierarchical approach of the government sector is taking less role, although it still exists. The process, practice, and responsibilities are all adjusted, from the existing approach which administer the organizations and projects towards the coordination with various organizations which could offer the required resources for more benefits to the civil sector. The new and different structure is replacing the existing system, as the government is seeking the partnership with those who assist the practice within its organization, in order to sufficiently suit the needs to civil sector. The seeking of partnership is thus the beginning of networks for coordination with other

sectors and connecting the administration together. Hence, the reformation focused on the working process, the support of the participation within the working process, the encouragement for the civil sector to join their own network, and the consulting through the public participation process. The government sector's administration through the network then operates in the form of community developmental projects, which the government sector would initiate the concept of working process (Phramaha Suthit Aphakaro, 2004, p. 13) . The major responsibility of the management in this new form of development in the government administration would shift from the personnel and project management towards the resource management for the external organizations. In order to benefit the public, the government organizations from the ministers, departments, divisions, and bureaus' role must be reduced from the direct service providers into the developers of value networks between the government organizations and the private organizations or other sectors within the network. The role also includes coordination in order to find the beneficial resources for the co-administration, which would result in the successful work and the public advantages. This new administration structure thus has the web-like relationship which connect the coordination between the government sector, private sector, and other sectors, and become the new approach in the government administration (Office of the Public Sector Development Commission, n.d., p. 1).

The exercising of the governmental networks is also called the "Network Governance" approach, which is the partnership between the government organization and other sectors in the society in order to solve problems. This new paradigm of governance required the assurance that the government organization's practice would led to the result as desired by the society, not just following the designated regulations. The flexible governance, with agility, goal-oriented mindset, opens opportunity for various sectors in society could participate in decision making, and the commitment in problem solving would be the dimensions of the modern governance, which could assure that the action of problem solving through the network of partnership would led to the satisfying results for the people. For this to be possible, the bureaucratic administrators or the government sector must disregard the traditional paradigm of bureaucracy, which focused mainly on the bureaucratic system and non-participatory operation, and shift to the network operation, which prioritize in seeking partnership

with knowledge and skills to solve the society's problems together (Weerasak Krueathep, 2007, pp. 13-15). Therefore, the network organization management is the current trend, which could be the foundation of structural and operational change. The progress of network could be highly beneficial for the government organization and better than the existing hierarchical approach

Nevertheless, although it is partially true that the network management would enable the private development organization to take more parts from the government organization, there are still a lot of limitations. Firstly, even if the role of the government organization might somewhat change from the existing hierarchical approach, but it is still the major player in the public administration, while the private development organization only share some minor role, as most decision about policy would still be finally decided by the political organization or the government organization in charge. Secondly, in terms of practice, the government organizations in both central level and local level are still the operation core in the network, as they are responsible for the regulations and resources for sharing in the network, that it would be hard to set them aside. And lastly, the other form of coordination outside the network tend to be regulated by the government organization through the condition of funding, contract, and condition of loan. In short, the government organization still maintain their important power in making decision about the public matters (Pichai Rattanadilok Na Phuket, 2009, pp. 325-326).

As for this study of network management, the researcher selected the Ministry of Social Development and Human Security which was founded according to the Reorganization of Ministry, Sub-Ministry, and Department Act, B.E. 2545. The Ministry's role is to monitor the social development, fairness and equity development, enhancement and development of quality and security of life, family institution, and the overall community matters. It is also the government organization which govern by network, with partnership of social development network which include both the government sector and private sectors who work especially with the group of children, youth, women, people with disadvantages or disabilities, and seniors, in order to ensure their security in life and their protection of rights according to the Kingdom of Thailand's Constitution, B.E. 2540. The operation according to the network management helps developing the practice of participation in thinking, working, benefit

sharing, and work integration, which becomes the framework and direction in the administration according to the Ministry's objectives. The administration aims to develop the quality society under the 4 strategic operations which are 1) the push towards the birth of a welfare society, 2) the development of a strong and resilience society, 3) the social empowerment, and 4) the upgrade of management capacity in social development.

According to the Ministry's development strategy, various organizations become the partners of strategic development. The development then progressed and expanded, and each organization would connect their operation, which become the network of inter-organization relations and the integration of all sectors both internally and externally, among the government sector, private sector, and civil sector, etc. Moreover, there are support and encouragement of mutual learning process. Therefore, networking is essential for the operation in social development, as it connect the relationship among the persons, groups, or organizations who are simultaneously willing to share their information, internal activities, and progress towards their goals together. Besides, the network of partnership from cooperation among organizations also correspond to the strategy of the Minister of Social Development and Human Security in terms of social empowerment, with the objective to encourage creative participation in social development among the network of partnership. The indicator of success would be the percentage of network of partnership which receive training and participate in the social development and welfare distribution as designated by the Ministry.

In 2014, the Ministry of Social Development and Human Security collaborated with every departments and bureaus in designation of criteria for the quality network, in order to create a systematic support system and development of the efficient network. According to the self-assessment of the finalized network, which was grouped according to the criteria for the quality network, it was found that there were 957 networks which received the high score from the assessment. These networks tend to be the best-practice examples for other networks, especially in terms of network management according to the criteria of quality network, which focuses on the administration, operation, and quality of the service. And from this operation, the

Ministry of Social Development and Human Security started to be aware of and put more priority to the operation with network of partnership.

Thus, the administration of the Ministry of Social Development and Human Security as mentioned above was the background of the study in development and management of network which is most appropriate to Thailand, by studying the case of networks affiliated with the Ministry of Social Development and Human Security. The findings would lead to an understanding of the good and appropriate form of network management, which could be the prototype of sustainable network management in the national level.

1.2 Research Questions

- 1) What is the history, structure, operation, problems, and obstruction of network in each form which had ever affiliated with the Ministry of Social Development and Human Security?
- 2) What is the form and method in network management of the Ministry of Social Development and Human Security?
- 3) What are the factors of success which effecting the form and method in network management by Ministry of Social Development and Human Security?
- 4) According to the study of network of Ministry of Social Development and Human Security, what will be the suitable form and method in network management for Thailand?

1.3 Research Objectives

- 1) To study the history, structure, operation, problems, and obstructions of each form of networks affiliated with Ministry of Social Development and Human Security.
- 2) To study the form and method in network management of Ministry of Social Development and Human Security.
- 3) To study the factors of success which effecting the form and method in network management by Ministry of Social Development and Human Security.

4) To study the suitable form and method in network management for Thailand, from the case of Ministry of Social Development and Human Security's network.

1.4 Scope of the Study

1.4.1 Scope of Content

For this study, the researcher attempted to follow three research objectives, which were 1) the studying of network form and method in network management by Ministry of Social Development and Human Security, 2) the studying of history or the origins of networks, the internal structure of operation, the administration, problems and obstructions, and 3) the studying of factors of success which affecting the form and method in network management. The details for each issue would be described as following.

1) The studying of history or the origins of networks, the internal structure of operation, the administration, problems and obstructions found in each network affiliated with the Ministry of Social Development and Human Security's responsibility in the support and development of network. This would include (1) Department of Social Development and Welfare (DOS), (2) Department of Children and Youth (DOC), (3) Department for Empowerment of Persons with Disabilities (DOD), (4) Department of Elderly Persons (DOP), and (5) Department of Women's Affair and Family Development (DOW), which operation cover the 10 forms in the area throughout the country.

2) The studying of network form and method in network management by Ministry of Social Development and Human Security would investigate the 10 forms found in networks affiliated with the Ministry of Social Development and Human Security. This would include Social Development and Human Security Volunteers (SDHSV), The Children and Youth Council, Family Development Centers, The Redemptorist Foundation for People with Disabilities, and Wisdom of the Elderly Club.

3) The studying of factor of success which affecting the form and method of network management. This would result in the suggestion which could be applied as the guideline in the network operation with higher quality, and in the development of form and method in network management for other networks in Thailand.

1.4.2 Scope of Area and Timeframe of Study

The researcher conducted the study within the Ministry of Social Development and Human Security, especially with the group of network affiliated with its center, bureau, or department as following. 1) Department of Social Development and Welfare (DOS), 2) Department of Children and Youth (DOC), 3) Department for Empowerment of Persons with Disabilities (DOD), 4) Department of Elderly Persons (DOP), and 5) Department of Women's Affair and Family Development (DOW)

The criteria for network selection in each area would come from the rating of self-assessment. The selected group of networks passed the specification of quality network and also tend to be the best-practice example for other network. The researcher had selected the network with very good quality (A) from all over the country as the best practice example by purposive sampling method. The selected networks included, 1) Volunteer of Social Development and Welfare of Ngio Rai sub-district, In Buri district, Sing Buri province, 2) Nonthaburi Childen and Youth Council, 3) Youth Network Center of Nonthaburi, 4) Wang Saphung Children and Youth Council, Loei province, 5) Hang Chat Center for Persons with Disabilities, Hang Chat district, Lam Pang province, 6) The Redemptorist Foundation for People with Disabilities, Chonburi province, 7) The Wisdom of the Elderly Club, Sisaket province, 8) Women's Organization of Nong Kung sub-district, Nam Pong district, Khon Kaen province, 9) Family Development Center of Bang Toey sub-district, Mueng district, Phang Nga province, and 10). Family Development Center of Nadee Community, Yang Talad district, Kalasin province. All networks passed the self-assessment criteria of the network with very good quality (A) during the budget year of 2014. In order to study the form and method of network management from the existing and successful networks with very good quality (A), the researcher would gather the information during August – December 2017.

1.4.3 Scope of Target Group

The researcher implemented the qualitative research method in this study and differentiated the key informants into 5 groups; 1) management, 2) committees who operate within the network, 3) officers or members of the network or other sector's organization related to the network's operation, 4) provincial government officers affiliated with the provincial office of social development and human security. The criteria for selecting the

key informants are 1) the key informants must have worked with the network for at least 3 years, 2) the key informants must continuously participate in the activity within the network, and 3) the key informants must understand the detail of the network and often access the information within the network.

1.5 Benefit of the Study

1) The Ministry of Social Development and Human Security would have the tangible guideline of network management suitable for itself, which could be implemented in practice.

2) 1.5.2 The group of networks of the Ministry of Social Development and Human Security would have the factor affecting the form and method for network management.

3) 1.5.3 The suitable form and method for network management for the Ministry of Social Development and Human Security could be tangibly applied as the operation guideline for other group of networks who work in the similar ways, and could led to the appropriate application in practice.

1.6 Operation Definition

Network affiliated with the Ministry of Social Development and Human Security means the relations between members which could happen between persons, person and group, or group to group, by voluntarily participation and sharing of information, or continuously participate in activity together. The relations can be official or unofficial, so that all members could take part in the group independently under the objectives and mutual agreement according to the code of conduct of the group, under the operation of the Department of Social Development and Welfare (DOS), the Department of Children and Youth (DOC), the Department for Empowerment of Persons with Disabilities (DOD), Department of Elderly Persons (DOP), and the Department of Women's Affair and Family Development (DOW), within the Ministry of Social Development and Human Security.

Organization means the group of persons who united permanently and constantly interacting or participating in the activities of mutual sharing, with the systematic objectives and structure, as well as the clear designation of roles and duties for each person, so that all members could help driving the operation towards the organization's goal.

Participation means the process which open the opportunity for the participation by citizen in various activities, including the acknowledgement, learning, expressing opinion, decision making, administration, evaluation, as well as suggestion for successful participation in activities according to the mutual objectives in the group.

Network Management means the administration or operation of the network according to the principle of participation, trust, assistantship, and the awareness of mutual objectives, which could operate within the network organized by the government sector or civil sector, with planning, operation, activities, and constant expansion of network relations.

Formal development means the paradigm constructed from the appropriate network management, which could be counted as an example of best practice in network management and successful administration according to the objectives.

CHAPTER 2

LITERATURE REVIEW

In this study of the development of appropriate model and network management method for Thailand, a case study of networks within the Ministry of Social Development and Human Society, the researcher reviewed the related literature for the research framework. The findings from document analysis led to the relationship between each elements and the awareness of related literature, which could be integrated and synthesis with the research findings that led to the development of appropriate model and network management method for the Ministry of Social Development and Human Society. There are 5 issues reviewed as following.

- 2.1 Concept of network and network management
- 2.2 Concept of government administration in the network model
- 2.3 Concept of organization and management theory
- 2.4 Concept of participation
- 2.5 Related research

2.1 Concept of Network and Network

The word “Network” and “Social Network” is related to the system of relationship, and means both the relationship in the natural state or the various forms of relationship within the human society, such as the description of the social phenomenon which emerges from the relationship between individuals to the complex relationship of multi-society, the application with the social movement process, and the development strategy. It could also involve the description of social behavior pattern among the individuals and the societies, where the relationship system is connected through the communication activity, and sharing of knowledge, etc. in the viewpoint of Phramaha Suthit Aphakaro (2004, pp. 6-7). From the other perspective, Parichart Satapitanonta and Chaiwat Thirapan (2003, p. 4) suggested that the word “network” has

the connotation of human's social relationship rather than the dimension of natural relationship. As the relations between members could led to the fulfilment of goals towards coordination process among each "net", which would not be possible without mutual activities or works. Each part would reciprocate and mutually see the value and benefits of being a network, with the relationship through the communication channel which could result in the sustainable perception and relationship construction.

2.1.1 The Origins and Development of Network

There are various points of origin and development of network or social network, which Sanya Sanyawiwat (2007, pp. 115-116) wrote that the foundation of the social network concept was the Exchange Theory, which is one of the macro theory existed for a long time in Sociology. This theory could explain the social relationship from the micro level or individual level to the macro level or the society level. The Exchange Theory originated from 3 sources, which were the Utilitarian Economics, Functional Anthropology, and Behavioral Psychology. The Exchange Theory can be further differentiated in two types; 1) Individualistic Exchange Theory, or the Behavioral Exchange Theory, which developed from Behavioral Psychology Theory, and 2) Integration Exchange Theory or the Exchange Structuralism Theory, which developed from the Functional Anthropology Theory.

The Individualistic Exchange Theory was proposed by Homans (1967), who was influenced by the idea from Behavioral Psychology Theory of B.F. Skinner, who first suggest that the process of reinforcement could explain the human interaction, that an individual would display particular behavior according to the reward or punishment, which are the positive and negative reinforcement respectively. Homans therefore used the quantity of activity as the indicator of any behavior, and used the Principle of Economics to explain that human would choose the path that yield the most benefits. As for the value of activity, Homans explained it by connecting the Principle of Demand and Supply and Behavioral Psychology of satisfaction and deprivation. Therefore, it could be seen that Homans focused on the individual's behavior as the "Exchange Dyadic" (Ritzer, 1992, pp. 291-294). Nevertheless, scholars had been criticizing of such concept. For example, Talcott Parsons commented that this concept lack certainty in terms of human behavior towards the animals at the lower level as well as argued that

the psychology principles could not explain the social facts (Ritzer, 1992, p. 298). And Peter P. Ekeh (1974 as cited in Suthep Soonthornpasuc, 1997, p. 266) also commented that Homans's theory simply focus on dyadic exchange between two persons but ignore the roles of norms and values in symbolic molding of various exchange of relationship. This weakness of Homans led to the development of his theory, especially the work of Peter M. Blau.

Peter M. Blau (1964 as cited in Ritzer, 1992, pp. 299-300) was another theorist in Exchange Theory who focus on the explanation of individual's behavior from the perspective of face to face interaction, which expanded Homans's Theory by merging the Social Behavioral Theory with the Social Fact Theory, in order to understand the social structure on the basis of social process analysis, which dictate the relations between individuals or groups, and focus on the process of exchange in the major 4 steps as following.

- 1) The exchange between individual would resulted in
- 2) The difference between status and power would resulted in
- 3) The legitimation and organization which is the seeding of
- 4) The conflict and change

Blau thus concluded that the social exchange occurs voluntarily among the individuals who are motivated by profit or reward expected from each other, which requires the mutual relationship. Thus, the mutual exchange of benefits is one of the mechanism which led to relationship. Reciprocity therefore results in the common affection. In terms of norms, Blau pointed out that it is what replace the direct exchange with the indirect exchange. For example, when an individual who is a member of the group follow the group's norms (social norms), the group would accept this new member from the behavior in return. As for the values, Blau expanded the concept to the broader social level which led to the analysis of relations between each association. (Ritzer, 1992, pp. 303-304). According to Blue, the values can be differentiated in 4 categories; 1) Particular Values, 2) Universal Values, 3) Values of Legitimate Authority, and 4) the Particular Values.

Furthermore, Richard Emerson proposed the concept of power, in terms of power exercising and the balance of power, for the better integration and broader application of Exchange Theory. Emerson's perspective of exchange could be applied with both

the case of individuals or collectivities. This is one of an important factors of development towards the Exchange Relationships and Networks, which the individuals or groups would interact in the model of exchange in the network (Ritzer, 2003, p. 180). And the exchanges would consist of 1) the web of social relation, 2) the various actors who have the exchange opportunities as well as the mutual exchange relations, and 3) the individual-level exchange, which is the construction of the single network structure. As for the power exercising and the balance of power, Emerson pointed out the power-dependency relations, which reflect the model of reciprocity between people that was the foundation of the structure related to the unification, collective, or differentiation of group or types. Meanwhile, the reciprocal relations among the group's member would help develop and nurture the relationship between them (Jiralak Jongsathitman, 2006, p. 111).

Therefore, Richard Emerson is an important scholar who help develop and connect the Exchange Theory from the work of George C. Homans and Peter M. Blau, towards the well integration with the Network Theory. This connection help driving the birth of center of connection in the micro and macro level between individuals into group, and develop further into the unification of expanded groups, such as organization, political party, community network group, etc., as well as the important framework for the current sociological studies.

The above origins and development of network as previously described is the principle framework of sociological study of network. Nevertheless, there are various forms of understanding and the study of network, that there can be different perspective in the study of network in the similar ways. One of the concepts which could explain the origin and development of network from other factor was proposed by Phramaha Suthit Aphakaro (2004, pp. 109-110), which describe the origins of network in multiple ways, including the natural origin from the mutual learning, the organizing by each sectors, and the situations. As for the Thai society, the formation of network could be divided in 3 dimensions as following.

- 1) The network organized or supported by various sectors. This type of network formation is usually found when the government or some organization who seek to support or organize according to the government's policy of development process, and to increase the community's capacity in self-reliance, such as the Village

Fund network, Community Development network, etc. These networks could be further divided in 2 types. Firstly, the network can be the juristic person, such as the saving co-op network, the Foundation for Thailand Development, etc. Secondly, the network can be non-juristic person, such as the villager's network, the villager scout's network, etc. The relations structure of an organized network is especially systematic and orderly in the characteristic of activity and administration process, with the vertical structure of relationship according to the trend of the sponsors and the policy of each organization.

2) The network which naturally emerges, such as the network which each actor is united by the awareness of necessity to learn and solve problems together, and joined the network to share opinion, experiences, and reciprocity in the form of network of communication and lively relationship. The network process is harmonious with the interest and the true need of the members. And the operation framework is independent from any domination from each part, which often occur in the community that operate through mutual activities, conformity, and learning. The relationship structure of this type of network tend to be simple, horizontal, and base on the sharing, learning, reciprocity, flexibility, and harmony with the social context

3) The network which emerges from the situation, such as the network found in the situation and problems which everyone agrees that the network is an essential solution, and could result in the power in learning or negotiation towards the development of any activity. This type of network often emerges when the situation is fully ripened, and usually require a coordinator to maintain the network continuity. For example, the type of network for those affected from the state's developmental project has the relations structure of tight unification based on the struggle and demanding for the protection of their rights in the development. It is also the role adjustment towards the development from various perspective through the learning process from situation and social context.

Meanwhile, Somphant Techa-atik (1994, p. 78) shared the similar viewpoint on the origin of network, with the division of network origins in 2 types. Firstly, the network emerges naturally as a result of relations between human, from the causal factors of kinship, beliefs, and economy. This type of network often originates from the individuals or group with similar idea or problems within the community with shared culture or history of development. Secondly, the founded network could emerge as a

result of readiness and the leader's vision. This second type of network is consistent to the idea of (Goldsmith & Eggers, 2004, p. 11), which stated that the network does not emerge by itself, but requires the initiator who unionize various organizations together. This type of network usually involves with policy and depends on the external influence of the network emergence. Apart from the natural emergence and unionization, the network could also originate in the form of evolving network, which is network developed from the internal forces and the external stimulations, until the members within the network agree on the mutual commitment that the network seems to emerges naturally. This is consistent to the opinion of Thana Pramukkul (2001, p. 23) and Sonthaya Polsri (2007, p. 257), who suggested that the network could emerge from evolution and did not begin naturally nor directly founded, but involve the combination of developmental process. It could begin when a group of individuals or organization united through the broad objective of temporary mutual support, learning, and sharing, without any clear consensus on the shared goal or objective. On the other hand, the network might emerge from the external ignition of idea, such as the example of other networks which spark the idea to unite with the commitment of the network. This type of network, such as the village civil society network, the elderly network, or the health school network, has the potential to develop into a strong network in the similar way with the natural network.

As for Thailand, Phramaha Suthit Aphakaro (2004, pp. 64-67) stated that the process of network development in Thai society often started from the minor point, from a few group of people in some area, and expand into a major organization and the connecting network. This phenomenon is generally found in most community, in various activities including the social development, education, and benefit collaboration. For example, the united of agriculturist into an agriculture network, the united of people who live in the river basin area into the people's river basin network, the united of local networks into the provincial civil society, and the united of private business groups into the organization of business network all involve the partnership of success and the mutual benefit collaboration. Such emergence and movement of the social network is related to the situation of economic, social, and political changes, as well as the combination of administrative process according to the network paradigm, the idea from Buddhism, community culture, democracy, and civils society. Such ideas

and situation led the group of individuals within the society, either in the government sector, private development organization, private business, and civil sector to aware of the necessity to utilize the power of group and network as the instrument to solve the problems. Therefore, the network and network strategy in Thai society have various origins and involve with the economic, social, political, and the historical context within the local community. The examples could be found in the government's support of local organization and civil network, and the emergence of civil network in each period corresponding to each National Economic Development Plans.

Additionally, in terms of the government network development, there is also the related concept to the developmental process, group strengthening, and the civil network. For example, Phat Boonyarataphan (1974, pp. 150-166), the former director-general of Community Development Department proposed the guideline of network and group administration through the 3 steps and 8 parts, which later became the fundamental principle of empowerment for group and network administration. Also, it could be said that the development of social network in Thailand has the background related to the economic, social, political context as well as the education from the community history which involve the various connecting protocol, in terms of support, unionization, and from the awareness of the problem significance.

2.1.2 Definition of Network and Social Network

There are various definitions of network as described below.

Kriengsak Chareonwongsak (2000, p. 28) defined the network as the agreement of any individuals, organizations, or institutes to systematically coordinate and connect together, under the particular objective. Or the network could be the partnership between similar individuals or organizations, such as the bureaucrats, the academic institutions, or the connection among various types of organization, such as the government organization and private organization, educational institution and the business sector, etc. Division of Promotion and Development of Network (2004, p. 7) further defined the network as the coordination among same type of individuals, group, organization, or the connecting network between organizations of different types. There are many levels of network, from the systematic administration under the mutual goal and protocol in the connection between individuals, individual and group, and groups

to groups. Meanwhile, Seree Pongpit (2005, p. 8) also defined the network as the social movement resulted from the relations between individuals, groups, organizations, institution with some shared goal, objectives, and demand, which mutually participate in the particular activities while the members within the network maintain their independence. Additionally, Alter and Hage (1993 as cited in Naruemol Nirathorn, 2000, p. 6) stated that the network is a social model which open the opportunity for inter-organization interaction for exchange, unity, and cooperation. The network consists of some organizations which could be with or without territory, and each organization are of equal status. This definition of inter-organization relations is consistent to the definition of network by Kemm and Close (1995 as cited in Prayoon Akaraborworn, Paitoon Sinlarat, & Kamontip Srihaset, 2010), that the network means the exchange of information among organizations according to the objectives, consisted of both formal and informal communication, mutual cooperation, and reciprocal support. Furthermore, Weerasak Krueathep (2007, p. 35) defined the primary meaning of network within the Thai context as the model of structural relationship in the coordination between at least two organizations, with the government organization which act as the network's principle core, consist of both formal and informal relations, with the goal of coordination to solve particular public problems together, as any organizations would not be able to successfully reach the goal of solving problem by themselves.

Moreover, Phramaha Suthit Aphakaro (2004, pp. 5-7) suggested that the connotations of "network" and "social network" are resemble each other, as the definition of social network means the relations within human society, in both the level of individuals, individual and group, or group and network. His definition offered the explanation of behavior and relations with various structure and models. This is consistent to Boissevain (1974, p. 22) definition of social network as the social relations among individuals, with mutual communication and benefit exchange. And the SAGE Dictionary of Sociology (Bruce & Yearley, 2006, p. 239) also defined the social network as the pattern of social relationship between individual, which is the unit of analysis for the sociologists who observe such relations and translate it into the interaction mapping.

Therefore, it could be concluded that the definition of network under the Ministry of Social Development and Human Security means the connection among the members, which could be the individual to individual, individual to group, and group to group. The members voluntarily participate, exchange information, or join the activities together continuously. The relations could be both formal and informal, so that all members could play their roles within the group independently, under the consensus in goals and protocols. The network would be affiliate with the Department of Social Development and Welfare (DOS), Department of Children and Youth (DOC), Department for Empowerment of Persons with Disabilities (DOD), Department of Elderly Persons (DOP), and the Department of Women's Affair and Family Development (DOW), within the responsibility of the Ministry of Social Development and Human Security.

2.1.3 Elements of Network

Kriengsak Chareonwongsak (2000, pp. 36-44) explained the differences between the true network and the pseudo network that the pseudo network is only the gathering by its members without any mutual goals nor commitment in doing activities together. Such network could not expand and support between members of the network. Therefore, the understanding of network elements is necessary for the creation of true network. And there are 7 important elements of network as described below.

1) Common Perception: Common perception is the essence of the network, for if the member lack the understanding of joining network, it could led to the obstruction in coordination and requesting cooperation. However, it does not mean that the network members could not disagree with each other, as the different perspectives are beneficial for the creativity in the work, but it must be well within the common agreement among the members, or else the differences could led to the separation and rupture at the end. The examples of common perception are the understanding of problem, the conscience in solving problems together, the common experience of problems, the similar need for assistance, etc.

2) Common Vision: Members of network must be able to share the common vision among themselves. The perception and understanding of the same direction and the goal to proceed together would empower the social movement's unity

and relieve the conflicts from the different perspectives. Although the common vision requires time to realize, it is a necessary element for the network. And the network members should also have the personal vision which is consistent to the network vision as well.

3) **Mutual Interests and Benefits:** As the network emerges when its members realized they could not successfully reach their demands on their own, this limitation led to the unification based on the mutual benefits at the enough level to attract the unionization into a network. Therefore, the network unification must base on the mutual benefits, such as honors, reputations, acceptance, opportunity to advance, pleasure, and satisfaction, etc.

4) **All Stakeholders Participation:** The participations of the members within the network must involve the process of participation from all stakeholders within the network, as it is the condition of common perception, brainstorming, decision-making, and active execution. The status of network members should be equal as the partner of the network, which is the horizontal relationship instead of the vertical relationship. This mean that if the network unification occurs between the state and local community, the government organization must place their own status at the same level with the citizen as the member of the network.

5) **Process of Complementary Relationship:** The network members must complement each other, by using the strength of one partner to solve the weakness of other partner, which would increase the total returns or benefits from the network connection rather than the independent existence without any network

6) **Interdependence:** The network members must be able to depend on each other within the network, in order to empower each other. In strengthening the connection among the network partners, it is necessary that each partner must feel the indispensability of other partners that the network could fail when any partner is excluded. The existence of each partner is thus an essential part of the network existence. And this interdependence would result in the automatic interaction among the network members.

7) **Interaction:** If the network members lack interaction, the coordination would be impossible. And without the true coordination, the network could not exist. Therefore, the network members must participate in the activity together, in order to

interact. For examples, the interaction could be the written communication, the meeting to exchange opinion, or seminar, etc. The result of interaction must led to the change within the network, and following such interaction would be the reciprocal exchange instead of unilateral exchange. Therefore, the more interactions among network members, the tighter the relationship will be, that the connection will be highly integrated. Moreover, the interaction would encourage the mutual learning which would empower the network even more.

In addition, Phramaha Suthit Aphakaro (2004, pp. 48-49) wrote that the important elements of network consisted of 1) life unit or the member, 2) goal, 3) the conscience of duty commitment, 4) participation and sharing, and 5) the system of relationship and communication. While Waner (n.d. as cited in Parichart Satapitanonta & Chaiwat Thirapan, 2003, p. 9) wrote about the network elements by using the initials “LINK”, which consisted of 1) Learning of one’s personal need and desire and other people’s need and desire, 2) Investing in time and energy in communication and connection with various people, 3) Nursing or closely nurturing the relationship among the network members, both in the work-related issue and personal relationship, and 4) Keeping or maintaining the direction towards objective, especially the evaluation of the member’s need and openly listening to each other’s opinion, in order to find the powerful way of operation towards the goal.

2.1.4 Characteristic, Type, and Model of Network

Phramaha Suthit Aphakaro (2004, pp. 84-97) stated that the classification of network characteristic, type, and model of relationship would increase the understanding of the dynamic between each organizational network. According to the network development in Thailand, it was obvious that the process of network formulation occurs in various sectors, including the government, private business, private development organization (NGOs), and the civil sector. In terms of the idea and activity, the type and model of network could be divided in many ways. Therefore, the type and model of network varied according to the definition and activities designated by each group or the user of network activity as following.

Spatial network: This is the unification among the group of network organization, which the tangible space or operational area is the major factor of cooperation.

Issue-related network: This is the network type which unify its organization by the issue of activity or situation, ignore the spatial dimension, and focus on the serious management in the particular activity issue and the development with other party.

Structural network: This is the type of network which depend on the mission, activity, and the emergence of interest group in society as the framework of network division, such as the network of government sector, civil society, private business sector, and private development organization sector. These various networks focus on the operation under the paradigm, principle, objective, and goal of their organization or major structure of the particular interest group.

Naruemol Nirathorn (2000, pp. 18-21) also divided the social network categories according to the above principle into 4 dimensions. 1) Operation territory: The networks could be categorized into the level of village, sub-district, district, province, region, and national level. 2) Activity or issue of problem: The networks could be categorized into those who focus on the children, women, public health, economy, community development, human rights, and environment. 3) The networks could be categorized according to professions or social status, such as Labor Network, Pra Sahadhammar network, Teachers Guardian of Children's Right Network, Student Inspector Network, etc. 4) The networks could be categorized according to the structure or relationship. There are 2 categories in this case; (1) vertical-structure network which divided its members in different status and resulted in the unequal relations among the organizations in the network, and (2) horizontal-structure network, which the relations among the organizations in the network are equal.

Additionally, Kilduff and Tsai (2003, pp. 4-8)'s proposed that the network categorization can be conduct according to the 4 levels of network analysis; 1) Individual Level Network, 2) Business Unit Level Network, 3) Organization Level Network, and 4) Other Level Network, or inter-organization level.

Meanwhile, Somphant Techa-atik (1994, p. 89) discussed the different categories of network in 3 types; 1) conceptual network, or the network which focus on the idea,

knowledge, or techniques, 2) activity network, or the network which focus on the partnership in activities, mostly found in the community networks where the network members participate in helping and mutual activities, and 3) sponsorship network, or the network which financially support other networks in their operation, which can include both internal and external sponsors of the network.

And Pichai Rattanadilok Na Phuket (2009, p. 322) proposed a different perspective of 4 network categories as following.

1) Information Exchange Networks: The networks in this category would focus on the exchange of information related to policy, plan, technology, and solution guideline for internal problems.

2) Developmental Networks: The networks in this category would exchange the information and technology and empower their members to develop their own capacities, in order to solve the internal problem.

3) Outreach Strategies Networks: The networks in this category would develop the capacity of their human resource and technology, determine the strategic plan for policy change and plan towards the exchange and sharing of resources.

4) Action Networks: This category of networks consisted of the partner organizations who encounter to develop and expand their work, by implementing policies and strategies which are mutually determined, while also exchange information and overcome their technological limitations.

Sonthaya Polsri (2007, pp. 229-242) further proposed that network can be categorized in 16 ways according to these factors ; 1) the complexity of protocol, 2) the status and roles of members, 3) the level of members unification, 4) the centralize characteristic of network, 5) relationship with the network center, 6) the size of network, 7) origins of network, 8) the type of members who connect into network, 9) the relationship with government, 10) the characteristic of works involve, 11) the law and regulations, 12) the model of partnership among members, 14) the characteristic of network, 15) the professions of members, and 16) the characteristic of network activities.

In conclusion, most network categories and models can be divided according to the relationship within network, the area or scope, the unit of study, and the type of activities or member characteristics within each particular network.

2.1.5 Network Operating Process

Phramaha Suthit Aphakaro (2004, pp. 97-103) wrote that the network operating process varied according to the situation and objectives. Therefore, the researcher would discuss 4 issues shared in each type of network operating process in the following sector.

1) The network operating process which connect from smallest unit and expand towards the larger unit. The network operating process in all levels or categories of network must follow the similar way of starting from the small issues prior to the expansion and variations of activities, areas, and objectives. In other words, it is the operating process from the existing foundation of work within the network group, and the search for new allies or new networks which would increase the network's knowledge, experience, and power of negotiation with the interest groups, by allowing all partners to learn and exchange experiences as well as developing activities together. Furthermore, most networks use various operating process, such as using the area as the operating center, using the problem issues as the activities to drive the network, using the coordination center as the information archive, all of which focus on utilizing the existing experiences to think and take action together. The operating process might change according to the new situation, which can be applied in each stage of network.

(1) During the early period of network set up and finding allies to develop activities, the network coordinator or the leader must search for the backbone and the allies who share the same ideal, as well as the suitable way to communicate and organization system for the efficiency of the set up process. (2) During the period of expansion, the coordination and designation of activity suitable for the level of relationship as well as seeking new knowledge and technique for network development should be used. (3) During of social movement or network activities, there must be the readiness in terms of information, capital, administration, and various allies, in order for the operation to continue. And (4) during the period after the operation is executed according to the objective, it is essential to maintain the obligations, relations, and systematic communication in order to allow the new process of movement to emerge, and to prevent the network from recession, by increasing knowledge, training, or evaluation constantly with various operating procedure which would allow continuous

development of the network, that it could self-adjust to learn according to the new situation.

2) Maintaining relationships which constructing common knowledge, meaning, and worldview. It is important for the progress of network to maintain relationship between members and allies within the network. Without relationship maintenance, the activity and movement of network might end, as it would lack the partner to operate together. Therefore, the process of operating and purchasing must concern the relationship maintenance which common knowledge, meaning, and worldview. The important thing for maintaining the status is the communication among members and allies in the network, which would allow each partner to exchange, learn, and work together. As Parichart Satapitanonta and Chaiwat Thirapan (2003, p. 1) suggested that (1) communication would allow the network members to gain thorough perception of various information, (2) communication is an important part of creating inspiration for individual to reach their shared goal, (3) communication is a way which network members could learn about each other's thoughts, feelings, beliefs, and behavior as well as allowing exchange of information and opinion, being open-minded in accepting opinion and behavior, as well as mutual relationship development and coordinating towards the goal, and (4) communication is important in finding and development of the common identity and character among the network members, and also work as a channel of such identity and character presentation towards the external society.

3) Encouragement of learning process and adjustment. When the network operates and maintain the relationship which construct common meaning, the encouragement of learning process and adjustment is what most network would do in order to learn. And the adjustment of roles towards each other is the way and practice for the network to grow and become secured.

4) The development of activity and movement which create the innovation campaign and literature in development. Being the new network does not only create allies on the path of learning innovation such as internet or Give a Helping Hand Station Radio Network, being such network also create the new process of operation which people in the society does not have to actually encounter nor depend on any space, but only require the common feeling that they must coordinate and help

each other, which would be enough to create friendship, kinship, and the network relationship. The emergence of innovation led to the new model of network operation which focus on the coordination and assistance during the crucial time, while all members maintain their independent life and work. But when the society face with any problem, all partners would coordinate and use the appropriate technology to communicate. Such communication process creates the literature in development which led to the construction of knowledge and understanding in new things, through the new discourse which replace the existing jargons such as the civil society, civil state, integrated administration, etc. The network operating process can be concluded as in figure 2.1.

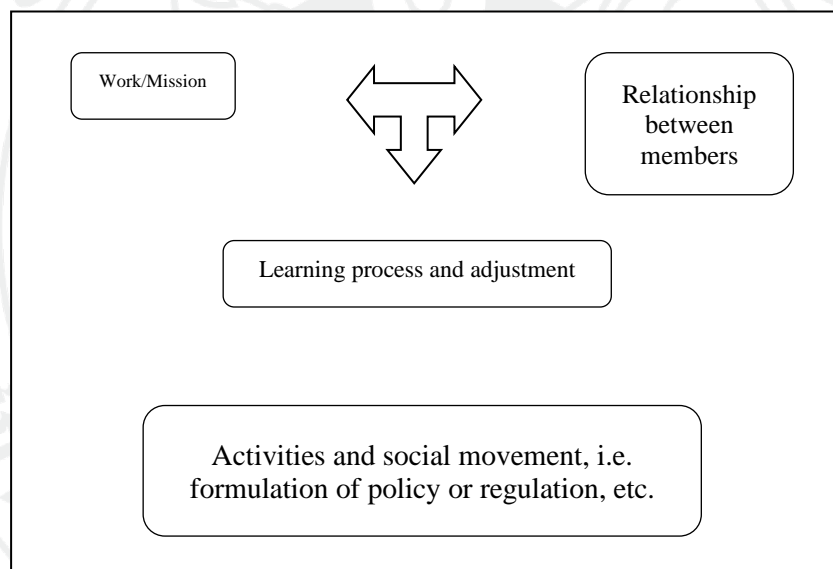


Figure 2.1 Network Operating Process

Source: Phramaha Suthit Aphakaro, 2004, p. 103.

2.1.6 Related Theory to the Social Network Concept

Kilduff and Tsai (2003, pp. 36-37) proposed an interesting explanation of related theory, by dividing the researches which based on the concept and theory related to the social network concept in 3 groups as following.

1) The group of researches which are based on the import theory. The import theory means the theory from other disciplines, such as mathematics and social

psychology. For example, the Graph Theory, the foundation of researches in this field, is borrowed from mathematics, while the Balance Theory and Social Comparison Theory are imported from social psychology. These theories are all beneficial to the study process of social network in the form of organizations.

2) The group of researches which are based on the home-grown theories. The home-grown theories could be divided in 2 major schools; (1) the Heterophily Theory, which discuss the concept of the strength of weak ties, and (2) the Structural Role Theory, which discuss the concept of structural equality, the structural firmness, and the equality of role, which could be used to study how the actors within network influence each other's attitude and behavior.

3) The group of researches with theory exportation. The exportation include the concept of network, which is the result that benefit the knowledge in the organization theories. This group of research utilize the organization theories in the analysis and synthesis of the organization under the social network perspective and expand the exploration to reveal the potential of significant relationship between the organization theories and the social network concept, which are used by the business sector to empower their network and power of negotiation in order to survive the fierce competition.

It is obvious that the current three group of researches attempted to argue how the theoretical foundation could explain the relationship between individuals and organizations. For example, the import theories would mainly discuss the relation or interaction at the micro level between individuals, while the home-grown theories focus on the research in both micro level and macro level.

2.1.7 Network Management

Parichart Satapitanonta and Chaiwat Thirapan (2003, p. 13) discussed the concept of network management in the example from the Star Alliances, which originated from the backbone in the group of airlines, entrepreneurs of hotel, car for rent, and tourism business, as well as the customers who wish to connect the business together to generate benefit to the management and business administration. The important idea is the unification of organizations who previously compete, that they became the business partners which allow reciprocal benefits instead of focusing on competition. This could

happen by bring out the shared objective and benefit allocation among them. This concept raises the important strategic issues for the network management by the suitable connection, as the constellations could consist of many stars. There are 6 strategic issues as following.

1) Shared goal: The network operation would be most efficient when all partners share the same goal, especially the goal which each partner could see and wish to reach.

2) Personnel: The network operation requires the individuals within network to participate in the operating process, work with what they do best, and have the shared conscience, as well as receive the benefit from being the network member.

3) Connection: The network operation must has the appropriate connection strategy, which could be occur through activities, or connecting through the coordination center and other technology.

4) Common feeling: After joining the network, all partners must have the shared feeling with the network operation, which result in the power to progress towards the goal.

5) The development of transparent and verifiable system: The network operating system must be able to develop towards transparency, allowing all partners to cross-check, which would result in trust and good feeling.

6) The information system organization: The communication and information system is highly important to the network sustainability, as it would encourage exchange, learning, and perception of activity and movement in each network, according to figure 2.2.

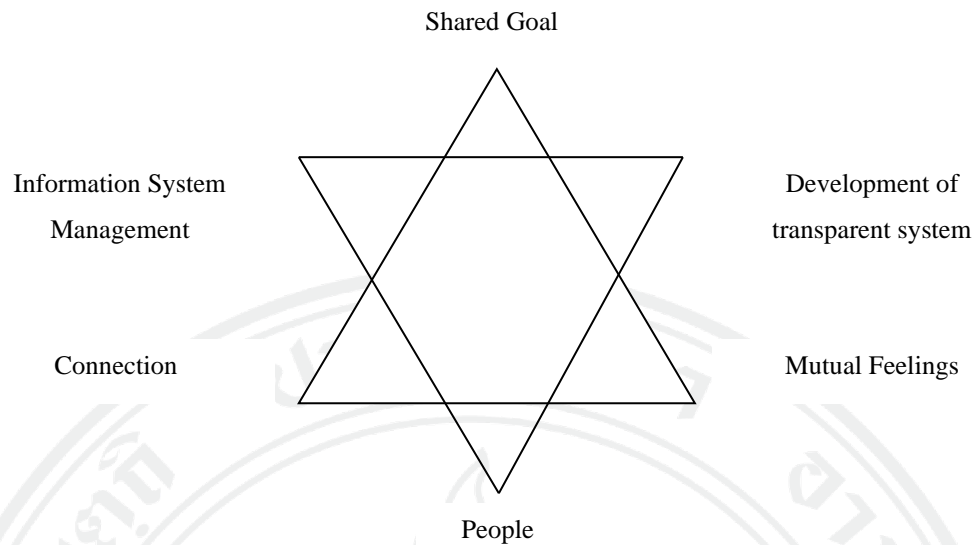


Figure 2.2 The connection of “Star Alliance”

Source: Parichart Satapitanonta and Chaiwat Thirapan, 2003, pp. 14-15.

Kriengsak Chareonwongsak (2000, pp. 60-83) stated that there are 2 important factors which should be the concern of network management. Firstly, the state in life cycle of each network should be considered and select the appropriate approach to the network’s level of development. Secondly, the organization or individual who manage the network is also the important factor. The network initiated by the government sector is deem to differ from the network initiated by the private sector. The network managed by the government organization and the network managed by citizen from the community also have different limitations and conditions, that there could be 4 approaches as described below.

1) **Network Forming:** The network could be formed in 2 major approaches; state initiative and citizen initiative. The state initiative network is formed when the government organization campaign for the problem awareness and attention in its citizens and encourage the unionization of people. One of the examples of this approach is the government sector’s attempt to encourage the self-reliant community economy unit. While the citizen initiative network is formed by the active citizens who are aware of any particular problem and take action in the unification, in order to find the solution or mitigation. This approach might be supported by the private development organization, academic organization, or the press, but the civil sector

would remain the backbone of the network. The first approach of government initiative network is mostly found both in Thailand's past and present landscape.

On the other hand, the second approach of network forming is currently more favored. Therefore, the network operation should include both approaches simultaneously, and focus the consideration on the people's capacity to unify. If any group of people could form into a network by themselves, the government organization should avoid any manipulation in the network forming. However, if any group still lack the capacity for form their own network, the government organization could be the supporter and facilitator, so that the network forming could be accomplished easier. According to this approach, the government organization would be required to reduce their role in thinking for people and increase the opportunity for the group, community organization, and civil society to action and make more decisions. The government sector should adjust its role and become the supporter and facilitator for the civil organization group's freedom, responsibility, and creative participation in the society through their coordination in network. Thus, the network forming could be accomplished with the following elements; (1) the campaign for awareness and unification, (2) the creation of mutual benefits, (3) the search for the good leaders of the network, and (4) the search for allies and members of the network.

2) Network Organizing: When many people wish to join the network as members, without a good system of network organizing, there would be chaos and conflicts in the network as a result from the ambiguity in the power, duty, procedure, as well as the coordination among members. The network organizing is thus an essential condition which would allow the smooth operation of network. The management which concerns multi types of people with various opinion requires the ability to allocate benefits among the network members. Hence, the network organizing consists of the following important elements: (1) organization chart of the network group, (2) organization of network members' roles and duties, (3) organization of communication system, (4) organization of mutual learning system, and (5) organization of information system.

Moreover, Lowndes and Skelcher (1998 as cited in Pichai Rattanadilok Na Phuket, 2009, pp. 317-319) provided the information of network organizing in terms of multi-organization partnership dynamics according to the 4 steps in the cycle of

collaboration. (1) The pre-partnership collaboration: This step is based on the informality, trust, and the awareness of mutual goal. (2) Partnership Creation and Consolation: This step determines the structure of collaboration and the priority of problems or issues for collaboration. (3) Partnership Program Delivery: When the budget is approved, the partners must face the budget allocation for the program delivery according to plan. Then the collaboration and assistantship would result in the mutual trust. (4) Partnership Termination and Succession: When the operation which received financial support is complete, the partners would have 3 options in the next step; to continue the partnership, to terminate the partnership, and to return to the informal network collaboration and operate according to the situation. The whole network's cycle of life described above corresponded to the network's cycle of life proposed by Phramaha Suthit Aphakaro in 4 cycles as following.

The 1st cycle is the step of awareness and network forming. The 2nd cycle is the step of building allies and network organization. However, for the 3rd cycle, Phramaha Suthit Aphakaro shifted the focus towards the relationship development and the utilization of network, in order to reflect and conclude the previous lessons, which would allow the network members and other people to benefit from the conclusion, which can be applied in the group and network's activity. Nevertheless, the crucial things for relationship maintenance and utilization are the knowledge management, the activity and paradigm expansion, the process of creating conflict-elimination culture, the system of enhancing reliability and trust, as well as the auditing system which allow all partners to participate. And the most important thing is the utilization of network as a stage of sharing lessons and experiences so that the network could be efficient in practice. And in the final cycle of continuity and relationship maintenance, the activity approach could be used to maintain the continuity, good relationship among members, or the assistantship and solving internal problem together.

From the above details, the network management is possible in various different approaches and procedures. Network management is thus an essential component of network, as the good network management could enhance clarity of the internal network operation. Thus, the selection of any approach to use in network management must consider the most appropriate approach to the context of each particular network.

And when the network management is efficient enough, it would result in a successful network according to its objective as well as the internal strength in the network group.

2.2 Concept of Government Administration in the Network Model

The hierarchical government administration is an example of the influential model of organization management for the bureaucrat system. Nevertheless, in the era of change and complexity, the government administration system which lack flexibility and strictly follow the procedure of operation is no longer suitable to deal the problems which are usually out of the control of government organization. However, although the hierarchical government administration still exists, its influence could be said to be declining, as there are new models available for the government administration, which the roles and main responsibility of the management would shift from the management of human resources and projects towards the external organization resources management for the public value. The role of government organizations in the level of minister, department, division, and office would be reduced as the direct service provider. But their importance would increase in terms of the public value creator within the network of relationship between government organizations and other sectors, which is the new qualification of the new public management (Goldsmith & Eggers, 2004, pp. 7-9; Somchai Punyajaroen, 2015, p. 53)

Nevertheless, one of the problem of implementation is that many government organizations still lack the understanding of reason and objectives of introducing this model of new public management to the current bureaucratic system. Also, they couldn't connect the model with the practice, which affected their view that this new model of administration instrument would become the burden for the government organization rather than the development of the existing hierarchical system. Therefore, the implementation of new administrative tool is their attempt to follow the policy, rather than to develop the organization, to understand, or to learn about governing by network. Thus, this would require some clarification in order to drive the policy effectively towards the highly effective organization in practice and the public value. It would be valuable to learn about the people's need for the government's services or activities, so that the model for service or activity could be best designed to serve the

public and result in the maximum social value from the people's perspective. (Office of the Public Sector Development Commission, 2009, pp. 12, 23)

2.2.1 The Emergence of Governing by Network

Governing by network emerges when there is the collaboration with the private companies, associations, and non-profit organizations, in order to ensure that the work would follow the public objectives and could actually serve the people. (Goldsmith & Eggers, 2004, pp. 9-21) noted that governing by network reflects the central trend which could influence the new adjustment of the government organization throughout the world in 4 directions as following description and figure 2.3.

1) Third-party government: The past decades saw the increase in the outsourcing of private companies and non-profit organization instead of using the government officers to provide service and respond to the policy objectives.

2) Joined-up government: The increasing trend of collaboration among the government organizations is sometimes the collaboration across the various hierarchical levels, in order to provide the integrated services.

3) The digital revolution: Due to the current technological advancement, various organizations are allowed to collaborate in real-time with the external partners, in the way that would not be possible in the past.

4) The consumer demand: The consumer demand a better service for their well-being as well as the increasing choices and variety from the government services.

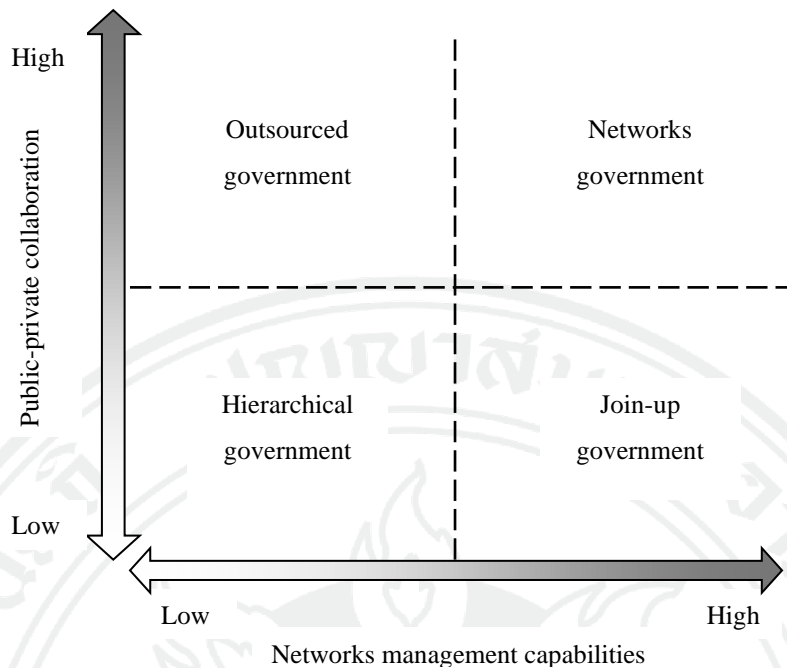


Figure 2.3 Models of Government

Source: Goldsmith and Eggers, 2004, p. 20.

The most complex network often emerges from the horizontal collaboration among the government organizations, while the service is ordered vertically from the top-down. This complex model of collaboration between the government network and the private network could be applied in all public policy administration. However, the success might differ according to the management. This is consistent to the opinion from Office of the Public Sector Development Commission (2009, pp. 33-37), that most problems in the government sector are complex, and many organizations' works are too redundant or involves many people. There are also the consequences from various internal and external factors, which sometimes cannot be controlled. Hence, only the policy or hierarchical order from the central government is not enough to solve the problem in the way which suit the local area or target group. Such approach of governing could not clearly contribute to the public value, especially the fundamental problem of the government's system of resource allocation towards the solution of complex and dynamic social problems. Therefore, the problem issues which could benefit from the governing by network are suggested as following.

1) Problem of budget limitation: Due to the increasing size and variety of social problems, and the fact that these problems often tied to the particular area or group of people, their direct solutions from the government organization would require large amount of budget. Meanwhile, the budget for the actual problem solving is usually less in proportion, when compared to the administrative budget in each projects.

2) Problem of human resource limitation: Currently, the government attempt to control the number of government officers and staffs. Nevertheless, problem solving administration throughout the country would require massive amount of human resources. Therefore, the demand for human resource in each organization increased. When the human resource is not enough to satisfy the requirement of the solution, the practice become less efficient.

3) Problem of higher expectation from citizen: The citizen-center approach of government system reformation throughout the world and in Thailand requires shifting perspective from governing of people towards people service. Moreover, as the citizen receive higher level of education and better access to information, they become more active in participating in the process of country management and expect the outcome, which is the government response to their problems.

4) Requirement of flexibility in problem solving: Due to the dynamic of the complex social problems, the government administration with limitations in budget and human resource could not swiftly keep up with the people's need. The responses to problems are usually slow and rigid, as a result from the multi-process collaboration among the organizations, the lack of human resources and budget. The application of government's resources is therefore less efficient.

5) The requirement of skills and knowledge in problem solving: The government officers are expected to be the leader and inter-organization coordinator for both government sector and private sector. To do the job well would require a firm basic knowledge and management skills. The government officers should also be able to adapt to the various roles, such as being the operator, facilitator, coordinator, integrator, and enforcer. However, the government could not develop the officers' skill at the same pace as the problem occurrence. This often results in the lack of specialized knowledge and skills required for efficient problem solving.

It is obvious that the above 5 problems of government sector's requirement of budget, human resources, and the expectation of people are unpredictable. The problems usually occur differently according to the situational context. The government sector thus requires the governing by network, which depend on the collaboration between the government network and private network as the solution for its various public policy, in order to response to the problem efficiently and truly contribute to the public benefits and value.

Furthermore, a study by the Ministry of Interior for the project of Andaman Integrated Tourism Industry (Ministry of Interior, 2010, pp. 7-3) described the detail characteristics of work which could utilize the governing by network approach to support the mission as following. 1) The work requires collaboration from various organizations. 2) There is the process to ensure participation from all partners, by sharing resources from each partner in the mutual operation for the public benefits. 3) The mission might be stuck in the framework, regulations, and limitations of the government's operation that it could not be executed efficiently and could not thoroughly serve the people's need. 4) The work depends on the collaboration with the stakeholders or the local community who would directly be affected from the operation.

2.2.2 The Evolution of Governing by Network

Currently, there is the increasing attention to the governing by network approach, as it is not only mentioned theoretically but could be actually practiced in various regions. For example, Jensen and Kähler (2007, p. 189) mentioned the Denmark's Ministry of Finance's operation which applied the governing by network strategy, in order to increase the efficiency in administration as well as the support of other ministries. The Denmark's Ministry of Finance's governing in network results in its powerful status and acceptance from other ministries. Additionally, Jensen and Kahler also noted that the Denmark's Ministry of Finance became the controller of overall financial affairs, and acted as both the main mechanism as well as the director of each organization's behavior through the mechanism of governing by network.

Apart from the mentioned case, the phenomenon of governing by network could be found in various other cases, which can be summarized in the related concepts as following.

1) Network management which focus on the mutual decision making process. According to the literature review about the complex decision, it was found that the network decision starts to gain priority in both the minor decisions and the complex decisions. Network decision includes the case of mutual decision between various organizations (Marsh & Rhodes, 1992), the study of local administrative organization's decision (Dahl, 2005), and the complex decision in major construction projects or specialized problem solving in various countries (Koppenjan & Klijn, 2004). According to the development in study, it should be noted that decision in the current world is a complex issue, as there are various people involved as well as the complex mechanism and hierarchy of government system. This state of complexity is further combined with the dynamic environment and management process. When considering the dynamic management process, it was found that there is only an exception in the case of the United Kingdom, where the network characteristic remains constant especially the group of decision-makers, according to the study of policy network and the public policy researches. The difference in this case is thus the decision-making process which has evolved continuously for a long time and led to the steady and institutional characteristic of network.

2) The network of inter-organization relations for public service provision. According to the development of case study of service providers, they usually focus on the service improvement through the integration among various networks. This type of network management can usually be found in the public health and social welfare services. Nevertheless, the network management might cover the collaboration among the municipal office or the local administrative organizations, as well as the collaboration between government organizations. This type of network was found in various countries.

Cepiku and Meneguzzo (2005) for the case of Italy; Montin and Granberg (2007) for the case of Sweden; Agranoff and McGuire (2003) for the case of the United States) This type of network focus on the contract and relations between organizations in the management of complex service provision, as well as the model, process, and the system maintenance afterwards (Milward & Provan, 2000) In addition, the network model also focus on the process of service providing for the recipients and the service evaluation process by the committee, which comprised of service users, or any other

method for service efficiency evaluation (Dent, 2006; Lowndes, Pratchett, & Stoker, 2001)

Meanwhile, the government administration previously focused on the performance indicators, the market mechanism of personnel motivation, and the increasing customer influence according to the new public management approach applied in the service provision through inter-organization collaboration. Under such concept of management, the network is considered as the organization management model instead of the loose connection between the people involved. And the network structure has the clear model of organization structure, including the strategy and options of procedure, unification, and collaboration among those involved as well.

3) Partnership network and the model of allies between government and private sector recently emerged: Currently, the new form of collaboration is starting to appear, especially between the government and private sectors (Osborne, 2000). The partnership between both sectors is counted as the new model of governing, which could increase efficiency. The previous period saw the model of work which focus on the institutional collaboration, especially the mutual contract between the government and private sectors. One of the examples which is widely accepted is the initiation of Private Finance Initiative (PFI) in the United Kingdom, where the new approach of bidding depends on the private sector's voluntary consent in bidding the works from the government. It was found that the collaboration increased from the existing method of bidding, and this model of collaboration was accepted in other European countries, as the contracts similar to PFI can be found in Spain, Italy, and Netherland. (Deloitte, 2006; Hodge, 2006)

2.2.3 The Characteristic of Governing by Network

As for the essential characteristic of network, Weerasak Krueathep (2007, pp. 35-38) proposed 6 characteristics of the network in the dimension of governing by network as following.

First, the network's major objective is to solve the public problem or to increase the capacity for any operation for the shared objective. If the network is founded without any shared goal or clear objective among the actors or the organizations, the

efficiency of problem solving and continuity of network operation would not be possible.

Second, the operation network is founded by organizing the structural relationship in management between the organizations involved, in order to follow the same direction, but not to merge them into a single organization. Within the network system, various organizations still retain their identity and autonomy from each other. But in order to collaborate as a network of operation, they are required to reduce the level of independency in some part. The operation network is thus the relationship organization for the cooperation among partners, in order to create balance between independency of each partner and the mutual reciprocity.

Third, the various partner would be related through the reciprocal relationship. In other words, an individual actor might not possess enough capacity in technology, information, personnel, or resources for the operation towards the desired objective. The network collaboration is thus aim to exchange resources, knowledge, skills, or information to the enough level for coping with the particular problem efficiently and effectively.

Fourth, the network must emerge voluntary through the actor's particular cooperation towards some objective. This voluntary characteristic means the state when no individual actor is able control or command other actor to follow its need. Network operation requires negotiation, compromising, and communication between the actors within network, in order to motivate the operation which could succeed according to the mutual network objectives.

Fifth, the network actors' relationship can be both formal and informal. As some public problems require the state's power to cope with, the legitimate operation could only occur when the legally responsible government organization participate in dealing with the particular problem. The operation network thus comprised of the major actor who is the government organization involved. Nevertheless, the interaction between the organization and other actors are usually informal. In other words, the government organization could not exercise its power of commanding over other actors within the network as it used to do during the usual hierarchical control. Hence, the important issue is the combination of work in both formal and informal sectors, in order to drive the network's operation towards the commonly desired direction. And finally, the

sustainable network operation requires the obvious ability to increase the capacity in coping with the public problems. The operation network does not only occur with the goal of all talks but no action, but in fact, the network must be able to clearly demonstrate that more benefit could be generated or returned to the society from the collaboration in network system, comparing to what the actors had action. Or else, such collaboration would not last in the long term.

From the above characteristics, the network usually refers to the structural relations in working, or focusing on the structural relationship. The governing by network thus involve the plan of relationship between various social units, which could occur in the individual, group, organization, or country. Knoke and Yang (2008, pp. 4-6) thus wrote about the characteristic of network relationship and connection in 3 issues as described below.

- 1) The structure of relationship characteristic is important in explaining the behavior rather than the personal demographic such as age, gender, value, ideal, and attitude of the social unit, as the personal demographic is constant in the various social context which each social unit participate. On the contrary, the specific relationship structure would remain in the specific situation only, and could deteriorate when the social unit cease to exist. For example, some woman might simply follow the supervisor's command without any creativity, but the same woman could be very active and creative in her work with the women association for development. Therefore, the behavior of this particular woman cannot be explained by her gender, or age, or social status.

- 2) The network could influence perception, beliefs, and action through the variety of structural mechanism, which is socially constructed by the relationship between each social unit. The direct relationship and firm interaction would result in a better perception of information and higher awareness in each social unit as well as allow them to be influenced by other social unit. The indirect relationship through the mediated communication could also led to the new idea and capacity to access the beneficial resources, which could be gained through exchanging with the other. For example, the private developer might introduce two groups of villagers from the North Eastern and the Southern region to meet. And the villagers from the North Eastern might exchange their jasmine rice with the premium shrimp paste from the South, etc.

This complex relationship structure help enhancing or intercepting the information and knowledge, including the gossip and rumors within the group or organization. Furthermore, the relationship structure is an important mechanism to sustain unity and agreement within the group. But on the other hand, it might reinforce bias and conflict with those outside the group. Nevertheless, all types of relationship including the competition or collaboration could enhance the efficiency of inter-organization exchange, and could result in the broader expansion of recruited mass in the social movement. The relationship would depend on the social conditions which influence the social unit that change according to each social situation.

3) The relationship structure should be considered as a dynamic process. This principle should demonstrate that the network is not a rigid structure, but it could continuously change by the interaction between individual, group, and organization within the network. The beneficial application of network knowledge would often require each social unit to change their relationship structure. And if there is further change in these relationship structures, it could affect the strategic options in the other network group and will result in the opportunity or limitations of the organization groups in the same network.

2.2.4 The Elements of Governing by Network

As for the elements of governing by network, Office of the Public Sector Development Commission (2009, pp. 39-60) applied the framework of (Goldsmith & Eggers, 2004) in the governing by network which consisted of 5 major elements as following.

1) The development of strategic plan, which originates from the thinking process that start from the goal of "what" is desired to happen, not starting from the end. Sometimes the government's approach might be the result of their failure in the governing by network, as they often spend only short time to think about the intention and strategy during the first step of assigning the works. For example, they ignore the question of which policy objective is expected to succeed, and how to connect the objective with what the government organization wish their network members to do. Instead, the government officer would just look at the organization chart to locate the position where improvement is needed, then outsourcing the private sector to replace

them without any strategy to guide the network development and element. Therefore, the top management of the government often face with obstacles and must be aware of the obstruction from the existing people and regulations in the bureaucratic system which does not lend themselves to the change of approach. Therefore, the success of governing by network is not the procedure but should be the designation of network management approach as well as prioritizing the appropriate strategy of focusing on the main mission in administration, and questioning the consequence of their success in contributing to the any public value.

2) The design of network to suit the goal, which is the emphasis on the importance of design, determination of operation type, and the qualification of network members. If the network is designed well, there would be higher chance for its success in operation. The network design is the answer of “How”, which John Koskinen, the former management of Washington D.C. (Goldsmith & Eggers, 2004, pp. 55-56) stated that the network does not occur by itself but require the molding of organizations from both government and private sectors into the single virtual system. The job of network designers and initiators is to monitor how each partners collaborate, designate the expected result, communicate the network protocol to all members involve to know, manage the network system, and determine the strategy and operation until the network could finally operate. The designers must be flexible in the operation, in order to cope with the dynamic of situation and avoid rigidity which could affect the mission to respond to the network’s mutual goal.

The success or failure of governing by network could be predicted since the step of network design. The suitable preliminary design could ensure the government’s success in its top policy and operation objective. However, the minor error of network design might lead to a major problem which could waste the time and resources no matter how well the particular network manages. The government could then avoid these problems by using the step of design to answer the major questions in 5 issues; (1) consideration of the goal which the organization wish to succeed, (2) seeking the appropriate instrument for the network operation, (3) seeking the appropriate partner to ensure the success, (4) seeking the appropriate way to design in order to reach the desired objective, and (5) how the government should monitor and manage the network.

3) Integration and connecting the operation, which is the focus on the mechanism which connect the network coordinator and member, or among the network members themselves, in order to ensure the efficient coordination and operation towards the network's objective. For example, manufacturing a car requires coordination of network from the providers of large and complex manufacturing factors. Previously, the manufacturers would produce hundreds types of parts by themselves and assemble into a car, while the manufacturer nowadays would allocate responsibility and assign the major responsibilities in car assembly to other company specialized in this process to manufacture and deliver the parts instead. The same phenomenon could also be found in various industries, from the manufacturing of computer to other instruments. This phenomenon expanded based on the belief that the contractor could gather and manage the assigned manufacturing process efficiently with the lower cost than the in-house operation. This type of integration requires the skillful integrator who could facilitate coordination in various activities, cope and deal with problems, as well as responsible for the quality of efficient service, which is the essential element of a well-designed network. The coordinator is thus resembling the "network center", and there is usually just one organization who connect and collaborate with all network members. As the government organization increasingly depend on the network to provide service for its citizen, they must explore the options to integrate some process together and determine the responsible integrator. Here, Goldsmith and Eggers (2004, pp. 75-85) suggested 3 models of integrator as following.

The first model of government as integrator: This means the government would be the center of network management. In other words, apart from their regular duties, the government organization would have the additional duty of network management. In this model, the government would use its advantage from the existing authority in recruiting the organization and allies involved to work together. However, the criteria in considering if the government sector should be the network integrator or not would depend on its capacity in terms of skills, experiences, as well as the management resources within the network such as the authority of the government organization, the support from top management, and the government organization's finance. The regulations and laws could be the other obstacle for network management, and even the condition of time could also affect the network building, appropriate

network design, and the risk management from governing by network as in figure 2.4 (Goldsmith & Eggers, 2004, pp. 76-78; Ministry of Interior, 2010, pp. 7-5)

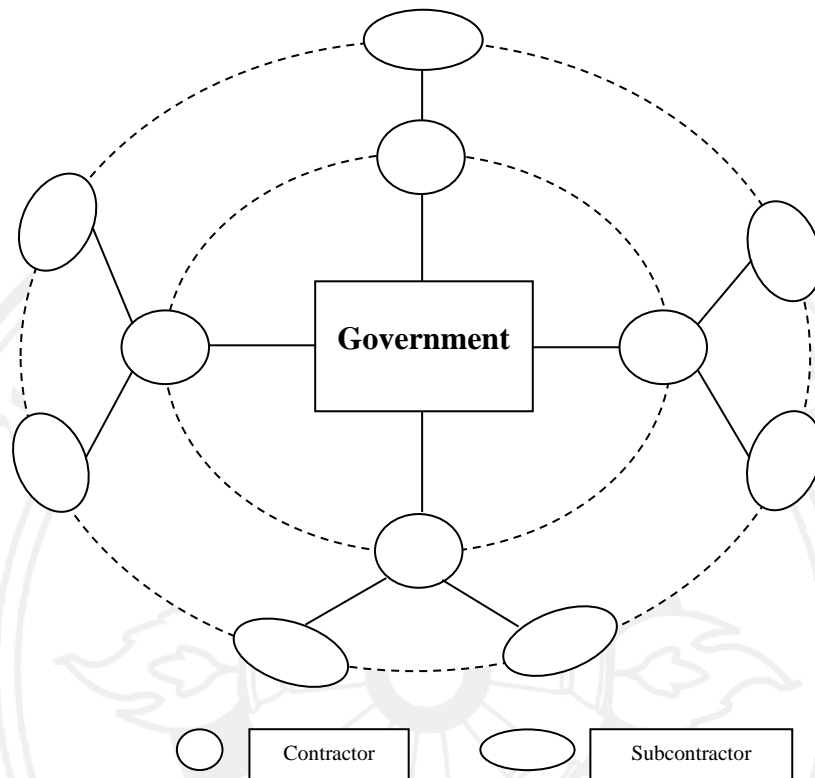


Figure 2.4 The Model of Government as Integrator

Source: Goldsmith and Eggers, 2004, p. 77.

The second model of prime contractor as integrator: The government sector which lack the capacity to integrate the network by themselves usually use the model of prime contractor to be the integrator instead. In this model, the prime contractor would responsible for the coordination and integration with all partners involved. This is a widely popular model, especially in the major change of procedures which require knowledge and specialization in project management often lack by the government organization. For example, the state's major project might hire the external private organization for the information technology operation of the national security department. This model could reflect the importance of hiring other company or organization to the government sector's management that they could better handle the integration, management of service channel, and variety of infrastructures than the

govern organization could do by itself, as in figure 2.5 (Goldsmith & Eggers, 2004, pp. 79-81)

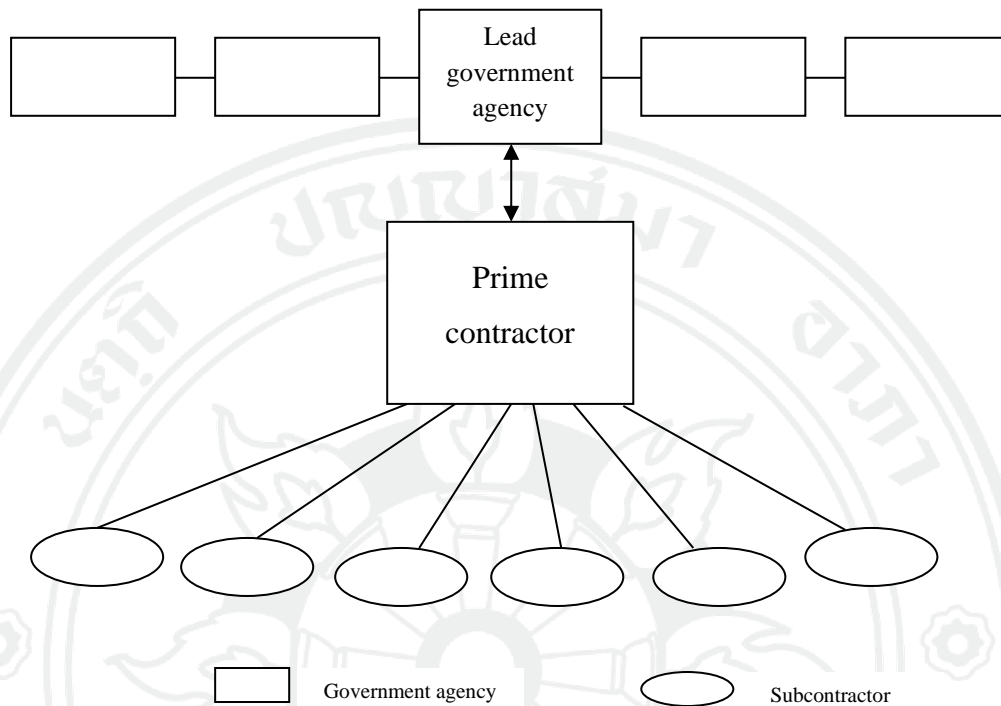


Figure 2.5 The Model of Prime Contractor as Integrator

Source: Goldsmith and Eggers, 2004, p. 80.

And the last model of third Party Integrator: Goldsmith and Eggers (2004, pp. 82-85) stated that the organization responsible for this type of network integration does not directly related to the group of service providers, which totally differs from the model of prime contractor as integrator. This model of third party integrator would work in the name of the government sector in order to provide the best service from various service providers, as if the third party is the network broker who coordinate and develop the tight relationship in coming together. The government organization would be more benefited from this model than the first model of government as integrator, as this model allow the management of government organization to completely focus on the policy and the final outcome when the mission is success. Moreover, the third party organization also possess the better management instrument to influence and dominate the network relationship than the state. Nevertheless, this model also has some

drawback. The first disadvantage is that there will be an increased gap between the government sector and the final service recipients. Another disadvantage is that when the third party is depended too much for the integration, it could result in the risk in stability and collective knowledge base of the government organization as in figure 2.6.

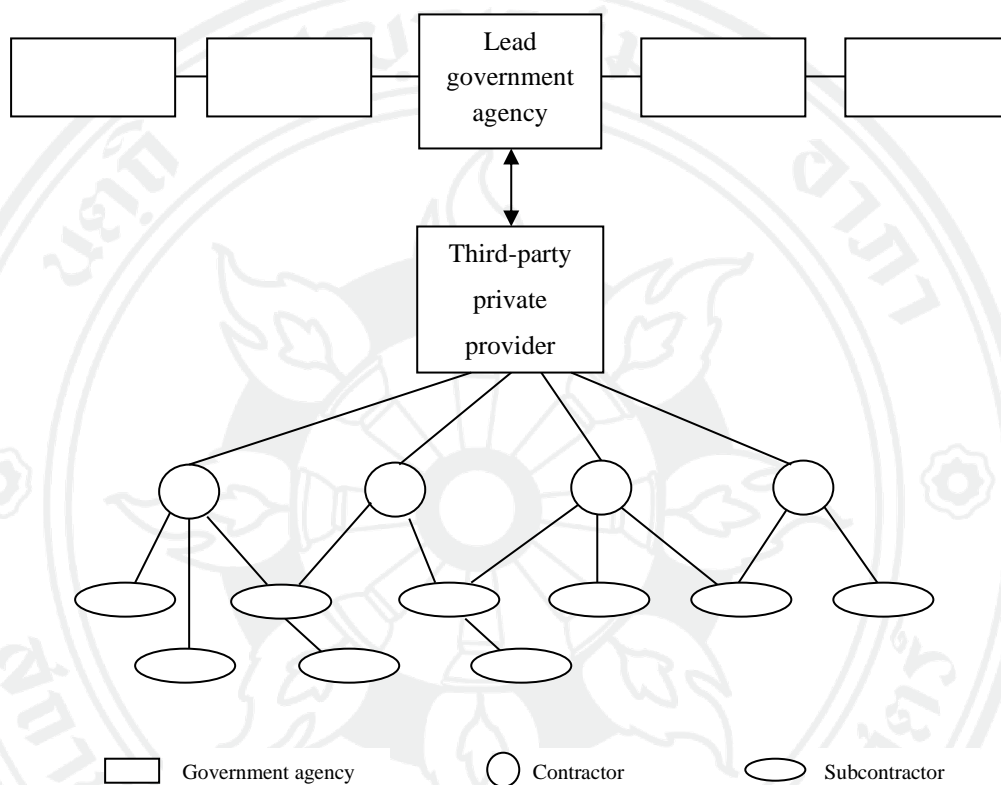


Figure 2.6 The Model of Third Party Integrator

Source: Goldsmith and Eggers, 2004, p. 83.

Therefore, the government sector should thoroughly consider each type of integration model prior to the selection of the most appropriate model, which would be applied with the particular situation and context, the activities which should be served by the state, or the activities which should be outsourced to the external organization, and how to integrate those activities together.

4) The application of information technology in governing by network could be success when the organizations can connect in various levels through the electronic communication, including the inter-organization connection and the

connection between the members of private company and non-profit organization. There are obvious 2-3 exceptions when most government organizations are still far behind the private business sector in using communication technology to collaborate with external partners. Currently, the government information system and database are mostly limited in each organization according to the separate vertical hierarchy, which prevent the staffs to share the information with other organization. So there is still the communication obstacle both vertically and horizontally in sharing information with the network partners who are private organization and non-profit organization in the community. The obstacle of information system also include the segregation between the government organizations and each ministry, that the information system is totally separated and closed from each other (Goldsmith & Eggers, 2004, p. 95)

Despite the advance technological support for sharing and exchanging information, there is not better technology than the one-to-one interaction between individuals. The shared office space could increase the informal communication, which tend to occur more often when the staffs operate in the same place. Another important thing is that working in the same space could build trust between people from different organizations, reinforce experience sharing, and build trust between the organizations in the same network. For this advantage, many successful partner of the government organized their office in the shared space, which at least there must be some staffs or operational unit who stay together to exchange information within the network and develop common understanding, as well as ensure the sustainable and close relationship (Goldsmith & Eggers, 2004, p. 96; Ministry of Interior, 2010, pp. 7-7)

5) The development of government officers' skill and knowledge, which is an important element of network management. As the administration in the environment of governing by network is more complex, the government officers' capacity would be different. Other than the skill of planning, budgeting, human resourcing, and coping with other state's affair, governing by network requires specialization and experience in other tasks such as motivating, regulating, stabilizing, integrating, and network management. To execute these tasks, the network manager must have some general knowledge, and at the least should be able to negotiate, unite the group, analyze the risk, build trust, coordinate, and manage the project. Moreover,

the officers should be skillful and willing to collaborate with all sectors in every possible way, in order to win the challenge of governing by network.

Therefore, Goldsmith and Eggers (2004, p. 158) commented that the government sector still lack the management and government officers with variety of skills, who could govern by network in multi dimension while monitoring their own works efficiently. When the general management is still inefficient, the capacity to manage the modern network in the government organization is less likely to be possible. Developing the capacity and potential in governing by network thus depend on the strategy of searching for the outstanding personnel with skills and training strategy. Also, the total reformation of organization culture would be helpful in redefining the word “government officers”

In conclusion, even if the elements of governing by network are applied in the government’s public service provision for people, through the integration between the government, public, local, and non-profit organization networks, but the relations among the pluralistic and complex networks cannot completely solve the government’s problems, as both internal and external factors do not allow flexibility in governing. Thus, Office of the Public Sector Development Commission (2009, pp. 71-87) proposed that the organization wishing to build a network and act as a main coordinator in driving the network towards its objective should follow these 4 approaches

First approach is the connecting of network or building network. As the network success depends on all members’ understanding of their roles and duties, the awareness of limitation in other members’ operation, as well as the mutual consensus in objectives and goals of the organization.

Second approach is the evaluation of the network readiness. There must be the evaluation of all members’ readiness, and this level of readiness would indicate the scope of operation for each individual member. If any member is not quite ready, they can be empowered by the supports from other members. The readiness can change at all time, and thus require constant evaluation.

Third approach is the operation of governing by network. There should be the planning of operation prior to the actual execution. Operating under the time limitation might easily results in the error, and the clear plan could help avoiding it and ensure that the operation would be successful according to the organization’s goal.

Last approach is the monitoring and evaluation of network. This is the auditing of operation type, model, problem, and solution, in order to find the solution and consult with the network members.

2.2.5 Governing by Network in Thailand and Other Countries

2.2.5.1 Governing by Network in Thailand

Office of the Public Sector Development Commission (2009, pp. 41-47) raised the example of the development of strategic plan to reduce accident by the Thai Health Promotion Foundation (Thai Health). In this case, there is the strategic plan development by the Thai Health, whose mission resembles the government organization and could respond to the people's problems efficiently through working with allies who participate in the health movement according to their own interests. There are 4 strategies including; 1) promote healthy condition through the awareness of alcoholic beverages, tobacco, drugs, and exercising, etc., 2) building healthy condition in the organizations, such as workplace, educational place, religious place, etc., 3) building healthy conditions by focusing on the target of youth, elderly, women, and persons with disabilities. Additionally, the Thai Health had synthesis their knowledge base in health promotion in three strategies, which aim to drive the social movement to solve the problems, and combining three powers of policy wisdom, and social power together. The conclusion from the strategic plan development in network found that in order for the network management in the national level as found in the Thai Health's approach and the network to reduce accident, the network and all members must be certain about the strategic plan and the social benefits from the operation. Moreover, although the Thai Health might be limited in the number of staffs, but the collaboration with the network members allow the change to occur in many level and cover the territory of almost the whole country.

Furthermore, there is the example of secure housing project, which is the residential development project for people with low income from the dense community by the Community Organizations Development Institute (CODI). This project aim to solve the problem of instability in housing, in order to build a community with secure housing and a livable community. The operation of secure housing project by CODI requires the collaboration with various partners, including the operation by other group

of individuals and organizations. This type of operation is called the networking approach, which consisted of 3 major networks; 1) internal network of the community, which is the collaboration to build the community and houses, 2) inter-community network of secure housing, which is the supporting network with officers who provide training from experiences and striving for success in the community where the secure houses were being built, and 3) the network of persons involved or supporting organizations, which support both resources, knowledge, and legal consultant for the community to continue building the secure houses. From their operation, it was concluded that (1) the secure housing project use the strategy of organizing the saving group and community organization to connect and relate people within the community, while also develop reliability for the external society and increase the negotiation power, (2) the secure housing project would build relationship between community of the secure housing project, and allow learning from problems and experiences from other community, and (3) the secure housing project depend on the concept of public value to motivate and connect the landlord and both local and central government organizations to join and support the secure housing project, which would raise the quality of life in the community and surrounding area. (Office of the Public Sector Development Commission, 2009, pp. 54-61)

2.2.5.2 Governing by Network in the United States of America

Goldsmith and Eggers (2004, pp. 7-8) mentioned the example of governing by network in the United States which originated from the fact that there were many regulations and procedures in the U.S. which does not correspond to the actual practice of the government organizations. The previous operation of the government sector usually fails, as in the case of national security, which neither FBI nor CIA could not stop the terrorists effectively by their own. Both organizations require support from the police networks in the various levels of government offices and organizations, in addition to the faster, cheaper, and more effective communication system than the existing system, in order to follow, analyze, and process the data as well as operating across the government organizations and the private organizations under the available information. This is an effective example of governing by network.

Afterwards, Goldsmith and Eggers (2004, pp. 25-27) mentioned the example of changing the unemployment insurance benefit from the existing system of

paying in cash to the new career placement program in Wisconsin state. Such operation could reduce the amount of cases filing for the welfare up to 89% during the year 1993 – 2000. Meanwhile, the proportion of low-income family with single parent reduced from 30% to 25% in 1997 – 1999. The essence of this project of career placement welfare reformation in Wisconsin (Wisconsin Works or W-2) is the change of mission from allocating budget to the insurers towards being the government organization which provide support for the family of insurers to survive. The supporting stipend according to their right was thus declined. Moreover, the Wisconsin Department of Workforce Development had canceled the monopoly system of management by the government, and allow the private service providers to bid for the government project. This has been continuing nowadays, and over 70% were the tasks in the Wisconsin's W-2 project, which is now being operated by private service provider as in figure 2.7.

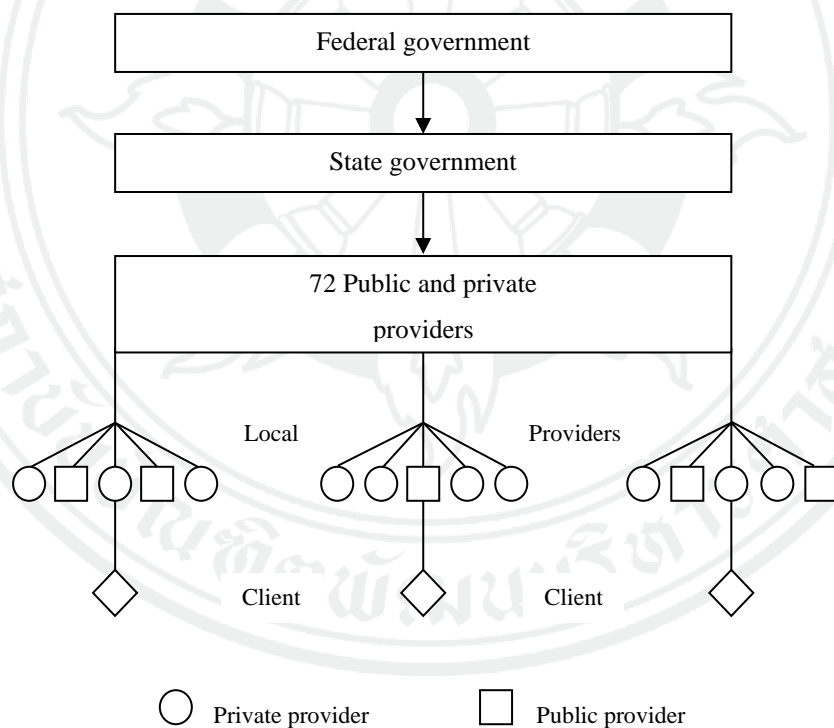


Figure 2.7 Wisconsin W-2 Network Delivery Model

Source: Goldsmith and Eggers, 2004, p. 27.

2.2.5.3 Governing by Network in Japan

Japan had been collaborating with the network management approach called “Keiretsu”, which described as a model of Japanese network organization, which developed from the concept of inter-organization relationship that is popular among the large organizations in Japan. Keiretsu approach includes the following characteristics.

- 1) The allied network, as Keiretsu is the group of allied organization with close relationship, who would support the exchange for what they need and could also expand the network through the sub-organizations within the network who assist in the information exchange or capital increasing. The relations is informal, but could be very close as it is the tradition which allow the trusting interaction.
- 2) Cross-shareholdings. The Keiretsu organization members tend to have multiplicity relationship, with the cross-shareholding which was allowed by the Japanese commercial law, section 280, which aim to prevent the threat from foreign companies. Therefore, companies may allow the friendly shareholders (who would not sale their shares to the foreign company) to hold the large proportion of shares. Therefore, it is hard for the international company to buy the business.
- 3) Keiretsu network consisted of wide range of industries, such as bank, insurance, steel, commerce, manufacturing, electrochemical, etc. There was even a slogan about Keiretsu network that it consists of “noodles to atomic bomb”. Nevertheless, the keiretsu group would avoid the direct competition among the members, by using the “One-Set Principle”. For example, if the keiretsu already consisted of any car manufacturing business in some brand, such as Nissan, this keiretsu would not accept other car company such as Toyota or Honda as their member.
- And 4) a single keiretsu group might rotate or transfer their staffs across the company within the same network, and it would be counted as the exchange of knowledge, idea, and experience within the keiretsu group.

According to the examples of governing by network, it is obvious that governing by network approach is increasingly found in other countries and in Thailand, due to the fact that the existing hierarchical approach could not thoroughly respond to the need of service recipients. Various organizations in government, private sector, or other independent organization requires a new approach to develop their management system efficiently and effectively. Network management proved to be a good solution for administration, as the existing stand-alone approach could not cover

all the service provision and result in the delay of operation. Depending on the supports from multi sectors to solve the problems would allow flexible, thorough, and fast operation as found in the cases described above.

2.2.6 Strength and Weakness of Governing by Network

Goldsmith and Eggers (2004, pp. 28-37) and Office of the Public Sector Development Commission (2009, p. 9) proposed 4 advantages of governing by network approach as following.

1) Specialization: This is the most important quality of the 21st century business, which is the foundation of structural change and operation of many companies. The networks would replace the existing model of hierarchical management. Following this model would allow both the government and private sectors to conduct their missions, and pull the specialization from the best of the breed to assist in other mission and maximize the benefit. For example, the city of Indianapolis outsourced the contractor to manage their airport information technology operation and the water treatment system. These technical specializations are the core competency of the world-class contractor, such as BBA, who laid the system, build, and manage the airport in Heathrow, Gatwick, and many other airports, and thus suitable for this task, as the city management committee would not be able to recruit the contractor specialized in these areas by themselves.

2) Innovation: The network system often allows the discovery of various alternatives of service providers. Therefore, the network could supports the new experiment. Governing according to democracy would result in the better delivery of public service at the higher quality to the people, and could also give birth to the innovation to respond to the people's changing need. Such feedback can be found from the call center, intranet, website, and the survey by the government organization and the community service center, etc. The broader communication with service recipients also give access to private information and the attitude of the service recipients, which would influence the innovation and response, as well as the fast and widespread success implementation.

3) Speed and Flexibility: Flexibility allows the government to respond swiftly to any situation. The bureaucratic system which lack flexibility is a result from

the hierarchical structure and slow down their response to the new situations. The lack of flexibility also affect the government supply chains and create awkwardness in progressing with speed. But governing by network would allow the state to decrease their redundant procedure such as urgent hiring or sourcing any durable goods.

4) Increased Reach: Governing by network would help sourcing and selecting the crucial resources in order to increase the reach to the recipient's network. For example, the government might not have enough supporting budget and could not achieve the goal by itself. The network approach could help expand the access to the service without spending large budget by depending on the partnership outside the government sector to support. And the access to service also include the network usage to connect and expand the government's service recipients for a wider coverage, which is the major objective for governing by network.

Nevertheless, there is no single successful formula without any error, as the governing by network also possess some weakness. Pichai Rattanadilok Na Phuket (2009, p. 319) proposed the weakness of governing by network in 3 issues as following.

Firstly, when any network is founded and unite firmly, it could become a closed system which focus on the interaction between the members and prevent other organizations to participate in the network.

Secondly, the information and the access to resources might be limited within the organizations in the network, while other external organizations might receive very little information or might not receive any information at all. And in the case of the network belong to the sponsorship network for social projects, the small organization outside the network might have less chance to receive the sponsorship than the organization within network.

Thirdly, when the network is tightly formed, the network norms or values would become the rules which must be accepted by the network organization members. This could suppress the individuality, independent idea, or liberty and reduce their priority.

2.3 Organization and Management Theory

The contemporary human society consists of both large organizations and small organizations. Thus, organizations have direct and indirect influence to the daily life of

people. Understanding organization becomes an important topic of study, especially the government organization which could influence a wide range of people. In this study, the researcher would use the organization and management theory as the framework for studying the network in Thailand, especially the network affiliated with the Ministry of Social Development and Human Security, in order to reveal the relationship and connection between network theory and organization management theory.

2.3.1 Development of Organization Theory

The concept of organization theory originated since 1800 and developed into various models, many schools, and many levels according to the perspective of each scholar. The theory was continuously developed concretely by Somkid Bangmo (2012), who categorized the important organization theories in 3 approaches; 1) the scientific approach from 1800-1940, which focus on the organization goal. The organization management was an attempt to increase efficiency and effectiveness, and view the organization as the relationship among the sub-organization. Thus, it focused on the structure, regulations, and rules, by applying the scientific concept. 2) the approach of human relations and behavior concept during 1940-1960, which apply the psychological concept in the organization management by concerning the feeling, need, relationship among colleagues, and the atmosphere at work. This approach seeks to find motivation for works and see the organization as a group of people. And 3) the approach which focus on the system. Since the year 1960, the concept of organization developed systematically and look at the overall organization instead of focusing on any particular part. This is called the systematic view, which consider the organization as the complex system consisted of the unique sub-systems. Hence, the general organization theories could be divided in 3 periods; Classical Theory, Neo- Classical Theory, and the Modern Theory. (Nittaya Ngernprasert, 2015, pp. 10-11; Thapana Chinpaisal, 2016, pp. 2-1 - 2-5; Wanchai Meechat, 2014, pp. 30-111)

1) Classical Theory: This theory is related to the organization change, corresponding to the social change and the social environment at the period of industrial society. Therefore, the classical organization theory consists of certain structure, with systematic designation of rule and time, and focusing on the effective and efficient productivity. According to this model, the classical theory's characteristic focus on the

formality, with the fixed structure which yield the swift and high productivity. Human is considered mechanistic and lack flexibility. As Morgan (1989, pp. 41-42) saw that this type of organization emphasis on the order, planning, record of report, writing policy, specialization, and the span of control about 6 people. When the management successfully gave order, they would start to delegate authority to people under their supervisor and reduce the scale of control. But when the technology started to change, the organization must adjust itself as well as canceling some principle of the scientific management school.

Moreover, the classical organization theory also has the definition of organization building, in order to response to the basic economic and social need of the organization as well as providing the framework and model for the structure of social organization which is convenient to govern. The classical organization theory is based on the 4 foundations, which is the hierarchical division, allocation of work, the scope of control, and the unity in management. And the influential scholars in the classical organization theory include Frederick W. Taylor who provide the foundation of scientific management, Max Weber who proposed the Bureaucracy concept, as well as Lyndall Urwick and Luther Gulick who were famous for the organization theory and management procedures, etc. (Hatch & Cunliffe, 1997, pp. 27-30)

2) Neo-Classical Theory: The Neo-classical organization theory was developed from the existing organization theory, together with the development in sociology and psychology. The important development occurred during the year 1910 and 1920, when the human factors were more considered, by seeing the importance and value of the organism. Especially, Hawthorne's experiments during 1924-1932 (Thapana Chinpaisal, 2016, pp. 2-11) pointed towards the importance of behavioral study. And during this period, the Human Relationship Movement was increasingly considered in the United States where the movement had developed. During 1940-1950, there was also the increasing attention in the study of informal group which covertly plays more role within the organization. The neo-classical organization theory thus shifted its focus towards the needs of the organization members.

As the neo-classical organization theory considered the importance of the individuals' feeling and accept the society's influence on the operation, such as the group of workers and their participation in decision, it was believed that the human

relationship movement would be beneficial in reducing the rigidity within the existing organization structure. The famous theorists of neo-classical organization theory included Hugo Munsterberg who initiated the industrial psychology discipline and wrote a book “Psychology and Industrial Efficiency”, Elton Mayo, Fritz Roethlisberger, and William Dickson who expanded the study by Hawthorne and the groundbreaking Human Relations Movement as well as supported by the Human Relationship Theorists such McGregor and Maslow, etc.

3) Modern Theory: The modern organization theory was developed during or slightly before the 1950. This theory is still based on the foundation and principle of the classical organization theory and the neo-classical theory, and also combining the multidisciplinary approaches of economics, behavior science, and sociology together into the socioeconomic discipline. The modern organization theorists believe that the classical theory’s view of the organization was too narrow. As the organization exist among the variety of environment, therefore, the focus should be on the analysis and synthesis of the various things. Organization is thus best study by the system analysis approach, as the organization involves many internal and external factors which could influence the structure and organization management. This systematic concept consisted of 5 fundamental elements, according to Winer’s idea (as cited in Somkid Bangmo, 2012, p. 35) which were; (1) Input, (2) Process, (3) Output, (4) Feedback, and (5) Environment. Therefore, the organization in this concept is adaptive, as the factors are dynamic. There were many famous modern organization theorists including Barnard who was named the father of Behavioral Science, Norbert Winer who proposed the 5 elements in the organization system, and Ludwig Von Bertalanffy who proposed the theory of system which attempt to explain the scientific and social phenomenon from the level of atomic, molecular, cellular, organic, to the individual, group, and society, (Hatch & Cunliffe, 1997, pp. 27-30)

Nevertheless, the Contingency Theory is another modern organization theory which deserves attention. The Contingency Theory’s influence began around the end of 1960’s, and it developed from the independent idea that the most appropriate organization should have the structure and system which is suitable to its environment and actuality. As it is based on the humanistic environment study, this theory of situational management allows greater freedom. Nature is the important factor which

designate the model, regulation, and protocol, which is reasonable and correspond to the factuality, environment, overall organization goal, and the goal of all members. The hypothesis is that the most appropriate organization must have the structure and form which correspond to the environment in each society, including the geography, culture, values, beliefs, support, and the needs of the organization members. The famous situational theorists include Fred Fiedler, Joan Woodward, Paul Lawrence, and Jay Lorsch, etc. Thapana Chinpaisal (2016, pp. 2-20)

2.3.2 Definition of Organization

There were various definition of organization proposed by scholars, which could lead to the study and understanding of what the organization means as presented below.

Hall (1996, p. 30) defined an organization as the relationship and collaboration among members. Organization has its own territory, regulations, rule, power structure, communication system, and continuous operation towards the goal. The organization activities would impact its member, itself, and its society. While Daft (2012, p. 11) defined organization as a part of the society founded for particular purpose, through the design of organization structure, collaborative activities, and connection with the external environment. The important element of an organization is the people who interact. Therefore, organization occurs to allow people to work together towards the organization goal. The modern management accepts the importance of human resource and empowerment, in order to allow the actors to learn and create things together. Meanwhile, Eriksson-Zetterquist, Müllern, and Styhre (2011, p. 23) viewed organization as something with a formal organizational structure which can be defined by organization chart. Organization exist to achieve the various needs, and has the important characteristic as following.

- 1) Organization is a structure with rule, standard, and position according to the hierarchical system.
- 2) Organization is a pattern of behavior, consists of the common goal, collaborative behavior, and management of the stakeholders' needs.
- 3) Organization is a culture, which the officers share the common understanding and ideals, similar to Gerloff (1985, pp. 5-7) who pointed out that the organizations all involve 3 important qualities: 1) Purpose 2) Person 3) Plan

Organization members would interact with each other and work towards the common goal. Together, the organization members would designate the plan, system, and structure in order to achieve success

Gerloff (1985) also pointed out the differences between organization and mob, that even if the mob might unite with the common goal and collaborating people, but the mob is not an organization as it still lack the structure system and therefore could only be the gathering of people without goal, priority of goal, communication to members, systematic assignment of responsibility, clear and systematic authority and the relationship of report, and the systematic control and coordination. Pichai Rattanadilok Na Phuket (2009, pp. 2-3) offer the similar opinion that the organization means the social unit which is under the influence and interact with the environment, with particular or multiple objectives, which the members with the common values and shared benefit in driving the organization towards objective would require the structural design in grouping the work, activity, and the members' authority, as well as the system for coordination and strategy which would allow the efficient and smooth operation.

Furthermore, Somkid Bangmo (2012, p. 16) commented that organization is a group of people who join the activity together to reach the objective. The group's gathering must be permanent, with the internal system of authority of each member as well as the regulations and rules of conduct.

Therefore, it can be concluded that the organization is the permanent unification of a group of people with interaction, constant reciprocal exchanging activities, goal, and systematic structure, as well as the clear definition of authority for each individual, in order to allow each member to participate in executing their mission according to the organization goal.

2.3.3 Organizational Change

The dynamic of change can often be found in the dynamic environment, which could result in the organizational change as well. The change could be the organizational growth, expansion, increasing members, or on the other hand the organization could deteriorate, become smaller, with fewer members. Somkid Bangmo (2012, pp. 42-45) proposed 2 reasons of change as following. Firstly, the change could occur due to the external factor which influence the organizational change, such as the

economic situation, politics, social situation, laws in used, technological development, and the competition among competitors, all of which could affect the organizational change. Secondly, the change could occur due to the internal factor which influence the organizational change, such as the change of organization objective or goal, the problematic relationship within the organization, the outdated technology, and the change of officers and management.

The change would require adjustment and development to increase the organization's effectiveness and capacity, which can be execute in 4 approaches as following (Somkid Bangmo, 2012, pp. 52-53)

1) Sensitivity Training: This is a training technique for sensitivity which is called T-Group, or Training Group. This technique use the group process of individual learning and development to provide solution for various conflicts between supervisors and officers, students and teachers, prisoners and guards, etc. The goal of sensitivity training is to train the participant to observe the other people's attitude, aware of their own feeling and emotion in relating with the others, and understand one's own role in the organization which related to other people.

2) Conference Group: This is the technique for the development of organization goal or outcome, which the organization member would be encouraged to open up. However, the consultant of organization development would not allow attacking the other people. For example, two departments who cannot collaborate well would be put into the general meeting, then each department would be separated into different room and allow to discuss the important problems which could obstruct the collaboration and coordination and state their feeling towards the member of other group. Afterwards, the two groups would meet and reveal their problems together, which would be the foundation of consulting to solve the problems together.

3) Team Building: This technique focus on the group operation when the group could not coordinate smoothly. The appropriate intervention is the member's meeting to build a firmer group identity, with the goal of team building. The group meeting should proceed as following. (1) The first meeting should encourage the members to analyze the problem faced, through the brainstorming session and discussion to conclude the true problem. (2) After the problem is thoroughly analyzed,

the members should debate the best solution for the problem. The debate should not be an attack or personal revenge, but rather the consideration of the best solution. (3) After the major solution is found, the members could identify a clear method of operation. The coordination, commitment to one's responsibility, and periodically meeting could ensure that the problem would not arise again. And (4) if the organization development consultant found the group to be too large, it could be suggested to divide the group into smaller groups, for the sake of more independent operation within the organization.

4) Survey Feedback: This technique of organization development is the survey and analysis of the organization through the questionnaire, with some feedback from the survey towards the informants. The questionnaire can be both in the form which focus on the situation, or the standard of leader's condition, organization atmosphere, and satisfaction, etc. Generally, the external consultant would gather information and interpret them, then bring the result to the seminar group to discuss and find the solutions.

2.3.4 Structure and Type of Organization

Organization structure is the expression of the organization form and the designation of framework or operational behavior of the people within the organization. The organization structure is thus the organizing of elements to allow the collaboration towards the goal, by the delegation of tasks and organizing the human resources in each position according to the hierarchical line and levels. The people in each position must follow the rules of their positions. Therefore, the structure would determine the behavior of the organization members. The organization structure can be considered in the 3 major elements as following. (Pichai Rattanadilok Na Phuket, 2009, pp. 141-161; Robbins, 1990, pp. 83-97; Wanchai Meechat, 2014, pp. 193-212)

1) Complexity refers to the differentiation within all levels of organizations. The organization with broader differentiation would be more complex. The consideration of complexity within the organization include the horizontal differentiation and the vertical differentiation.

Horizontal Differentiation is the consideration of differences among the sub-organizations. The more sub-organizations are divided, the more complex

organization it will be. The sub-unit can be divided in 2 types; (1) division of work according to specialization when the work is divided into easy concrete detail which can be repeated. This is also called “labor division” according to the specialization, which would require the organization staffs to work in the particular tasks which could be different from other staffs. The organization must consider its own work whether the staffs should become specialists in their work or can generally work in a broad range, as it could affect the work behavior of each individual. Nevertheless, a single person could not operate all task in the organization, but only when people united and divide their works can the organization operate. It could also allow flexibility and faster works for the organization. And (2) departmentation is the organization division into department, which can be differ according to each organization. Departmentation has many possible forms, such as departmentation according to duties, customers, process, and team, etc. The departmentation would reflect the differentiation within the organization, as the more departmentation exist, the more horizontal differentiation would be found in the organization. Hence, the horizontal differentiation reflects the organization complexity through the number of specialists in each field, the professional activities, and different titles within the organization, etc.

Vertical Differentiation is the consideration of hierarchy within the organization from the top-down. The vertical differentiation would reflect the level of power and the power relationship within the organization, as well as the characteristic of the organization which could be either top-down or horizontal. The vertical differentiation could be indicated by the number of levels within the organization. And this differentiation could affect the management principle in terms of the control network within the organization. For example, if the control network is narrow, there would be a high level of vertical differentiation in the organization. But if the control network is wide, the level of vertical differentiation would be low. Nevertheless, we cannot clearly indicate if any level of vertical differentiation would be more effective in the organization management and thus require a case-by-case consideration.

Spatial Dispersion is the differentiation due to the fact that an organization’s workspace is located in various place. The organization with high level of spatial dispersion could reflect a higher level of differentiation or complexity, which might occur out of necessities such as limitation in space, or proximity to the raw

material sources, etc. Horizontal spatial dispersion occurs when the same level of organization is dispersed in different locations, which require the organization to include more system of coordination as could be found in the car manufacturing company in figure 2.8.

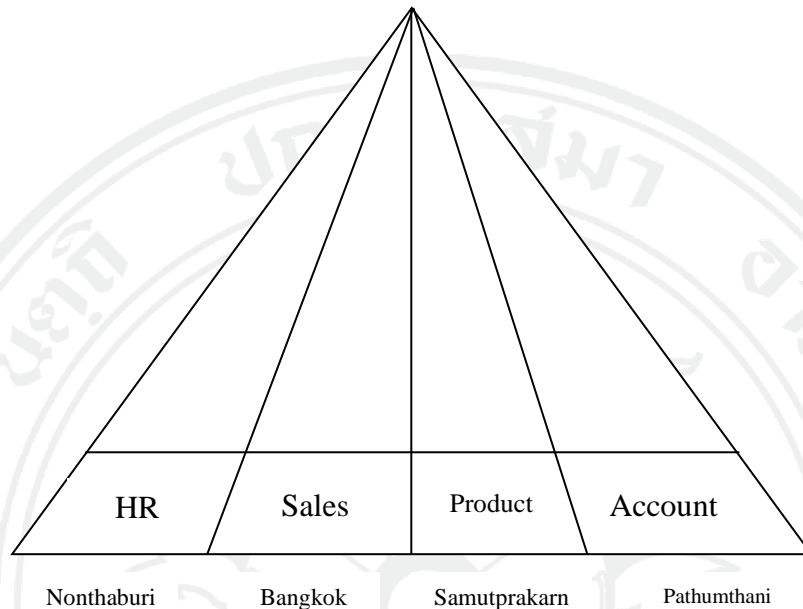


Figure 2.8 Example of Horizontal Spatial Dispersion

Source: Wanchai Meechat, 2014, p. 203.

The diagram show that the sub-organizations in the same level are dispersed in different location and thus require coordination in order to progress. The vertical spatial dispersion is when the sub-organizations in the different levels are located in different places, such as when the management works in the different office from the operation team. This would relate to the management's control and monitoring, as it could be harder to do as in figure 2.9.

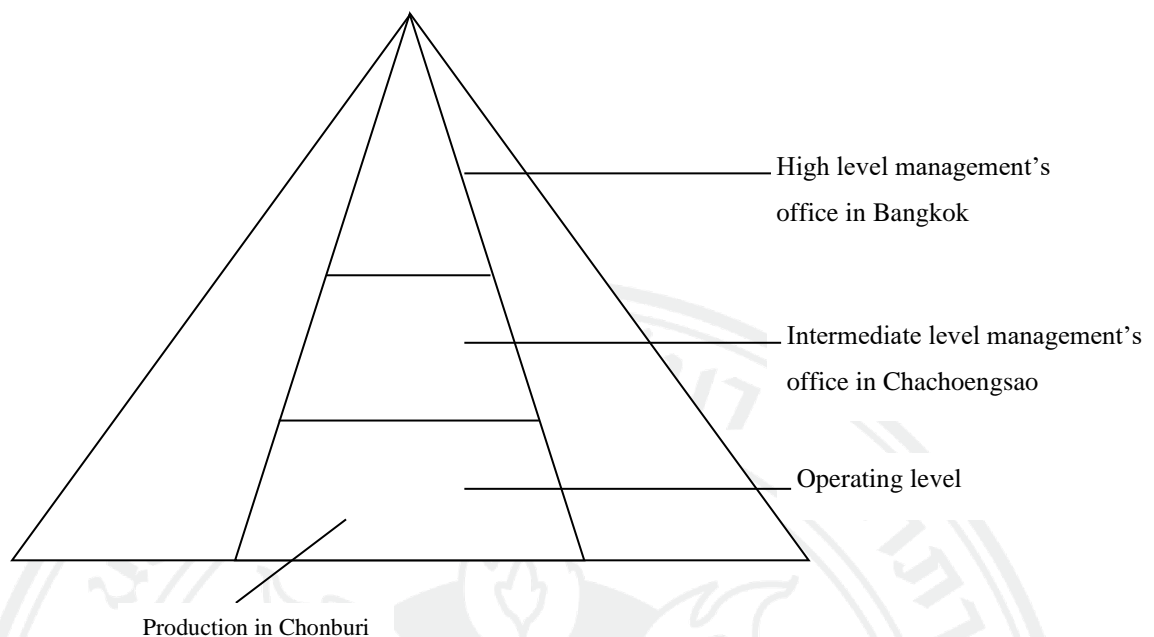


Figure 2.9 Example of Vertical Spatial Dispersion

Sources: Wanchai Meechat, 2014, p. 204.

According to the diagram, different levels of departments work at different location. Collaboration among them thus requires a good system of coordination and communication, in order to allow the organization to work effectively, efficiently, and successfully according to their goals.

2) Formalization refers to the level in the standard of conduct. Formalization would influence the member's behavior, as the formalization reflect the organization's method of work if it is clear, regulated, or allow the organization members to exercise their discretion in making decision or operation. The highly formal organization usually provide clear rules and code of conduct. Its member would follow the rules, regulations, and guidelines provided. The organization standard is perceived as an essential element, and the formality would result in the standardized product of the organization. This is especially important for the organization with branches, which require the standard of products. For example, the national identity card issued by various districts in the country must be the same, etc. Formalization or standard of conduct within the organization could be created in various ways; (1) by recruiting the staffs with desired characteristic, (2) by training the staffs to meet the standard skills or

knowledge requirement of the organization, (3) by implementing the policy, rule, regulation, procedure, and operation guideline within the organization, which would be the instrument to create standard for the organization operation. Here, the organization policy would serve as the desired framework.

The study of organization formality would reveal the pattern of behavior or code of conduct within the organization. The highly formal organization would have standards for various issues, with clear procedure which could allow the staffs to practice their working process. And those who contact the organization would also clearly understand its system. The highly formal works are usually the routine tasks and could often be found in the bureaucratic organization.

3) Centralization refers to the allocation of deciding power within the organization. The highly decentralized organization would allow the decision in various parts of the organization. Everyone can participate in the organization's decision in various level. But the highly centralized organization would give the decision power to the responsibility of an individual or some unit within the organization only. An analysis of centralization or decentralization is thus the study of power structure relationship within the organization, which include not only the power from hierarchical order and regulation but also the informal power as well. The power centralization in each organization could be considered from the cluster of decision power, information, and evaluation.

The studying of centralization character of organization would also include other factors within the organization. The factors involved (Hall, 1996, pp. 77-79) the organization size, manufacturing system or operation procedures, and the organization environment. The study of centralization and decentralization thus require the consideration of organization characteristics, as each type of structure has different benefits and limitations, and could be appropriate to different organization. The advantage of centralized organization is the unity in decision making, as all decisions come from the same place, and all operations are highly standardized. While the advantage of decentralized organization is the faster process of deciding, which could response better to the needs and problems due to the shorter hierarchical order. The decision would be more suitable for the situation, and the staffs would feel included in the organization's decision.

The study of these three organization structures should be related, and the relationship models must be considered case-by-case. There is no fixed guideline on how the relationship model should be. In other words, the highly complex organization is usually highly decentralized, while the more formal organization would have the higher level of centralization than the less formal organization. Furthermore, the relationship between the elements of organization structure must also be considered, such as the manufacturing system, the organization's life cycle, and the organization culture.

To classified the organization type, Pichai Rattanadilok Na Phuket (2009, pp. 9-14) suggested the approach of (Parson, 1960) which classified the organization in 4 types; 1) Production Organization which manufacture what the society need to consume, such as the private company, 2) Political Organization which realized the values of the society, 3) Integrative Organization which harmonize, solve the conflicts, motivate the member to realized their goal, and bring each part of society to collaborate, such as the religious organization or public profit organization, and 4) Pattern-maintenance organization which maintain the social continuity by providing education and socialization of culture to the society, such as school and university. Phichai Ratnatilaka Na Phuket also mentioned Mintzberg (1983, 1989) who used various factors in classifying organization into 7 types as following.

1) Simple Structure Organization: refers to the organization with direct system of coordination from the supervisor to the worker. The structure is simple, informal, and highly flexible. The top management plays important role in guiding the operation framework of the organization, which exists in the highly dynamic environment with low complexity. The organization might be newly founded, small, with simple technological system. The leader might be very powerful or strong. The organization strategy occurs during the operation. The advantage of this model is the ability to response swiftly to the change in the environment, and the members are highly conscious of their mission. However, the weakness of this model is that the organization highly depend on the leader. If the leader face problem, it could risk being failed. And when the leader centralizes the power, there could be the abuse of power. The examples of this model include the government organization or the new private company, small private school, or small business, etc.

2) Machine Organization: refers to the organization with the coordination system according to the standard procedure. This type of organization is centralized and highly informal, due to the division of labor according to specialization and the division of tasks according to the duty. The leading group is the group which work with the policy, planning, and research. This type of organization exists in the simple environment with low change, and usually large, old, with simple technological system. It can be monitored by other organization, or exist as a closed system, such as the government organization, factory, or security business. The strategy would focus on the operation planning procedure. There might be some strategic change, but it would occur over a long time. The advantage of this model is the efficiency, reliability, clarity, and the constancy in operation. The workers' behavior pattern and manufacturing pattern are predictable. The weakness of this model is that it might focus too much on the control of operation by the workers or staffs, which could lead to the relationship problems between management and operation department, or the lack of coordination.

3) Divisional Form or Diversified Organization: refers to the organization which expand from the machine organization. The organization structure is complex, and include the head quarter and the branch offices which can operate independently from the headquarter according to the allocated roles and power. The intermediate management plays important role. For example, in the case of bank would consider the amount of savings and loans to consider, etc. And in the branch level, the structure tend to be the model of machine organization. The environment for this type of organization is large and very old organization, such as the bank or large corporation and the government organization at the ministry level. The environment could be varied, or consist of various targets and competitors. There are 2 levels of strategy: the overall level would be guided and planned by the head quarter, and the branch level would be planned by the branch office. The advantage of this model is the efficient capital management, which the conditions can be designated by the head quarter. The weakness of this model is the high cost due to the numbers of branch office, and it also disrupt the innovation in operation. The controlling system might not work thoroughly, especially in the case of government organization could result in the internal corruption or unfair practice with the people which could lead to the conflict between government officers and the citizen.

4) Professional Organization; which based its coordination on the skills and knowledge. The structure resembles the bureaucratic system but highly decentralized. The officers play the most important role by working independently under the control of professional ethics. The policy planner and intermediate management has lesser role, while the support department is large in order to support the work. The examples of this model include university and hospital. The organization environment is complexed but hardly change. The operation technology is simple. The organization strategy could be varied and divided into parts in the internal sub-organization. Most strategies are designated by the professional officers, but could be partly designated by the management. The advantage of this model is that the internal management is democratic and highly independent. The weakness of this model lies at the coordination problems between various departments, and sometimes there could be the violation of professional ethics and low innovation.

5) Adhocracy or Innovative Organization: which base its coordination among the colleagues. The structure is flexible and easy to adjust according to the situation. The structure is organized in matrix, with high level of decentralization and operate by the officers' specialization and teamwork. The examples of this model include the advertising agency and consultant. This type of organization exists in the complex and highly dynamic environment, which include the technological change of the organization that might be newly occurred. The strategy is planned from the bottom-up, as the members are able to learn and receive supporting resources which allow them to be creative and become the organization's strategy. The advantage of this model is the highly democratic atmosphere, flexibility, easily-adjusted structure, and the effective innovation. The weakness includes the tendency to use a lot of resources in order to be effective, and the members might be uncomfortable with the liberal style of operation if they need the order.

6) Ideology and the Missionary Organization: is based on the ideal, belief system, or value, which is different from other general organization. Only when the ideal is strong will the organization be created from the ideal. Thus, it is also called the missionary organization, which is based on some particular faith and dedication towards the mission. The leader in this type of organization would be the prestigious leader who develop the ideal, weave the story of experiences, and create the idea for

the members to follow or united in such ideal. There is the constant motivation for the members to unite them in allies. The organization structure is divided in small unit, with loose system and decentralization of power. The organization control is done by the organization norms. The weakness of this model is the high pressure, as the organization could fail when it lacks relationship with external organization. For example, without the financial support from sponsors or without the continuity of ideal among the members and operation, the organization could break apart or change into other form of organization.

7) Politics and Political Organization; refers to the organization with the built-in politics. In one perspective, the politics could be the organization's weakness. But from the other perspective, it could also be the condition of strength for the organization, as it would encourage the organization adjustment. The form of political organization is thus the power not the structure. And the power is exercised illegitimately, that it lack mechanism or clear procedure of coordination, but it would depend on the political context in each situation. The atmosphere of political organization is of the power snatching and destroying the enemy. This type of organization could occur in the 6 models of organization structure mentioned previously. The advantage of this model is that it could construct the necessary change for the organization's survival. For example, if the organization leader is bad, the organization members could play the political game and pressure the bad leader to resign and recruit a new leader with higher skills to manage the organization instead.

2.3.5 Organization Management

2.3.5.1 History of Management

The history of organization management originated alongside the human civilization in the past. When there is a group, there is a leader or chief who led the group, so that it could stay orderly together. The theoretical study and the management criteria started in the 18th century after the industrial revolution. Somkid Bangmo (2012, pp. 63-72) divided the era of management in 5 periods as following.

1) The early period of management. At the beginning of 18th century, a group of German and Austria philosophers were interested in the state's management order and called themselves the Cammeralist. The group consisted of the

specialists and management who were the important force. This period was in the reign of King Frederic William I of Prussia (1713-1740) and Queen Maria Teresa of Austria (1740 -1780). This group of individuals studied and suggested the principle of governing, which influence the reformation of economic system and management simultaneously. There were the gathering of management knowledge, and people were more interested in the science of management, that the word management and administration is used for the same meaning of all types of management. Thus, it could be said that the work of the Cammeralist scholars is the foundation of the government management or the political and administrative science.

In the United States, there were also the growing attention in the administrative science. Woodrow Wilson wrote an article suggesting the administration idea called “The Study Administration”, to separate the government administration and the political, as the administration is the practice while the political is the policy. He also suggested the government officer to study about administration. Later in 1905, Frank Goodnow wrote the article “Principle of Administration Law of the United State” which suggested some different opinion from Wilson, as he thought the political and the administration should not be separated. The political reflects the will of the state, while the administration is the implementation of the state’s will.

2) Scientific management: The study of administration quickly progressed. There were the theories, rules of administration, and implementing the scientific method as the instrument of finding the efficient method of work. This started from Henry Town, the chairman of Yale and Town Company in the United States, who proposed the article about administration to the American Society of Mechanical Engineers Conference in 1880 and emphasized the importance of administration as much as the production. This is where the scientific management started.

3) Human relation management: This concept of management was developed around the year 1917, and view the management as the activity between persons. The human is the most important factor at work. The mental need, encouragement, and satisfaction are the essential part of increasing effectiveness no less than other factor. Mary Parker Follet, an American social worker, was the first person to play important role for the concept in this group who proposed the principle of human

relation management, which point out the importance of management that could lead to the success.

4) Behavioral management: Management is related to the human behavior, as it is the group activity. Any operation cannot be done with a single person but require a group of people to work together in order to succeed. This concept was developed around the year 1950 by the important leaders of behavioral management such as Getzels and Guba, who commented that the behavior of manager is the sum of the relations among the factors in the cultural and traditional dimension as well as the desire of society, the particular dimension of the institution where the manager is positioned, and the internal dimension of the manager including the personality, wishes, and needs.

5) Contingency management: The Contingency Theory is the management theory which focus on the management behavior adjustment according to the organization situation, which is influenced by the technology and external environment as well as the organization members. There is no fixed principle in this theory as in other management theories. The theory is a new combination of scientific management, human relation management, and behavioral science together under the hypothesis that the principle of management is universal and can be applied in all situations.

2.3.5.2 Process of Organization Management

There are many accepted approaches in the study of management process from the scholars, which could be the guideline of effective operation towards the goal. Therefore, it could be said that the function of the executive is the heart of the management process. The famous processes of management which are widely implemented are described below. (Sheldrake, 1996, pp. 53-55; Somkid Bangmo, 2012, pp. 69-72; Wanchai Meechat, 2014, pp. 34-41)

1) The POCCC approach of Henri Fayol

Henri Fayol is the French engineer, who wrote a famous book “General and Industrial Management” about the principle of management while he was the managing director of a mining company during the year 1888-1918. He was also the first person who analysis the 5 fundamentals of management as following.

(1) Planning: refers to the study of current information and the prediction of future, then planning the goal and framework of practice.

(2) Organizing: refers to the structure organizing into the sub-unit, determining the responsibilities of each unit, and recruit people to work in each position.

(3) Commanding: refers to commanding people to work on the given assignment, and govern the staffs to follow the organization's mission.

(4) Coordinating: refers to the arrangement of work to avoid interfering, contact the sub-units in the organization to coordinate, and arrange for people to work smoothly without conflict.

(5) Controlling: refers to controlling the staffs to work according to the assigned tasks, monitoring the output according to the standard, or controlling the work to follow the orders.

2) The POSDCORB approach by Luther Gulick

Luther Gulick, who was the consultant in the government organization structural reformation or the Brownlow committee during the era of President Franklin D. Roosevelt, wrote an article "Notes on the Theory of Organization" in the book called "Papers on the Science of Administration". In the article, Gulick adjusted the principle according to the management theory into a concrete concept of 7 essential management duties, including the planning, organizing, staffing, directing, coordinating, reporting, and budgeting, as usually called shortly "POSDCORB", with the detail meaning as follow.

(1) Planning: This is the broad outline of what should be done and how to operate to reach the organization objectives.

(2) Organizing: This is the official power structure designation, especially the division of sub-unit, assigning the roles and duties of sub-unit, and determining the relationship among the organization.

(3) Staffing: This is the overall human resource management duties, from recruiting and selecting the staffs, training, and maintaining a good environment at work.

(4) Directing: This is the duty related to decision, which is what the management do at all time, by transforming such state of decision into the

specific regulations or covering the whole picture. Furthermore, the management is also the advisor for the staffs as well as the organization's leader.

(5) Coordinating: This is a very important duty which coordinate each part of the organization together.

(6) Reporting: This is the report to the responsible supervisor to know what happen, as well as ensure that the management receive the report and communicate it with people under their supervision, and depend mainly on writing the report, data gathering, data analysis, and data verification.

(7) Budgeting: This is the duty in budgeting activity, including the yearly budget, accounting, and directing the work.

Apart from Gulick's definition as described, some Thai scholars also attempt to expand the management principle POSDCORB according to the additional details. (Ekkawit Maneethorn, 2009, pp. 14-15; Phimolpan Namwat, 1999, p. 22; Somkid Bangmo, 2012, pp. 72-73; Wichian Wittaya audom, 2008, p. 21)

P = Planning means the planning of project, program, and procedure prior to the operation. This is the important preliminary task of the management, including determining the objective, strategies, and programs to cover all dimension, by using academic knowledge and judgement to analyze the future situation, then plan correctly for the right and reasonable plan which would allow success according to the goal.

O = Organizing means the arrangement of organization structure and division for the appropriate unit to the operation. For example, the division of work into department, division, and office, could be done by the amount of tasks, quality of tasks, or specialization division. Moreover, it could be considered in terms of control, type of organization such as the major line, the staff, and the various hierarchical order with clear role and power, the arrangement of activities relations, and the operating procedure to follow the organization's goal and code of conduct effectively and efficiently.

S = Staffing means recruiting the staffs to match the division of work. In other words, it means the personnel administration which started by recruiting the persons with knowledge and skill in each position and assign them into each unit, by arranging the workforce to match the type of work. There must be the training and

development of human resource, creating good environment at work, promotion, designation of compensation rate, giving bonus and pension, as well as discharge or lay-off, in order to ensure the efficiency of work.

D = Directing means the study of how to direct, monitoring, and supervision, as well as the art of management such as leadership, human relations, and motivation. Moreover, directing also means the decision making, and delegation of authority, in order to ensure that the work would follow the same guideline and match the objective.

Co = Coordinating means the coordinating in various activities for the harmonious work with each other and connection within the organization. The management must study the criteria and method which could enhance coordination, in order to solve the trouble in operation. Coordination is a daily task which must be done in the operation in all levels. This is the duty of the supervisor who must arrange the coordination within one's organization, as it is an important factor of success.

R = Reporting means reporting the operation result to the management and the organization members to be aware of the progress. Reporting also include the public relation to the general public. The important thing of the report is that it must base on the fact.

B = Budgeting means creating the budget, by studying the system and management procedure about budget and finance, as well as using the budget planning to control the work. The general budget management has the similar cycle called "budget cycle", which consists of 1) Executive Preparation and Submission, 2) Legislation Authority, 3) Execution, and 4) Audit.

3) The POSDC approach by Harold Koontz

Harold Koontz identified 5 steps of management called POSDC as following; planning, organizing, staffing, directing, and controlling.

Furthermore, there are two additional steps of innovation and representation, which therefore result in 7 steps of POSDCIR.

4) The PDCA approach by William Edwards Deming

This is the study of Walter Shewhart, who was the pioneer in using statistics in the industry. Afterwards, this approach becomes more famous when W. Edwards Deming, the master of quality management applied it as the instrument to

improve the better operation process of factory workers and help finding problems in each step by the workers themselves. Nowadays, this approach is known as the “Deming Cycle”, and it was found that PDCA can be used with every activity, which make it even more famous globally. PDCA approach includes 4 steps as following.

(1) Plan – Planning is determining the goal/objective of the operation, procedure, and necessary steps to achieve success. In the step of planning, there must be the clear understanding of goal or objective. The goal must follow the policy, vision, and mission of the organization, so that the development would follow the same framework throughout the organization. Planning in some dimension might require the standard of work or other standard criteria, in order to enhance the organization efficiency.

(2) Do – Executing the plan is the implementation of the determined strategy which require the study of information and conditions of work prior to the action. In the case of routine work which already exist or minor work, self-study and self-research is applicable. But in case of new or major work which involve many people, there should be the training prior to the action. The action must follow the plan, procedure, and steps designated, and the relevant data must be record and store for further use in the next step.

(3) Check – The auditing process is important after the action, in order to find the problem or obstruction and solve them. This is the activity which evaluate the outcome whether the plan is followed or is there any problem during the action. This step is essential, as there could be the complication in any operation which prevent it from following the plan and obstruct the efficiency and quality of work. Therefore, follow-up, auditing, and evaluation of problem is an important thing which must be done parallel to the operation, in order to find the useful information for quality improvement for the future operation. In auditing and evaluation, the standard of operation should also be checked whether the standard met the criteria, which would be beneficial for the quality control of the work.

(4) Act – This is the step of re-executing the adjusted plan, or the activity for solving the problem after the evaluation. The improvement might be the urgent solution for the problem at hand, or the prevention of the same problem to re-occur after the true cause of problem is found. The adjustment might lead to the new

standard of work when it follows the new cycle of PDCA. The information from adjustment would help ensure that the planning will be better and more completed.

2.4 The Concept of Participation

The citizen's participation is one of the process of sustainable enhancement of democracy and encouragement of good governance as well as the organization management. The more participation the citizen is allowed; the more evaluation of management would be possible. Furthermore, the citizen participation is one of the form of the decentralization towards the locality. As the local citizens are better aware of their problems and needs than other people, their participation would open up the opportunity for their perspective to exist in various activities through the communication and mutual interaction.

2.4.1 Definition of Participation

James (2000, p. 1) wrote that the process of citizen participation is the process which the public has the anxiety, need, and attitude of wanting to participate in the state's decision. In other words, it is a process of two-way communication with the overall goal of ensuring a better decision and support from the public. The goal of the citizen's participation process is to inform the public and allow them to express opinion on the proposed project or the government policy, so that they can participate in solving the problem and find the best solution for everyone. Meanwhile, Siripen Nuengchamnong (1999, p. 10) defined the participation as the collaboration from an individual or the group who commonly agree and voluntarily join the responsibility or the activity which benefit the society for the development and change towards the desired results through the group or organization. This is consistent to Krittiya Anuwong (2009, p. 35), who wrote that participation means the operation according to democratic principle which allow the citizen from all sectors to participate in the development from the start to the end, including the participation in thinking, deciding, action, auditing, and receiving the benefits of the activity, in order to gain acceptance from such activity in all sectors

Furthermore, scholars also attempted to define participation in order to further clarifying its detail in various dimension. Cohen and Uphoff (1977, p. 6) proposed the definition of community participation that the community members must be involved in 4 dimensions; 1) participation in deciding what to do and how to do, 2) participation in devoting to the development and take action according to the decision, 3) participation in sharing the benefit from the operation, 4) participation in project evaluation. All of this is in the same direction with Thawinvadee Bureekul (2005, pp. 1-2)'s perspective on participation as described below.

1) Participation is the consideration of voluntary assistance by people to any project of the public projects which is expected to influence the national development. Nevertheless, it was not expected that the people would change the project nor criticize the project content.

2) The broader definition of participation include encouraging people in the rural area to become active, so that the acceptance of support and response to the development project can be known while empowering the local people's creativity.

3) Participation in rural development refers to allowing people to involve in the decision making process, operating process, and sharing the benefit from the development project. Moreover, it also concerns with the attempt to evaluate the project.

4) The people's participation in development can be broadly understood as the active participation of people in any decision making process which could impact their lives.

5) Community participation is when people exercise their rights and duties to participate in solving their problems and become more responsible in surveying, checking the necessities, raising the local resources, and proposing new solutions as well as founding and maintaining the local organizations.

6) The participation must be the strong operating process, which means the person or group which participate has become the initiator and focus on their attempt and their individuality in taking action according to the initiation.

7) Participation is the administration which attempt to increase the capacity to control resource and regulations in the institutions in each social context,

which the operating group and movement of action would not be controlled by resource nor regulations.

And Sawang Rattanamongkolmas (2000, p. 14) defined participation as the process in which the people participate in each step of the social activity with some personal endeavor, such as knowledge, idea, skill, labor, or human resource for the particular action, in expressing opinion, decision, policy formulation, or policy implementation, in determining the goal and operating plan, take action in the administrative process, and support the management resource. There are 3 possible reasons why people would participate; (1) Common Ideology, (2) Common Interest, and (3) Personality.

According to the above definitions, it can be concluded that participation means the process which allow people to join the activities from being informed, attempting to understand, expressing opinion, decision making, administration, evaluation, as well as suggesting the way to successfully action together to reach the common goal of the group.

2.4.2 Characteristic of Participation

Theoretically, Orathai Kokpol (2009, p. 19) noted that the people's participation must be entirely complete from the start to the end, not just organizing a stage for a single participation. For example, solving the community's problem would require the opportunity for people to participate from the start to the end, as described below.

- 1) Starting from having the self-awareness and counting the participation as one's duty as a part of the society or community.
- 2) Participate in thinking process, to find the community problem and its true cause, determine priority of the problems and goals, and the order of problem which requires taking action first.
- 3) Participate in budget planning on what project or activity to organize, how to delegate tasks, how much budget should be spent, how the budget will be financed, and who would maintain it.
- 4) Participate in the operation. People must voluntarily join the activity and willing to operate with their full capacity.

5) Participate in the evaluation. People must be able to participate in auditing the problems and finding solution at all time, to ensure that the mission would be successful.

6) Participate in the benefit sharing. People who participate in the community activity deserves to share benefit together, which is not limited in the monetary form, but could also be the comfort, satisfaction, and the better well-being.

Hence, allowing people to participate in the operation would need the consideration of 3 principles or conditions; (1) willingness and intention to participate, as it would make the participants feel as if they are a part of the community in solving or deciding the particular matter. (2) The participation process must base on equality and capacity of each participant. (3) Participation must base on the liberty/ freedom to decide if there should be the participation or not. The important point is that participation must not be rooted in forcing or threatening by the more powerful figure.

Additionally, Kovit Puangngam (2007, p. 22) described the characteristic of participation in 10 essential issues as following.

1) The time and place of participation in the project must allow the stakeholders to participate continuously throughout the project life cycle, from the start until the project is finished. Or if the management committee find appropriate, the stakeholders can participate in the activity which is truly relevant to them.

2) Participation has both dimension of quality and quantity, by (1) quantitatively, if more people participate, the relations would be greatly enhanced and the social organization could form, and (2) qualitatively, there should be the participation and objection of the unequal relations among people. When the participation is equal, it could be counted as good quality.

3) Let participation be an end or a mean, or consider the participation as something which must be done well, by answering that “after participation, what could be better? And what else should occur?” which is a consideration of participation as a process which must be done well and could ensure a better success.

4) Naturally, the participation might not be uniformed at all time, such as during the time of natural disaster people would gather. But when the disaster is over, people would separate to their natural state. But if the civil organization is founded and participate in solving problem from natural disasters in the wider area, it might require

the people's representative to participate in the longer period. And the technique of newsletter can also be used to inform the general public.

5) Participation is the social process and the framework of study. If there is the mutual exchange and learning from each other, it would educate the society in the same time. But in some events it might be necessary to wait until ready enough.

6) Participation cannot occur from the command, but must be created naturally. There cannot be the commander who order people to fully participate, as it requires the attempt to unite people, create the idea of civil society, realize the public mind, respect the plurality of idea as it could expand the horizon and ensure the carefulness until it become part of the daily life for people.

7) There should be the management committee who consider the suitable operating plan, on which individual or group should participate, when and how they should participate, etc. This management committee of participation should include enough representative from the stakeholders and enough variety.

8) Participating in problem awareness. By participating, the community members would be more aware of the actual situation. Then they would be more committed to finding the solution together and become the lesson learnt in future problem solving

9) People in the large community might not actually gather in the community, so the community would be just like the pile of rock. However, people in the true community must be compassionate to each other and share some value

10) Participation could also be humorous sometimes, as humor is an effective way to create participation in the Thai society. Thus, the meeting could involve humor, music, game, or sports, and the atmosphere of participation would increase.

2.4.3 Level of Participation

Phichet Sopolphat (2012, pp. 11-12) divided the level of people's participation from the lowest level which hardly receive attention to the highest level which receive the most attention as following.

1) Level of informing. This is the lowest level of the people's participation process but also the beginning level as well. The project operator would provide information for people to create awareness and understanding.

2) Level of public hearing. This is the level which people could explain, comment, provide the fact, and express their concerns to the project operator in order to improve or adjust each measure to suit the society's need or concern. However, there is no guarantee that the people's suggestion would be actually followed by the project operator.

3) Level of public collaboration. This is the level which people would participate in the administration process of the project operator from the start, to suggest the framework for decision and to ensure the people's confidence that their suggestion would be listened.

4) Level of public decision. This is the highest level of the participation process which allow people to propose or initiate various projects as well as approve or reject any project. However, the participation in this level could succeed only if it is supported by the state.

Meanwhile, Cohen and Uphoff (1977, pp. 219-222) also expressed the matching opinion by classifying participation in 4 levels as follow.

- 1) Participation in the decision making
- 2) Participation in the implementation
- 3) Participation in the benefit
- 4) Participation in the evaluation

For clarity in the level of participation according to Cohen and Uphoff's idea, the levels can be concluded as in figure 2.10.

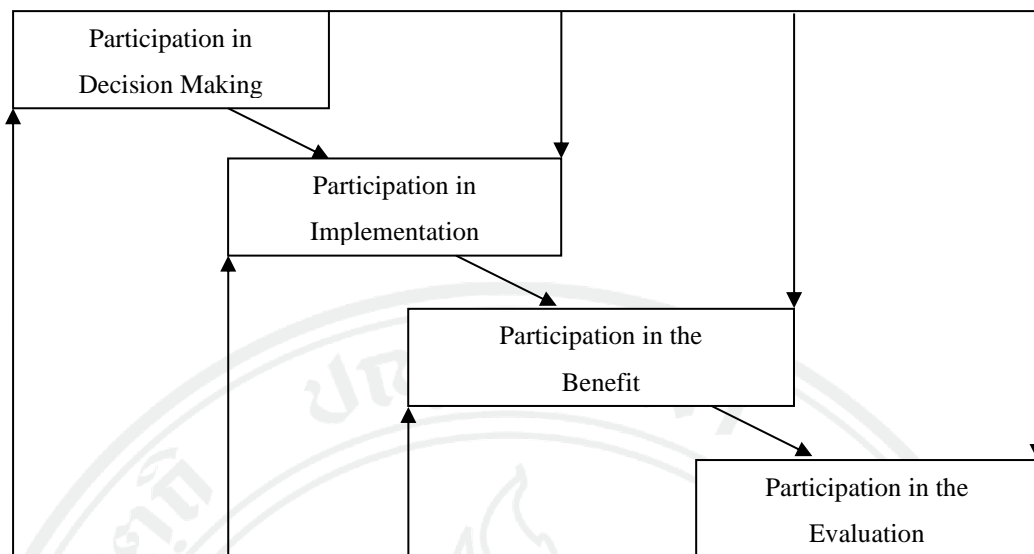


Figure 2.10 The cycle of participation according to Cohen and Uphoff's idea

Source: Cohen and Uphoff, 1977, p. 219.

The classification of participation stage can be done in various ways according to the objective and the precision in classification, from the lowest level to the highest level in 7 stages, and the number of people participated in each stage would be proportional to the level of participation. If the level of participation is low, the number of participants would be high. And the higher the level of participation, the smaller number of people would participate. The level of participation could be arranged from the lowest level to the highest level as follow.

1) Stage of providing information. This is the lowest level and the easiest way of communication between the project planner and the public, in order to keep public informed about the decision by the project planner. However, there would not be the opportunity to express opinion nor participate in any decision, operation, benefit maintenance, and evaluation. Information can be provided in various ways, such as publish statement, public relations, exhibition, or newspaper informing the activities. To prevent the government or the government officers to omit such information from people, there should be the regulations for the government to follow this process thoroughly.

2) Stage of public hearing. This level is higher than the first stage, as the project planner invite people to express their opinion in order to gain more information

and the issues to consider the advantages and disadvantages better, such as the survey of people's opinion about the project initiation, or the lecture about each project and ask for comment from the audiences, etc.

3) Stage of consulting. This is a higher level of participation from the stage of public hearing, as it is the formal negotiation between the project planner and the citizen, in order to evaluate the progress or identify concerns or questions.

4) Stage of mutual planning. This is a higher level from the state of consulting, as the participation range would be broader, with mutual responsibility in project planning as well as the project outcome. This stage is appropriate for the consideration of a complex issue with many disagreement, such as using the consultant group who were the specialists in the related field, or using the arbitrator to solve the conflict, and negotiation to find the way to compromise.

5) Stage of implementation. This is the next stage from consulting, as the project planner would implement the project together with the citizen. So it is the step of taking action together in order to reach the desired objectives

6) Stage of monitoring and evaluation. This is the level of participation with few participants, but it is a useful stage that the stakeholders or those who are impacted could monitor the particular activity. Auditing or evaluation could be in the form of evaluation committee which include many partners, or surveying the citizen's evaluation, etc.

7) Stage of controlling by the citizen. This is the highest level of public participation, by solving all conflicts such as the referendum, etc. It should be noted that, firstly, how well the referendum could reflect the people's need would depend on the clarity of the referendum issue and the publicity of advantages and disadvantages for people to understand completely and thoroughly. And secondly, in the politically developed country, the referendum result would force the government to follow. While the case of Thailand, its constitution stated that referendum result is only the suggestion for the government and has no effect whether the government follow it or not.

For a better understanding, Thawinvadee Bureekul (2005, p. 14) proposed the levels of public participation, differences, and essential instruments in each levels, which can be explained as in figure 2.11.

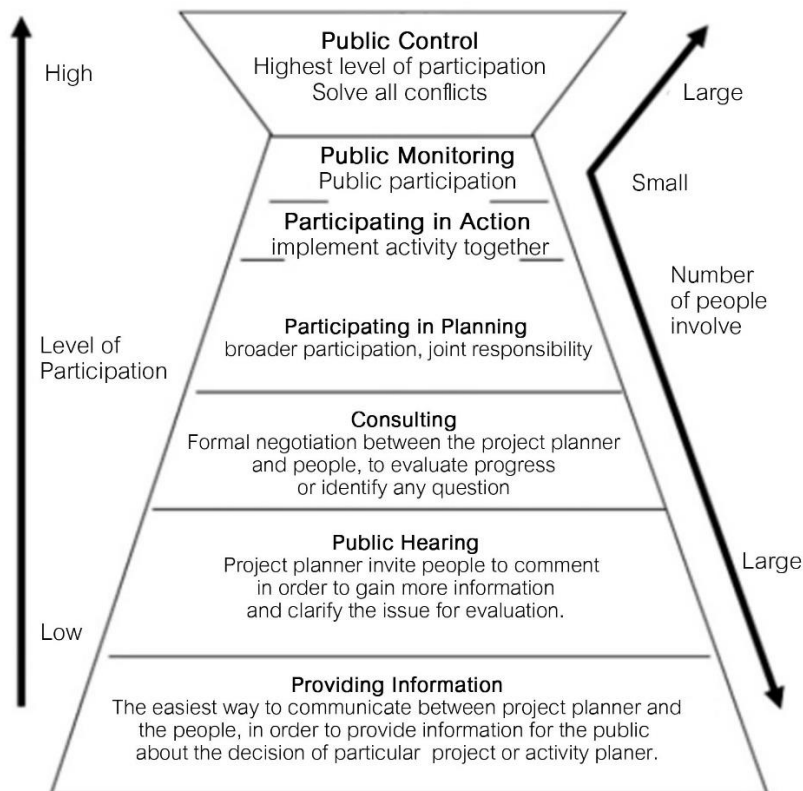


Figure 2.11 Levels of Public Participation

Source: Thawinvadee Bureekul, 2005, p. 14.

In conclusion, the level of participation varied according to the priority of activity details during the process of participation. For a clear classification of participation, there could be 3 levels of 1) passively participated, or when most people has no authority to decide or comment, but only follow the existing regulations, 2) partially participate in the activity within the process, which cannot be counted as a true participation, and 3) the true participation when all members can responsible for all activities in the process and could fully expressing their opinion, as if everyone own the group or organization together.

2.4.4 Participation Process

Cohen and Uphoff (1980 as cited in Jakrit Srirojnagoor, 2007, p. 19) divided participation in 4 ways as following.

1) Participation in decision making in all 3 process; decision initiation, decision making, and decision to proceed.

2) Participation in the operation process; supporting the management resource and requesting collaboration.

3) Participation in the benefit, including material benefit, social benefit, and personal benefit.

4) Participation in the evaluation.

Additionally, Parichart Valaisathien (2000, p. 143) described the participation process as following.

1) Participation in community study would stimulate people to learn about the community condition, ways of life, resources, and environment together, which can be used as the primary information for working, identifying problems, and prioritizing them.

2) Participation in planning through the group discussion and comment for the formulation of policy, objective, method, approach, and the required resource.

3) Participation in development, by supporting material, labor, or financial resource, or participate in management, resource allocation, coordination, and requesting external help.

4) Participation in benefit sharing from the development, by utilizing the activities for material and mental benefit based on the equality of individual and society.

5) Participation in monitoring and evaluating the development result, in order to solve any problem swiftly.

Furthermore, Orathai Kokpol (2009, pp. 83-94) agreed that planning process of people's participation can be divided in 3 steps as follow.

1) Preparation starts by (1) determining the responsible team or person, (2) auditing the situation in the organization responsible for decision making, and (3) evaluating the public or community situation.

2) Planning of participation includes (1) identifying the stakeholders and their concerns, (2) predicting the level of argument and conflict for the issue or project, (3) identifying the objective of participation in all decision process, (4) identifying special condition of the community or any issue which could affect the model of

participation, (5) selecting the model and participation activity suitable for the situation according to the decision process, and (6) writing participation plan.

3) Implementation of the plan is planning of each participating activity.

In short, participation is an important issue for the operations and activities. The success of the people's participation process is not just the ability to organize the participation or operate with the people's agreement on the proposed project, but the success of participation project means the ability to organize the participation for the wide range of people, especially those who are impacted from the project or decision. Such broad participation would bring about the mutual consensus and the careful decision in conducting activities as well as mutual learning.

2.5 Related Researches

According to the concept of network, network management, governing by network, organization and management theory, and the concept of participation aforementioned, the researcher found the related studies as can be concluded below.

Sasirat Viravaidya (2011, pp. 136-345)'s studied the proposed strategies for developing school-based peace culture promotion network. The research objective was to analyze the concept and the process of developing school-based peace culture promotion network both inside and outside Thailand, in order to study the problem condition, factors of success, and proposed strategy for developing school-based peace culture promotion network in Thailand. The methodology include documentary research, interview, and field study in the 4 primary education institutions selected by the specialists by non-participatory observation, focus group, and in-depth interview. Afterwards, the data from the document research, field study, and interview of specialists were analyzed to formulate the strategy draft which would be evaluated by the specialists in 2 focus group sessions prior to the proposal of the strategies for developing school-based peace culture promotion network. The findings can be concluded as follow.

1) In terms of concept and process of developing the proposed strategies for developing school-based peace culture promotion network, it was found that (1) the school should prioritize the internal and interpersonal peace culture promotion, (2) there

should be 2 types of network; the horizontal network led by the management and students, and the mixed-type network which the school would accept the policy and collaboration framework designated by the original affiliation organization combined with its own framework, (3) the network elements include the external network and internal network of the school, (4) the process of developing the network include exchanging and sharing knowledge, resources, and activities.

2) In terms of the school's internal problem conditions related to the developing the proposed strategies for developing school-based peace culture promotion network, there were the problem about network leaders, members, and process. The external problems include the problem about the original affiliation organization and other related organization. The internal factors of success for development the network, includes the network leader, knowledge and understanding, the participatory role of the network members, internal network relationship, communication channel, and the network coordinator. The external factors include the clear policy of the related organization and the community supports.

Strategy of developing the proposed strategies for developing school-based peace culture promotion network involves 10 strategies; 1) strategy of paradigm adjustment for the peace culture promotion education, 2) strategy of knowledge management, 3) strategy of discovery and maximizing the network advantages, 4) strategy of network management, 5) strategy of education for developing network, 6) strategy of providing training and education for students, 7) strategy of connecting the government network and the foreign organization, 8) strategy of founding the central coordinating center among the network, 9) strategy of leader empowerment, 10) strategy of communication and public relations.

Thak Thongphubate (2011, pp. 92-168)'s study of "mediating roles of schools and community network in enhancing community of practice success in environmental conservation: a research focusing on social network analysis" is a mixed method research with the objectives to 1) develop the indicator for community network analysis of model, operating process, operation success, and the outcome in the teachers, students, and community within the network, 2) analyze the community network's model of operation regarding environmental conservation according to the developed indicator, 3) analysis and compare the operation process and operation success of the

community networks with different model, and 4) analysis the outcome of school and community as the mediator in enhancing the community of environmental conservation practice as well as the outcome in the teacher, student, and community within the network.

It was found that the indicator of community model, process, success, and outcome consisted of 4 measurement model. And the top 5 models most often found in community operation are voluntarily founded by the member's mutual interest, discussing their mutual topics together in order to exchange idea, willingness to work with group, motivating the knowledge sharing in the leader, and the chance to utilize one's knowledge to help solving problem which occur during the mutual activity, as the criteria in classifying the community network model. The criteria affect the operating process and operation success with the statistical significance of 0.05. The operation process can be divided in 2 types; the community which focus on the structural process of the relationship, and the community which focus on the learning process or capacity enhancement for the community. The operation process also affects the success of community network operation, and it was also found that community network of action has a different network structural map from the natural network. In other words, community network of action has the regular type of structural map, while the natural community would have a structural gap condition and the regular structure, resulting in less strength and relationship within the network than the community network of action. The teachers played 2 important roles as the central person of environmental conservation operation through the school network and community, and as the intermediate person within the natural community. And in order to encourage environmental conservation through the school network, the community should arrange the continuing education system with teacher as the network coordinator.

Angsumalin Angsusingha (2015, pp. 112-248)'s study of Governing by Emergency Management Network for Catastrophic Floods involve the objectives to study 1) the network status and governing by emergency network during the flood crisis, 2) the problem conditions, 3) the appropriate model of governing by emergency network during the flood crisis which should happen in Thai social context, and 4) the supporting conditions and major obstacles in driving the operating according to the

appropriate model. The research used qualitative methodology, with documentary research, in-depth interview, and focus group.

It was found that the provincial flood crisis management involved the networks from the allied organization as the major network, with volunteer network from civil sector founded by the government, and the civil sector organization network, as well as other civil sectors from both inside and outside the province, who share the objective of assisting the specific mission. And it was found that the main driving operation in flood crisis was in the form of operating organization called “Emergency Operation Center for Flood and Storms” and “Front Incident Command Center”. And the organizations affiliated with the center were mainly the government organization within the province, which reflect the lack of participation from other sectors and the civil sectors. Furthermore, the center’s organization chart was hierarchical according the bureaucratic system. As for the problems and obstruction, there was the problem of information for decision making and the organizations’ operation, which was the result from limitations in communication system, coordination, information system management, and reporting. There was also the problem of inefficient resource management which manifested in the forms of scarcity, hardship in sourcing, and wasteful usage. Additionally, there were the stakeholders who influence the center’s operation in various dimension such as policy, operating scope of the government organization, and assisting in crisis victims by other organizations without reporting to the province.

The proposed model of governing by network during flood crisis management included 5 issues; 1) structural reformation so that the operation organization become the “emergency operation center” in all level which would be called “incident commanding center”, 2) organize supporting system for the emergency operation in the provincial level, by prioritizing participation by various sectors and the civil sector, as well as the structural flexibility according to the situation, 3) determine strategy by participatory decision making process which all sectors would join in thinking, planning, creating, and implementing the plan as well as the guiding protocol for the collaboration. There should also be the focus on the rehearsal. During the crisis, the strategy and strategic method of responding to the situation through participatory decision. 4) Using the shared information system and encourage the use of information

technology to increase the efficiency. Moreover, there should be the back-up essential resource, and evaluating damage, analysis the need, as well as creating the operation code of conduct as a framework for collaboration. And there should be the strategy 1:20, which is the area strategic indicator for the integration of outcome. 5) Development of leader and related organization in the operation, by creating and rehearsing risk prevention and flood crisis mitigation, continuity management plan for each organization, as well as developing the crisis management together between the government sector and other provincial sectors.

Atchara Putima (2012, pp. 44-58)'s study "The Management of Networks of the Elderly and the Disabled: A case Study of Muangkaenpattana Municipality, Mae Taeng District, Chiang Mai Province" is a qualitative research which used the case study method. The research objectives were to study the management and interaction among the actors within the networks of the elderly and people with disabilities in the Muangkaenpattana Municipality, and to study the model of network management from the case study.

It was found that the major elements of the network, the network management, and the interaction could be explained through 7 elements as follow. 1) Main network manager was the municipality, local political leader, and community leader. 2) Prioritize collaboration with network and 3) to allow flexibility. 4) The network's organizations responsibilities included more than one duty. 5) Different empowering factor in each area was found, such as the participation in the municipality's management level. 6) Receiving community supports and the community strength led to 7) the model of network management differs according to the area, which the model of network management is called "Heptagon network model"

The suggestions from this research included 1) there should be more participation mechanism to better empower the network, and 2) there should be the focus on the process of building public value in the network activities, so that the network in each area can collaborate in the same network.

Chakat Loythong (2009, p. abstract)'s studied Organization Network and Municipal Government Performance in Thailand, with 3 objectives. First, the researcher aimed to study the development process of the relationship network and the impact of such process towards the performance of municipal government. Second, this

research studied the origins and condition which result in the development of relations network among the municipality and other sectors. Third, to study the supporting condition and obstacle in developing the network which could influence the municipality's management. The research hypothesis was that in the municipality with good governance, there would be the model of relation network development with other sectors related to the local administration, including 1) professional organization of local administrators, 2) community leader, 3) community organization, 4) private development organization, 5) private sector, 6) politicians or national political party, 7) government sector, 8) other local administrative organizations. The expected outcome is to empower the local administration organization in the model of municipality. This study used the qualitative method, by gathering data from in-depth interview with the local administrators including 18 mayor and municipal clerks, documentary research, and participatory observation within the community.

According to the results, it was found that the municipality has the process of developing network relations with other sectors related to the local administration, in order to empower the municipality governing, including;

1) Network of relations between municipality and the professional organization of local administrator. The municipality developed such relations through the role of local administrators in exchanging information from experience and presenting the local problems at the 3 levels of municipal summit which led to brainstorming of solution for public problems as well as developing negotiation power and benefit demand with the government. Hence, such relations empower the local administrator's performance well.

2) Network of relations between municipality and the community leader. This is the network which aim to depend on the community leader to drive the municipality operation in all steps as well as encourage people to participate more in the local development. Such relations could empower the municipal performance in administration well, as it delegate the responsibility from the municipality and left just the part which is too much for the community's ability for the municipality to work with, that they could operate more on other public activities.

3) Network of relations between municipality and the private organization. This is the network which develop collaboration in solving the local

problems together, and the municipality also support the local organization to conduct activities within the community, without any limitation. So, the relations could empower the social capital capacity of the municipality well and led to the increasing participatory process within the community.

4) Network of relations between the municipality and the private development organizations, or the NGOs. This is the network which aim to depend on the advantage of the NGOs who have knowledge, specialization, and experiences in solving the community problems. The relations could empower the administration capacity of the municipality well, and the public problems were solved at maximum efficiency.

5) Network of relations between the municipality and the private sectors. This is the network which allow the municipality to receive supporting budget from the private sector in its operation of public affairs, resulting in the stronger financial capacity of the municipality. So the relations could empower the municipality's administrative capacity well.

6) Network of relations between the municipality and the politician or national political party. This is the network which allow convenience for the municipality to pull the budget into its local development. So the relations led to the stronger financial capacity of the municipality.

7) Network of relations between the municipality and the government sector. This is the network which led the municipality to operate efficiently with knowledge and specialization of the government sector. Such relations could enhance the municipality's administrative capacity well.

8) Network of relations between the municipality and other local administrative organization. This is the network which allow collaboration in solving the public problems together, which could save the budget and create more worth in the operation. So the relations could enhance the municipality's administrative capacity well, that the municipality could overcome its limitation in size, number of persons, personnel capacity, equipment, as well as the budget.

Imperial (2005, pp. 281-320)'s studied the collaboration as the management strategy: the case study of 6 water resources. This research aimed to answer 3 questions; which type of collaborative activities were used in water resource management, did

these activities appear in each level of management, and how did the collaborative activities connected. The methodology is qualitative, by comparing the case study of 6 water resources management. There were various criteria of target group selection such as the general ecology condition, environmental problem, general model of administration, and the history. The water resources in the case study included the Inland Bays in Delaware State, Narragansett Bay in Rhode Island State, Massachusetts Salt Ponds in Rhode Island State, Lake Tahoe in California State, Nevada Tampa Bay in Florida State, and Tillamook Bay in Oregon State. Data collection would be conducted through the interview of 200 representatives from the organizations related to the 6 water resources management. The target group was selected through the snowball sampling method. Additionally, the research also utilized information from document, meeting minutes, and participatory observation, as the researcher would participate in the meeting when possible.

In the study of collaboration model in water resources management, it was found that there were the collaborative activities in the model of network organization which consisted of the group of organization with some joint missions or specific goals. Furthermore, it was found that sometimes there would be the specific committee in the secondary level, in order to encourage more collaboration. In the level of practice, it was found that these projects depend on the different collaboration models according to their target groups, or there were the variety of collaborative models involved. Nevertheless, the forms of collaboration also include the set-up of central committee or using a large organization as the core, which focus on the routine tasks with constant communication between individuals and across the organizations, especially when the coordination center is the core. This type of centralization tend to be costly and the benefit does not quite worth it, such as in the case of Narragansett Bay management. On the other hand, Inland Bays, Lake Tahoe, and Tampa Bay used the collaborative model which focus on the specific targets, or the major organizations which directly related to the administration. This model could greatly decrease the administration cost and encourage the negotiation among the persons who were directly involved. Thus, it led to the higher confidence that what was agreed would be implemented in connecting the collaborative activities among organizations. Moreover, the use of collaboration also related to the mutual values and specific benefit. Those who were involved often

found a better operation procedure when they work together, and the outcome was more efficient than working alone. Therefore, collaboration is the sensible strategy for the individual level, and it is also the way to develop network administration which can be generally accepted.

Mehra, Dixon, Brass, and Robertson (2006, pp. 64-79)'s studied the connection between the group leader's social network, the group's output, and the image of leader by using specific data from the sales leader of the financial service companies. The aim of this research was to find the relationship between being the center of both internal and external social network, whether it affect the group's output and the leader's image according to the perspective of subordinates, colleagues, and supervisors. The external social network would be the professional network of 88 sales leader and 10 senior supervisors who supervised these sales leaders. The internal social network consisted of the 28 separated networks, which involve the friendly relationship among all sales leaders. The group's output would be gathered from the company data, and the leader's image would be surveyed from the perception of 3 groups of representatives including the subordinates, colleagues, and supervisors. According to the result, it was found that the leader who is the center of both internal and external network is related to the output and leader's image according to the perception of related persons in various department of the organization.

Agranoff (2006, pp. 56-65)'s study was about behind-the-scene of collaborative network; the 10 findings for the government management. This study of the collaborative network involved 14 government networks from the central level, state level, regional level, and local level. This research is a grounded theory research, with the inductive study which led to the 10 preliminary findings. Most findings were found from the interview with local government management. The researcher entered the field in 2 phases in order to discuss with about 150 government officers related to the network. Moreover, there were also data from observation and documentary research. The 10 findings from this study are described below.

- 1) Networking is the main approach to call for collaboration while these organization also used other approaches such as using other social network or just becoming the hub of other form of collaboration.

2) The management of these network still operate under the same hierarchical affiliation.

3) Networking resulted in many advantages, especially the capacity to pull the participation from the management.

4) The collaborative network occurred would have some differences between organizations in detail, but they were similar in principle.

5) According to the result, it was found that the collaboration model of the 14 networks could be divided in 4 major categories. (1) The informational network which the participants would gather to exchange information about project, policy, technology, and solution for problem. (2) The developmental network which the participants would use the information and technology to increase knowledge and provide service for its member. (3) The outreach network, which the underlying collaboration resembles the developmental network, with the difference of using blueprint in sharing resources together, while the authorization and implementation of policy or project still belong to the original affiliation or project. (4) The action network, which the related partners would make decision together in action or improvement, with the memorandum of understanding in the detail of collaboration and service provision for the target group.

6) Deciding about the collaboration and other consensus as the result from mutual learning and adaptation.

7) The most outstanding model of collaborative activities can be concluded as resulting from the knowledge management by government organization who joined the network.

8) Although there was the attempt to create the soul and atmosphere which support the network collaboration, but actually the conflicts and power competition among the organizations could still be found.

9) Even if governing by network led to many advantages, but there were still some drawbacks. For example, when the management must find the time to work with network, it might affect the work in the management's own organization.

10) And though governing by network might change some scope and model of the existing governance, but in practice the network could not replace the existing bureaucratic system.

Edelenbos, Van Buuren, and Klijn (2013, pp. 131-159)'s studied about the network management's capacity to coordinate with a comparative study of 8 regional government network models. This research aimed to study the relationship between the model of coordination in network governance and the outcome of the operation, as well as attempted to experiment if the difference in coordination model in the government network organization and the fundamental condition of the management might affect the outcome differently. The study emphasized the comparison between projects in the longitudinal study between 2007 – 2010. The case study included 8 regional projects focusing on the water resources management, from total 35 projects in the Netherlands. And finally, 8 suitable examples were selected, as they involved many people and located in different provinces. Data collection would include document analysis and one-on-one interview with the target group from different background, i.e. the network managers, representatives from private companies, representatives from local administrative organization, regional organizations, national organizations, citizen and residents within the area, representatives from the civil sector, natural conservation group, and the representatives from private development organization.

According to the result, it was found that there was high level of relationship between the coordination model in network management and the outcome. It was also found that discontinuity in the management affected the outcome negatively. And the background of management also related to the coordination model, as the management from government organization had lesser level of coordination when compared to the professional management from external organization.

CHAPTER 3

RESEARCH METHODOLOGY

For this study of the development of appropriate model and network management method for Thailand: a case study of networks within the Ministry of Social Development and Human Security, the researcher expected to understand the phenomenon of network evolution, structure, operation, obstructions, and each model as well as the network management method of the Ministry of Social Development and Human Security. The factors or condition of success which would further led to the development of appropriate model and network management method for the Ministry of Social Development and Human Security and for Thailand. Therefore, the methodology used in this study is described as following.

3.1 Research Framework

For this study, the researcher's perspective emerged from the phenomenological paradigm, which view the truth or knowledge as subjective and depend on the context of the object of study. This paradigm attempt to understand the world of the subject as is, by using the interpretivism approach to understand the varied and deep meaning of behavior or the studied social phenomenon. In order to construct the knowledge and understanding from the holistic approach, the multi-dimensional information of the phenomenon would be gathered, using the inductive approach and focus on the full detailed, complete, and in-depth data gathering from various perspectives, to get the whole picture in each context and gain the core information of the pattern or meaning which underlie the social behavior or phenomenon. And then the meaning from the informants' statement can be truly understood.

The mentioned paradigm led the researcher to apply the qualitative research method in this study, in order to gain the understanding, knowledge, and the direct truth from the target group according to their context and actuality of the participants. The

researcher would attempt to understand from the emic point of view, in order to completely and deeply answer the research questions and objectives.

According to the literature review in network, network management, governing by network, organization and management theories, and theory of participation, the researcher applied the theories described above in the construction of research framework in the development and management of network appropriate for Thailand, including policies of government organizations, evolution, management, network operation, and participation, as well as the study of factors of success, and problems and obstacles in work, as described below.

- 1) Policies of government organizations, which includes, strategic plan of the Ministry of Social Development and Human Security, as well as national development plan, and 20 years national strategy.

- 2) Evolution, which focuses on the history of each network, the founding of network, and the characteristic of coordination within network.

- 3) Management, which includes, organization structure formulation, dividing of work into appropriated department, or the setting of roles and responsibilities according to the specialization in order to directly support the target groups in management network in term of their planning, project management, and activity operation within network. Besides, the management factors, also had the main purposes to help the network to do their work according to the rules and regulations, to allocate and seek the budget from appropriated sources in order to operate within the network.

- 4) Operation network and participation, which includes coordination an participation of work between organization units in order to support each other within the network, and the continuity of good relation in the future.

- 5) Factors of success, which includes success factors affecting the operation achievement and the continuity of development in the appropriated direction.

- 6) Operation problems and obstacles, which includes the hindrance and objection in operation that obstruct the work performance.

From the above factors and the overview of 10 quality networks of the Ministry of Social Development and Human Security, researcher will employ the following figure as the research framework.



Figure 3.1 Research Framework

Source: Developed by the researcher, 2017.

3.2 Target Group and Key Informants

For the study of quality networks within the Ministry of Social Development and Human Security, the selection of target group and key informants is an essential part. As the target group is the representation of thoughts and understanding in the finding of knowledge and truth of the context, the information would be gathered from observation, data analysis, and data processing through the experience of the actors from the actual scenes.

The target group of this study was selected from the network under the support and assistance of the Ministry of Social Development and Human Security. The criteria for selection is the quality of network at the very good level (A), from the center, bureau, or department within the Ministry of Social Development and Human Security which pass the standard of self-assessment for the budget year 2014, including the 1) Department of Social Development and Welfare (DOS), 2) Department of Children and Youth (DOC), 3) Department for Empowerment of Persons with Disabilities (DOD), 4) Department of Elderly Persons (DOP), and 5) Department of Women's Affair and

Family Development (DOW). The selection method is purposive sampling, and the quality networks from all over the country which pass the criteria of selection are as following.

- 1) Volunteer of Social Development and Welfare of Ngio Rai sub-district, In Buri district, Sing Buri province.
- 2) Nonthaburi Childen and Youth Council.
- 3) Youth Network Center of Nonthaburi.
- 4) Wang Saphung Children and Youth Council, Loei province.
- 5) Hang Chat Center for Persons with Disabilities, Hang Chat district, Lam Pang province
- 6) The Redemptorist Foundation for People with Disabilities, Chonburi province.
- 7) The Wisdom of the Elderly Club, Sisaket province.
- 8) Women's Organization of Nong Kung sub-district, Nam Pong district, Khon Kaen province.
- 9) Family Development Center of Bang Toey sub-district, Mueng district, Phang Nga province.
- 10) Family Development Center of Nadee Communit, Yang Talad district, Kalasin province.

As for the key informants, the researcher designated 3 qualifications as following.

- 1) The key informants must be involved with the network for at least 3 years or more.
- 2) The key informants must have constantly work, involve, or participate in the activities of the networks.
- 3) The key informants must have the detailed understanding of the network and constantly access the information within the networks, in order to gain the in-depth information according to the actual phenomenon.

However, if the key informants lack some qualification, the researcher would select the key informants who have at least 2 qualifications from the 3 designated qualifications. Three key informants would be selected from the actors who participate in each network, from all 10 networks, resulted in total 30 key informants. The key informants consisted of the following persons.

- 1) One network manager from each network
- 2) One working committee from each network
- 3) One member or actor of each network, or the organization from other sector related to each network.

- 4) Three provincial government officers affiliated with the Ministry of Social Development and Human Security, including the government officers who responsible for the network of Social Development and Human Security in Sisaket province, Lam Pang province, and Khon Kaen province, were also the key informants for the phenomenon of network in terms of management.

3.3 Research Instruments

As the research method is qualitative approach, the research design flexibility is thus allowed, as there can be multiple methods of data gathering, including document analysis, observation, and interview. However, the researcher could be counted as the most important research instrument (Supanee Chai-Amporn, 2009, p. 32) Therefore, the researcher prepared herself prior to the study and data gathering by studying the concepts and theories from previous researches, academic documents, articles, and other publications related to the study of network affiliated with the Ministry of Social Development and Human Security. Afterwards, the researcher designated the core concept which would guide the in-depth interview, and use the mp3 recorders together with a notebook to record the full, detailed, and in-depth information.

As for the guideline for in-depth interview, the researcher constructed the guideline for questions from the related concepts, theories, and publications. The interview guideline is only the framework from preliminary study of document. But when the researcher enter the field and gather data, the guideline for interview can be later adjusted to suit the situation. The interview guideline for the key-informants consisted of 5 parts, included the questions which attempt to follow the research objective and construct the new knowledge base as following.

Part 1: Basic information of the key informants, consisted of name, family name, title or position, affiliated organization, and period of working within the network.

Part 2: General opinion about the affiliated network, general detail of the network according to the key informants' opinion, and the reasons of joining the network.

Part 3: Information about evolution, structure, and operation of the network.

Part 4: Model and network management method

Part 5: Factors or conditions of success in practice.

Part 6: Problems, obstructions, and recommendations for the network administration. Presentation of information in other dimensions which have never been discussed but could relate to the network and information and beneficial for the study.

3.4 Data Gathering

In order to follow the research objectives, the researcher implement the questions framework from the qualitative study to gather the data simultaneously with data analysis and data triangulation to check the validity. The researcher would gather data from multiple sources as described below, so that the information gained would be valid and correspond to the actual phenomenon.

1) Document Study: Data gathered from related academic publications, books, thesis, term papers, articles, and researches as well as the data gathered from the organization or research articles from the Ministry of Social Development and Human Security, such as the report of volunteer capacity development, social development and human security volunteer guideline, etc. The data gathered from these documents would designate the preliminary framework of the research.

2) Study from observation: The researcher conducted the non-participant observation by entering the situation without any interaction or reaction. Therefore, the data from observation can be applied with data from other research method such as document study or in-depth interview. Hence, the researcher could be counted as the important instrument of data gathering while witnessing all processes and recording those details in the notebook. The data from this part would be incorporated in the data analysis together with data from other part.

3) In-depth Interview: The researcher would select the key informants to tell or describe their experience of operation from their own feeling according to the interview guide constructed by the researcher as the topic of conversation, in order to

gather complete data of model and method of network management of the Ministry of Social Development and Human Security, the evolution, structure, administration, problems, and obstructions of each model of network. The conversation of the in-depth interview would be one-to-one, and the researcher would ask for permission to record the conversation for the sake of convenience and data validity confirmation. However, the researcher would inform the key informants that the recorded information would not be published. And in case of necessity of publishing, the researcher would use the fictitious name instead of the informant's name. Moreover, the researcher would guarantee that the interview would not cause any damage to the informants and the area of study in this research.

3.5 Data Analysis

After the data had been gathered, the researcher would group them into categories according to the issue of study by using the descriptive analysis method for the data from in-depth interview, non-participation observation, and focus group, in order to connect them with the theories and other related studies. The data analysis would compare the logic principle and the theory as well as the context, and attempt to find the successive approximation, which would lead to the understanding of existence and changes of the studied phenomenon.

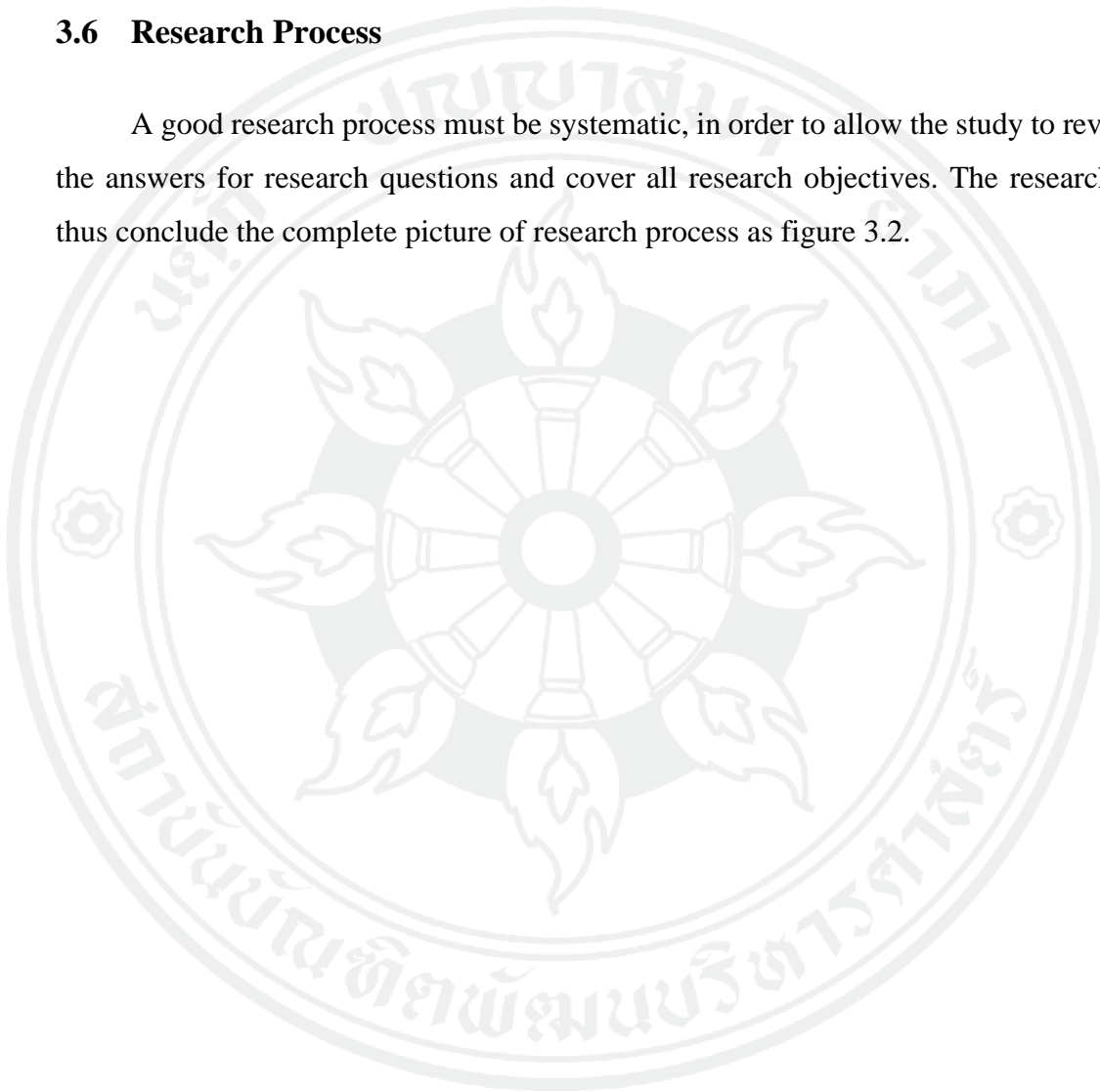
As for the verifying of data from interview and non-participating observation, the researcher would conduct the triangulation in terms of multiple informants, which consisted of three types of informants including the network managers, the government officers in the network affiliated with the Ministry of Social Development and Human Security, and the actors or members of network or other organization related to each network, in order to check if the data gained from different sources would match or not, and in what issues.

Furthermore, to increase the reliability of the information, the researcher designated two additional ways of data verification, by presenting the data to the specialists who is also the network manager or the provincial government officers working in the network affiliated with the Provincial Office of Social Development and Human Security, who would share opinion about the data and increasing its precision,

then the researcher would verify the data from various sources by fact-checking or fixing the incomplete data, until reaching the consensus agreed as most corresponded to the facts, universal, and neutral, and mutually perceived or understood by all the stakeholders.

3.6 Research Process

A good research process must be systematic, in order to allow the study to reveal the answers for research questions and cover all research objectives. The researcher thus conclude the complete picture of research process as figure 3.2.



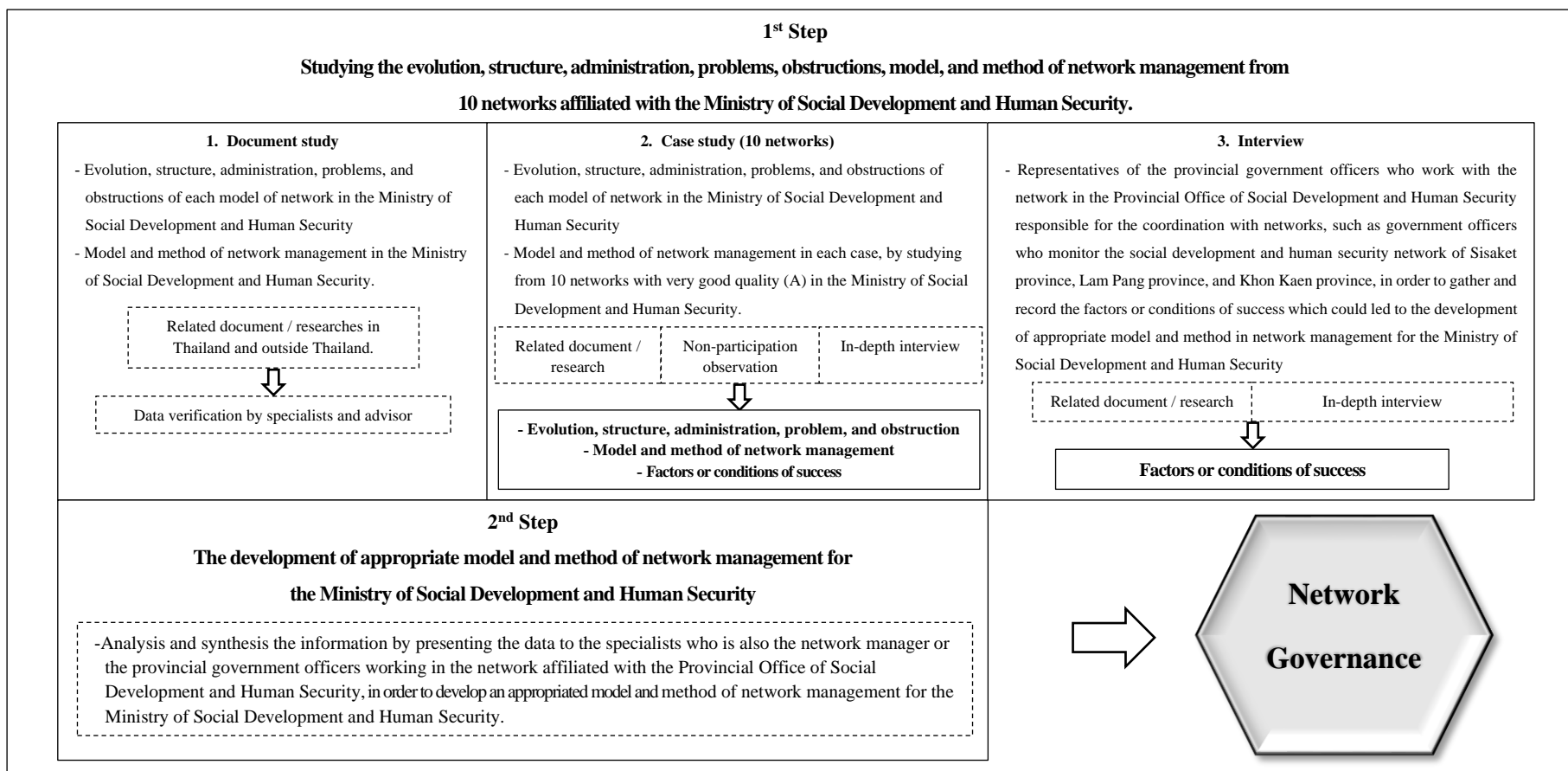


Figure 3.2 Research Process

Source: developed by the researcher, 2017.

CHAPTER 4

RESULTS

The study of the development of appropriate model and network management method for Thailand: a case study of networks within the Ministry of Social Development and Human Security, gathered primary data from in-depth interview with 30 key-informants, and secondary data from academic document, book, thesis, term paper, research, and the information from related agencies in each area of the study. The results of studying, the development of appropriate model and network management method for Thailand consist of the following topics.

4.1 Structure and strategy of the Ministry of Social Development and Human Security

4.2 Evolution, structure, administration, problem and obstacles from ten quality networks of the Ministry of Social Development and Human Security

4.3 Analysis of form and administration method of Ministry of Social Development and Human Security's networks

4.4 Factors which influence the success of form and administration method of Ministry of Social Development and Human Security's networks

4.5 The development of form and network administration method suitable for Thailand, by studying the networks of the Ministry of Social Development and Human Security

4.1 Structure and Strategy of the Ministry of Social Development and Human Security

According to the cabinet resolution which approve the reformation plan of government administration system under the approach of new public management on May 11, 1999, together with the transformation of public administration which the government focus on efficient, transparent administration for the maximum for the

people, the structure and mission of the government were transformed to suit the changing situation. The transformation aim to serve the socio-economic development of the country. The Government Administration Act, (fifth edition) B.E. 2545 was announced to improve the administration system, in order to serve the national development and public service more efficiently according to the concept of New Public Management. This concept requires the policies, objectives, and action plans to be clearly evaluated from the action in each level, with the framework of Good Governance which formulate policies of public administration. The New Public Management concept is the fundamental principle of the government administration which led to the concrete transformation of government systems and strategies. Ministry could set up a separate agency for each mission, and the mission groups of related government agencies could formulate their goal and work together to ensure agility and concurrence to the mission goals.

The Ministry of Social Development and Human Security was found according to the Reorganization of Ministry, Sub-Ministry, and Department Act, B.E. 2545. It is a social ministry which responsible to social development, fairness, and equality. It also promotes and develops the well-being and security of life, family, and the overall community. It combines the department of policy and implementation together, and consists of the following agencies.

- 1) Department of Social Relieve, Labor and Social Welfare Ministry
- 2) National Youth Bureau (NYB)
- 3) National Commission on Women's Affairs (TNCWA)
- 4) Women, Children, and Youth Development Division, Community Development Department
- 5) National Housing Authority (NHA)
- 6) Community Organization Development Institute (CODI.)

When the transformation and reorganization of government agencies occur, the structure of administration must be adjusted according to the mission. Ministry of Social Development and Human Security became both the social mechanism and organization to fulfill the government policy of serving people in all groups, especially the children, youth, disadvantaged groups, people with disabilities, and senior citizen, to ensure the life security and protect their right according to the Constitution of the

Kingdom of Thailand, B.E. 2540. Their works integrate the idea, direction, and systematic administration together with all level of partners from all sectors. (Ministry of Social Development and Human Security, 2018a)

The integration of government agencies into the Ministry of Social Development and Human Security resulted in the new structure of administration. Currently, the structure follow the 14th Reorganization of Ministry, Sub-Ministry, and Department Act, B.E. 2558, which divide the affiliated agencies in 10 offices; 1) Office of the Permanent Secretary 2) Office of the Minister 3) Department of Children and Youth 4) Department of Women's Affair and Family Development 5) Department for Empowerment of Persons with Disabilities 6) Department of Older Persons 7) Department of Social Development and Welfare 8) National Housing Authority 9) Office of the Government Pawnshop 10) Community Organization Development Institute, as in figure 4.1

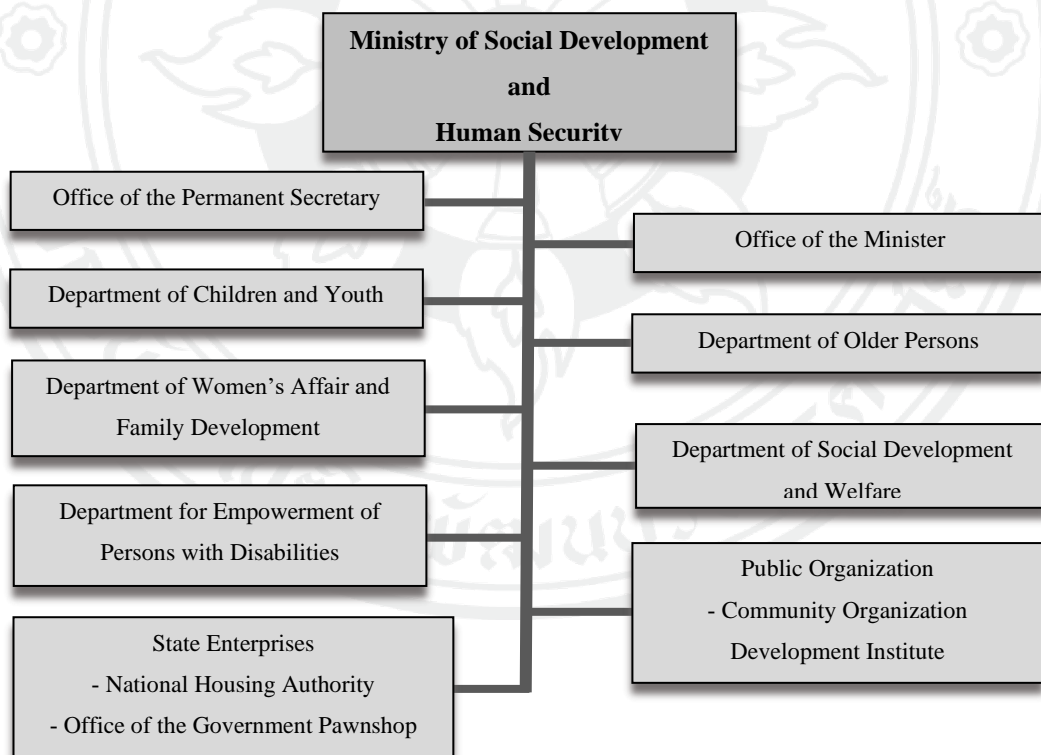


Figure 4.1 Structure of the Ministry of Social Development and Human Security
Source: Ministry of Social Development and Human Security, 2018b.

The mission of the affiliated agencies of the Ministry of Social Development and Human Security consists of various responsibilities. In this study, the researcher selected the missions of five departments affiliated with the Ministry of Social Development and Human Security, including 1) Department of Social Development and Welfare (DOS), 2) Department of Children and Youth (DOC), 3) Department for Empowerment of Persons with Disabilities (DOD), 4) Department of Older Persons (DOP), and 5) Department of Women's Affair and Family Development (DOW). These five departments consist of the network groups with the mission of monitoring the well-being of citizens from all groups, such as children, youth, women, disadvantaged group, people with disabilities, and senior citizens. Meanwhile, the network of the Community Organization Development Institute focused on the community organization development and the area development. Therefore, the researcher limited the scope as following.

1) Department of Social Development and Welfare (DOS). According to the ministerial order B.E. 2558, the missions of DOS are social development, social welfare, social work, protection of right, and social welfare service for people without means of living, people who beg, member of the self-help settlement, citizen from mountainous area, and special target group. The mission also involve the promotion and support of social development and social welfare distribution with the participation from related sectors and activity organizing for special project.

2) Department of Children and Youth (DOC) responsible for the promotion and development of children and youth's potential, protection of their rights, and promotion of their welfares, by formulation of policies, measures, and mechanism. It also support the government and private sectors, monitor and evaluate the implementation of policies and measures to ensure the well-being and life security for children and youth.

3) Department for Empowerment of Persons with Disabilities (DOD) has a mission to promote and improve the well-being of persons with disabilities in an effective way. DOD follows the goals, approach, and action plans of the Ministry of Social Development and Human Security by studying, analyzing, and surveying information about persons with disabilities, the situation of their quality of life, for the benefit of prevention, retention, and rejuvenation of their capabilities. DOD also

supports and strengthen organizations whose works are related to person with disabilities, as well as directing the all kinds of service center for persons with disabilities, promoting the Fund for Empowerment of Persons with Disabilities affairs, ensuring the legal rights for persons with disabilities, and providing suggestion, assistance, and any other action required by law to protect their rights.

4) Department of Older Persons (DOP) has the mission in promoting and improving the potential, welfares, and rights protection for senior persons, as well as improving the social welfare works for the inclusive and socially-responsive service, which follow the changing trends of the world and international agreement for the well-being and life-security of senior citizens.

5) Department of Women's Affair and Family Development is responsible for the mission of women potential development, promotion of gender equality, promotion and development of family, protection of rights for women and cross-gender persons as well as their family members, family strengthening, prevention and solution for family violence problems, personal security protection in family, evaluation and re-imbursement for discrimination treatment relate to gender difference, and the protection and career development for people affected by prostitution.

The operation of the Ministry of Social Development and Human Security currently follows the ministerial strategic plan B.E. 2560-2564 (revision March, 2018) (Ministry of Social Development and Human Security, 2018b, pp. 32-39) according to the following details.

Vision

“Ministry of Social Development and Human Security is the leader of Thai and Asean society, towards the well-being of people in the quality society

Mission

1) Develop people and society to their fullest potential, with the immunity in the changing situation

2) Promote networking from all sectors in social development participation.

3) Development of knowledge, capacity, and administrative system in social development.

4) Providing welfare system appropriate to the context of Thailand, to ensure the guarantee and security in life for people.

Organizational Value

“Dedication, Volunteering, Empathy, Solidarity”

Strategies

1) Promote the opportunity to access social service on a sufficiency basis

2) Create immunity and develop the target groups and networks potential

3) Unite the social force into the mechanism of social development

4) Become the society leader with good governance in administration

Furthermore, the 20-year strategic plan of the Ministry (2018 - 2037) also provides the following details. (Ministry of Social Development and Human Security, 2018a)

Vision

“To create good society and quality people”

Mission

1) Develop people and society to their fullest potential, with the immunity in the changing situation

2) Promote networking from all sectors in social development participation.

3) Development of knowledge, capacity, and administrative system in social development.

4) Providing welfare system appropriate to the context of Thailand, to ensure the guarantee and security in life for people.

Strategies

1) Empowering people, family, and community, as well as creating the system which encourage the development of well-being.

2) Creating the inclusive and appropriate social guarantee for the target group.

3) Systematically promoting the network partners towards the social partners.

4) Promoting the organization to reach the level of society leader.

According to the above strategy, the groundwork for the next phase of development by the ministry aim to drive and transmit the goal of operation in order to serve the needs of people, for the social reformation of country. The integration is also aim for the sustainable development of the nation and the most effective fulfillment of mission. (Ministry of Social Development and Human Security, 2016, p. 49) This direction follow the 20-year national development framework, the Twelfth National Economic and Social Development Plan (2017-2021), as well as the strategic plan of the Ministry of Social Development and Human Security, 2017-2021.

Therefore, the mission of the ministry in caring and developing people from all age groups is related to many ministries. As a result, the Ministry of Social Development and Human Security cannot work alone. The integration and coordination from all related sectors and ministries are essential in driving the mission forward towards the sustainable well-being of the society and its people.

4.2 The Evolution, Structure, Operation, Problems, and Obstacles from the Case Study of Ten Quality Networks of the Ministry of Social Development and Human Security.

The study of network information in the Ministry of Social Development and human security involves field study from all ten networks. However, Nonthaburi Children and Youth Council and Youth Network Center of Nonthaburi Province operates together. Therefore, the researcher describes both case studies together. In total, nine networks were explained in this section.

4.2.1 Volunteer of Social Development and Welfare of Ngio Rai Sub-District, In Buri district, Sing Buri Province

4.2.1.1 Evolution

The volunteer project of Social Development and Welfare originated by the Ministry of Social Development and Human Security. This project encourages the existing volunteers in the community to participate in social development and human security and work in connection with the Ministry of Social Development and Human

Security. Social development and human security activity involves all groups from children, youth, people with disabilities, the elders, people without assistance, women, and other disadvantaged groups in society. The existing groups of volunteers such as the Village's Health Volunteer (VHV), Drug Watch Volunteer, Behavior Control Volunteer, etc., who already participate in the social development and human security activity were trained to become the Social Development and Human Security Volunteer (SDHSV) in their own village. They became the network in the area and the important power to develop social to the society of peace.

Volunteer of Social Development and Welfare of Ngio Rai sub-district, In Buri district, Sing Buri province started in 2003 with a representative from each village as an agent for the mission. Their works expanded continuously from the village level to the sub-district and district level, especially in Ngio Rai sub-district, In Buri district, Sing Buri province. During the term of the previous governor, there is budget support of about 10,000 Bath for the temporary kitchen in the area due to the flood situation, so that meal could be distributed to the local flood victims. The local people thus realized the importance of the Volunteer of Social Development and Welfare, that it could expand the work to cover the whole ten villages.

4.2.1.2 Administration

1) Structure of Operation

The administration of social development and human security volunteers (SDHSV) followed the regulation of the Ministry of Social Development and Human Security, 2014. Each group of the committee stays in their position for four years. Committee members could be re-appointed in the next terms. The committee consists of the following members:

- (1) The provincial governor is a consultant.
- (2) Vice Provincial governor assigned by Provincial governor is Chairman
- (3) Vice-Chairman is a representative elected by the volunteers.
- (4) Government officials include the president of the provincial administrative organization, public Health, doctor, provincial development officer, and head of the affiliated organization of the Ministry of Social Development.

(1) Comply with the Ministry

(2) Provide advice and consultation for social problems, coordination, and assistance for those in need, providing service and protection for the target group according to the ministry's mission or related laws.

(3) Promote social welfare at all levels, and organize social development and human security activities, provide surveillance, prevention, solution, and rejuvenation of life quality according to the situation of the area.

(4) Strengthen social engagement and social development network

(5) Public relations, campaign, and education about social development as well as promote access to the rights of citizens who are the target of the social development and human security's mission.

(6) Self-development, participate in the activities held by the Department under the Ministry of Social Development and Human Security, or promote the operation.

At the provincial level, the Singburi Provincial Social Development and Human Security Office would organize the monthly meeting for the social development and human security volunteer, by inviting two committees from each sub-district to join the provincial social development and human security meeting. For the local level, the Ngio Rai sub-district would meet both formally and informally to discuss the solution for their problems. The members live in the same community, and therefore they can meet conveniently. And if there is an urgent problem, the Ngio Rai sub-district SDHSV can provide consult assistance immediately in each situation. The Ngio Rai sub-district social development and human security continuously maintain their roles and mission, although they were rejected at first as those who face problem did not trust the group. After a while, the Ngio Rai sub-district social development and human security group still provide constant help and gained more trust from local people. They became widely known since the Singburi flood in 2011, when the Ngio Rai SDHSV took a role in coordination and participation with other network leagues in the aid missions, such as providing shelter for temporary victims and setting up a cooking group for the victims.

The planning of SDHSV encouraged participation in the planning, which follow the provincial plans and policies to ensure consistency and shared vision in social development. Other activities help support the development of at Ngio Rai sub-district. Volunteer of Social Development and Welfare of Ngio Rai sub-district assist without discrimination, from elderly persons, persons with disabilities, women, children, youth, HIV patients, and anyone in the community who suffers hardship. They sometimes act as the mediator to solve human trafficking problems. However, sometimes people became confused that the assistance came from the Village Health Volunteer (VHV) instead of the SDHSV, that their works were acknowledged as the work of other groups instead.

With determination and commitment to their duty, the SDHSV Volunteer committee was recognized as the exemplary SDHSV Volunteer. They were considered qualified for the Thai Royal Decoration. And Mr. Payap Wong-in, who is currently the SDHSV committee of Thailand, received this award in the level of Singburi province. And Mrs. Phanarat Chananusitthi, an SDHSV from Ngio Rai sub-district, received the exemplary SDHSV award. This recognition could be a good indicator of the previous works of Ngio Rai SDHSV.

3) The Budget

The SDHSV had no budget for their operation, as they participated voluntarily and committed to helping people in their community. They provide primary assistance, such as being the mediator who contacts the related organization for those who need help. Afterward, they refer the cases to the Provincial Social Development and Human Security Office and the Community Developer in their area for verification and consideration of funding support for each case. After the approval, the budget for assistance would be transferred directly to the beneficiary. Therefore, the operation of Ngio Rai SDHSV does not base on any reward.

We have no budget here, as the provincial office would pay for each case according to their hardship and appropriateness. Then we refer the case for verification and payment by the Ministry. We help those who struggle with our hearts, as they are people in our community. We have to help each other no matter what (Rat, personal communication, September, 2017)

Regarding the budget for activities, the leading agencies which support the events would be the sponsor. For example, The Department for Empowerment of Persons with Disabilities (DOD) provides a budget to purchase necessary instruments or utilities for the group of people with disabilities within the community.

4.2.1.3 Networking and Participation

The SDHS Volunteer of Ngio Rai could develop their local community by networking with the local government agencies. Ngio Rai SDHS Volunteers participate in local activities together with the local administrative organizations as well as the Singburi Provincial Social Development and Human Security Office. They often coordinate, discuss, and meet. If there is a request for help to participate in any activity, the Ngio Rai SDHS Volunteers could help and coordinate with provincial government agencies.

However, the level of cooperation with the civil society network was low due to the people's lack of understanding of SDHS volunteers, especially its role and importance for the community. There is also the misunderstanding that the SDHS volunteer is the same group with the village health volunteer, that the SDHS Volunteer's role in the community was reduced. Therefore, when the Ngio Rai SDHS Volunteer requested their participation from the civil society, they received less cooperation from people, resulting in the problem with the operation at the community level.

4.2.1.4 Problems and Obstacles in Operation

- 1) The SDHS Volunteers were not well-known in general and even among the departments affiliated with the Ministry of Social Development and Human Security, resulting in a lack of space for joint-activities with other network partners. More public relations activities will increase the opportunity for SDHS Volunteer to be able to work and accepted by the public.

- 2) The SDHS Volunteer provided assistance and care for the target groups as well as operated multi-dimensionally in its community. As a result, their roles overlapped with the operation of the Village Health Volunteer and the Local Administrative Organization (LAO). Thus, the residents understood their services as the work of the LAO. Therefore, if the number of requests to the SDHS Volunteers could be verified, it could serve as concrete evidence to gain more acceptance from people.

4.2.1.5 Key Factor of Success

1) The SDHS Volunteer came from local people who volunteer to be the community development representative, with the commitment and intention to help, develop, support, and encourage their community to progress in a better direction.

2) The members of Ngio Rai SDHS Volunteer live in the same area. As a result, they could coordinate conveniently and swiftly in solving urgent problems. There is also the coordinating center in Ngio Rai sub-district, thus allowing the swift coordination with the Provincial Social Development and Human Security Office. Communication is also convenient should any problem arises.

3) The recognition of SDHS Volunteer with outstanding service provides moral support for all volunteers to maintain their duty and follow their mission. Any volunteer who has been working for at least five years could be nominated for this award, which becomes the pride of the volunteer.

4.2.2 Youth Network Center of Nonthaburi and the Children and Youth Council of Nonthaburi

4.2.2.1 The Evolution

Youth Network Center of Nonthaburi originated from the group of children, teenagers, and youth council in Nonthaburi province, who aim to increase the creative space for children and youth in Nonthaburi. At the time, the group which was called "Young D Road" worked together with the Children and Youth Council of Nonthaburi since 2006 before they receive approval from government agencies. After the enactment of the Youth Development Promotion Act, 2007, the Children and Youth council was approved, and some of the Young D Road members who were not qualified found other ways to be approved by the government agencies as well. And in 2003, the government encouraged the group who organize activities for public benefit to register as the public development organization or the community welfare organization, according to the Social Welfare Promotion Act, 2003, and the strategic plan of Nonthaburi which seek to be the "Livable city for children and youth."

The group's operation at the time follows the concept of coordination center of the National and Provincial Children and Youth Council of Nonthaburi. The

group received the attention of Assoc.Prof.Somphong Chitradub, Ph.D., from the Faculty of Education, Chulalongkorn University. Chitradub was interested in the children and youth matters and realized their power as the key to sustainable local development. The group received a budget for the organization of the learning center for the members of Nonthaburi children and youth and the volunteers who provide help for the Children and Youth council. He also provided an idea to set up the Youth Network Center of Nonthaburi, which was well-supported by the senior social developers, the Head of social development at Nonthaburi Social Development and Human Security Office, who gave suggestions and consultant throughout the process of registration. Then, the Youth Network Center of Nonthaburi became the public organization that operates as the first provincial resource for children and youth development in Thailand. It seeks for self-development together with the holistic youth training through recreational, academic, volunteer, and consultation for any children and youth problems. Their roles involve being the trainers for the groups of children, teenagers, and the Children and Youth Councils from sub-district to provincial level, through empowering, training, and preparing the future members as well as those whose terms have ended but still willing to support the council.

Regarding their workspace, the Nonthaburi government provided their facility initially. But due to the active operation of the Youth Network Centre of Nonthaburi, which required flexible time of access, the facility was not suitable for the service, for it can only be accessed during the government working hours. So after their status became public organization, they could share the facility with the provincial To Be Number One center and the Provincial Children and Youth Council on the 4th floor of Esplanade Cineplex, Ngamwongwan-Khae Rai building. The shopping center provided the space for free, and the Youth Network Center only responsible for the electricity bills.

4.2.2.2 Administration

1) Structure of Operation

The structure of Nonthaburi Youth Network Center consists of the executive administrator who is the chief of Nonthaburi Youth Network Center, following by three chief assistants in administration, academic affairs, and activities. The committee is limited to 30 members to ensure operational agility. The members

meet monthly at the center to discuss, share their idea, and participate in activities together. Each week, the chief of the Youth Network Center would assign duties and tasks through a secretary and the social network announcement as well as the invitation letter, as in figure 4.3.

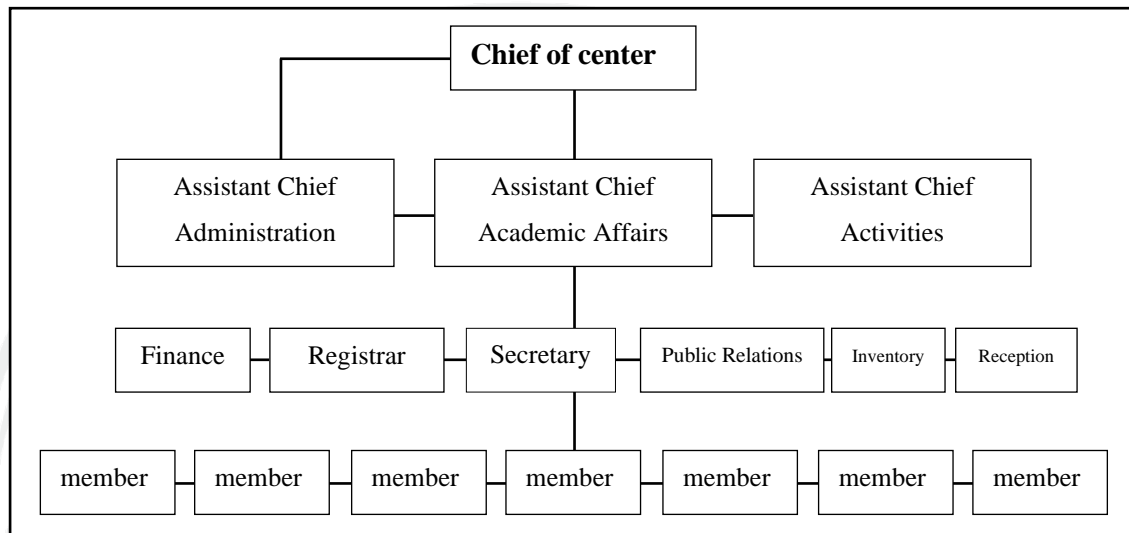


Figure 4.3 Administrative structure of the Nonthaburi Youth Network Center

Source: Interview with the Nonthaburi Youth Network Center, 2017.

2) The Operational Plan

According to its vision, "Participation, Development, and Peace," the Nonthaburi Youth Network Center operates under the two dimensions of the framework. The internal dimension of organizational development follows the approach of family, good governance, knowledge management, and learning organization (LO). And the external dimension of project/event organized by the center to gather children and youth who work in the community development to gain acceptance and supports from the adults.

The operation of Nonthaburi Youth Network Center focuses on being the preparation school and the place to accommodate the members from Children and Youth Council whose terms already end, or those with age below 13 years or over 25 years who are not qualified as council members according to its regulation. This network center became the gathering place for children and youth who cannot

participate in other learning and creative space. The center provides the opportunity for self-development and society development simultaneously while reducing the negative impulse due to the environmental stress and age-related issues. If the center could change this crisis into an opportunity, it could become the mental support and the nurturing of positive behavior for the children and teenagers as the following statement.

The Youth Network Center will increase creative space for children and decrease their pressure. So we provide space for children to be themselves, to do activities. We must ensure that this area is safe for all children and youth. (Non, personal communication, September, 2017)

Therefore, this is also the center of information about children and youth, which can provide consultation, activities, and knowledge for government procedures and documentation. They also support the setup of sub-district children and youth council throughout Nonthaburi. Their children and youth operations were recognized and visited by many organizations. For example, the representatives from Lao People Democracy Republic or the Lao (PDR) visited them in the year 2012. The philosophy of the center manifested in the quality of children and youth, who became the representative in the national children and youth council and even assigned the administrative vice president of the Children and Youth Council of Thailand.

The projects and activities of the Youth Network Center could be divided into three types; annual activities, volunteer projects based on social situations, and joint projects at the network partner level. Their operations are classified quarterly, with the meeting of the executive committee who designate the activity calendar of the Youth Network Center as in table 4.1

Table 4.1 Operational plan, Project and Youth Network Center of Nonthaburi activity

Order	Project / Activity
1	Sub-district Children and Youth Council set up project
2	Potential Development Project of Nonthaburi Childen and Youth Council
3	Sufficiency Family Camp Project
4	The School Semester Opening Concert Project
5	Sufficiency Economy Volunteer Project
6	Thai Study Project In Ban Kru Montri Tramote
7	Island Trapped Children Project
8	Mobile Creative Space Project
9	Beautiful Canal by Youth Hearts Project
10	Bang Phang Temple Volunteer Project
11	Disaster Prevention Youth Leadership Project
12	Pak Kret District Juvenile Council and Potential Development Project
13	Assistance to the Thai Flood Victims
14	Children and Youth Leadership & Volunteer Project
15	Nonthaburi Children and Youth Assembly Project (The community development camp in Nonthaburi Province)
16	Guide Project

Source: Interview with the working members of Youth Network Center of Nonthaburi, 2017.

In the future, the Youth Network Center of Nonthaburi plans to use the center as the place for volunteering internship and reference of cases, such as violence or unplanned pregnancy to the Provincial Social Development and Human Security Office or other agencies. They also plan to be the central hub for the education institution network throughout the country, in order to provide awareness to the importance of volunteering for children and youth, and to encourage them to be

confident, strive for self-improvement, with the right attitude and value in life, and ready to be the future of the nation.

3) Budget

Due to its status as the organization for the public benefit, the center received their budget from the following sponsors.

(1) Budgets from the government agencies, such as Thai Health Promotion Foundation, Ministry of Social Development and Human Security and Nonthaburi Provincial Administration Organization

(2) Budget from the network partners in the private sector, companies related to children and youth. For example, Major Cineplex group Public Company Limited provided the space in Esplanade Cineplex, Ngamwongwan-Khae Rai building for the office of the center and the space for their activities.

(3) Self-earned budget, such as organizing children and youth concerts from schools within the province, and collecting admission fees, or fundraising from individuals. In short, this is the income from activities within the children and youth council.

The center received both the support in budget and goods according to the business of each company. If they receive excess amount of donated goods, they would forward such items to other organizations for public benefit. However, the budget for their operation is uncertain, for the supporting budget from government agencies depend on the budget allocated to them. With large amount of budget allocation, such government agency could give generous support for the activities. However, if the government agency receive small amount of budget, the supporting budget for the center would be lower accordingly. Furthermore, the budget also depends on the economic situation. A year with bad economy could result in less support from the private sectors and self-earned income.

4.2.2.3 Networking and Participation

The center is the organization for public benefit established for the children and youth from the age groups which do not qualified for the children and youth council. The center aim to benefit the children and thus operate in connection with the provincial To Be Number One group and the Nonthaburi Children and Youth Council. Therefore, the members could participate in activities with all groups. The

operation is thus flexible and informal, due to the center's focus on the informal working system where the elders provide suggestions for the junior members in all matters.

As for the joint operation with the government agencies, the network partners who support and participate in the operation involve the following agencies.

1) The Provincial Social Development and Human Security Office of Nonthaburi provided budget, facilitation, consultation, and suggestions for projects/activities, resulting in the effective operation from the beginning until now. The center could train the children and youth within Nonthaburi province well, and maintain good relationship with all related government agencies.

2) Thai Health Promotion Foundation, Nonthaburi Provincial Administrative organization, and Nonthaburi Municipality were all the network partners who provide continuous financial support for youth and children activities. As a result, the opportunity for self-development is always accessible to children and youth through various projects, activities, consultation, and suggestion for the creative and beneficial activities.

3) Educational institutions in Nonthaburi is a network partner that participates in supporting the Student Council of Children and Youth in educational institutions affiliated with the coordination center.

In addition, the coordination Center also has a working network with other public and private sectors, such as the Coordinating Center of Youths against Drugs Organization of Thailand: (C.Y.D.O.T) of the Narcotics Control Board Office, and the Major Cineplex Group Public Co., Ltd., etc.

4.2.2.4 Problems and Obstacles in the Operation

1) The public relations of the center does not reach the national level, even if there is the expectation that it will be the key mechanisms in nationally solving problems regarding children and youth. Furthermore, the budget for supporting the activities is inadequate and uncertain, as it depends on the sponsor's capacity in budget allocation.

2) Children and Youth in Nonthaburi lack quality space in many dimension. And they lack neither the access to effective resources nor their basic rights, such as community space, school space, public space, and space for children with

special need. As a result, the physical, mental, and cognitive development of these children were limited by the community environment which does not lend itself to the learning activities.

3) Some parents are not aware of the importance of the activities for children and youth development, and some children's opportunities of participation were limited as a result.

4) The cooperation from some schools were still low. Children could not join the activities of the center and its network partner as their schools do not facilitate the participation in such activity. Coordinating or contacting with these schools to request participation were quite challenging.

4.2.2.5 Key Factor of Success

1) The clear approach of the Youth Network Center allow them to help support children and youth with the creative space for self-development.

2) The Youth Network Center has a wide network connection with many government agencies, resulting in good relationship with network partners whom they work together. Therefore, the operation could succeed with ease, that the strength of the center is recognized from provincial to national level.

4.2.3 Wang Saphung Children and Youth Council, Loei Province

4.2.3.1 The Evolution

During 2004 – 2006, Ministry of Social Development and Human Security established the Children and Youth Council by gathering the group of young leaders from schools, vocational schools, and universities. The council was well-supported by the Provincial Social Development and Human Security Office, that large number of children and youth join the activities. Meanwhile, the operation by the council was not accepted as it should be due to the lack of supporting law which certify their status, resulting in the 'illegal council' status.

The National Child and Youth Development Promotion Act was announced in 2007, effective on April 13th, 2008. It declared that the Office of Welfare Promotion, Protection and Empowerment of Vulnerable Groups must work with the provincial office to establish the children and youth council from the district level to the national level. Afterwards, the young leaders from vocational schools and

universities left the group due to the limitation of age qualification in joining the council. The approach of the children and youth council thus shifted after the law enactment. And the district children and youth councils began to form after the local administrative organizations and local schools were invited by letters to send their representatives to be elected as the administration committee of the district council.

The selection of president of the children and youth council at the time was supported by Loei Social Development and Human Security Office's training for the young leaders. The activities involve discipline training and activities in soldier barracks, until the potential leaders could be spotted through the activities. Afterwards, there was the election for the president of provincial children and youth council. The president of district children and youth council was selected from the representatives of each district. Later, Wang Saphung Children and Youth Council has continued the activities for children and youth and also has the opportunity to attend National Youth Day activities.

In 2017, when the National Child and Youth Development Promotion Act was revised, by extending the Children and Youth Council to the sub-district level and transferring the council under Loei provincial shelter for children and families on October 1st, 2017. It was agreed that the mission of the shelter should involve and help children and youth directly, while there could be more level of participation from the local administrative organization in the Children and Youth Council.

Currently, Wang Saphung Children and Youth Council, Loei province is operating under the affiliation with the Loei Shelter for Children and Families. It is also supported by Deputy District Chief of Wang Saphung, Loei Provincial Social Development and Human Security Office, educational institutions in Wang Saphung, and other agencies, to ensure that the activities of the council will be successful as planned.

4.2.3.2 Administration

1) Operating Structure

According to the National Child and Youth Development Promotion Act, 2007, the Provincial Social Development and Human Security Office must establish the children and youth council at the district level since July 11, 2008. The Children and Youth Council of the district thus consists of a president and no more

than 15 executives, some of whom were elected from the student representatives or those who legally qualified at least as the middle school students within the district, and some of whom elected from children and youth representatives without any affiliation with academic institution. Finally, the committee of Wang Sapung district's children and youth council consists of 16 representatives from district school, and the consultants from the Provincial Social Development and Human Security Office, the director of local Office of the Education, the representatives from local administrative organization, representatives from private or community organization with related activities to children and youth development, as in figure 4.4

The authority and responsibility of the district's children and youth council were listed in the National Child and Youth Development Promotion Act, 2007, as following

- (1) Promote, support, and serve as the center of learning and activities related to the local culture, sports, and education for children and youth.
- (2) Organize activities to promote and develop local children and youth's knowledge, ability, and morality.
- (3) Provide suggest and comment for the provincial children and youth council regarding local children and youth development.

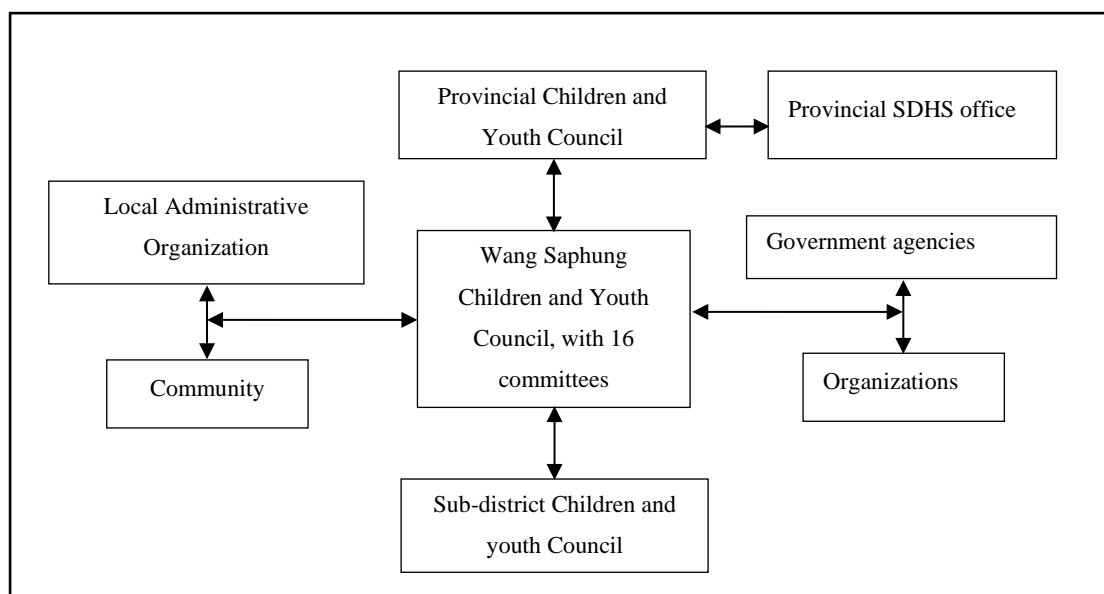


Figure 4.4 The Structure of Wang Saphung Children and Youth Council, Loei province

Source: Interview with Wang Saphung Children and Youth Council, Loei province, 2017.

2) The Operational Plan

The activities of Wang Saphung Children and Youth Council, Loei province, follow the National Child and Youth Development Promotion Act, 2007. There are three types of projects in each year as following.

(1) Project or activities according to the duty specified by the National Child and Youth Development Promotion Act, 2007, such as meeting of committee to report the annual performance.

(2) Project or activities according to the urgent policy of government and Ministry of Social Development and Human Security, such as the prevention of teen pregnancy, drugs, AIDS, reproductive health, and corruption problems.

(3) Project, activities, or campaign for skill development, prevention, and protection of children and youth's right in the local situation or problems.

The projects and activities of Wang Saphung Children and Youth council were generally organized within the Wang Saphung district. Examples of ongoing projects include the potential development project for Wang Saphung Children and Youth, the training project to prevent unplanned pregnancy, the training project to promote condom usage, and the participation with the provincial children and youth council's activities, such as Thai Youth Anti-corruption and National Youth Day, which are the major gathering events for all levels of Children and Youth Council

Furthermore, the Provincial Social Development and Human Security Office of Loei also promoted and supported the operations of Wang Saphung Children and Youth council through the facilitation through the network partners, following the approach of internally integrated agencies of the Ministry of Social Development and Human Security (One Home). Therefore, the agenda of Children and Youth Council was promoted together with the group of people with disabilities, the group of elders, and other network partners. Hence, the activities of Children and Youth council does not only serve their own group but also expands to serve other groups as the following statement.

Because the Provincial Social Development and Human Security Office does not only work for children, but it also care for people with disabilities and elders groups, the Ministry of Social Development and Human Security thus set up the ONE HOME team. Therefore, matters can be consulted or discussed together to find solution. I think this is a good approach, as I can get to know other group and strive to work better together. (Kae, personal communication, November, 2017)

Moreover, the Wang Saphung Children and Youth Council, Loei province could also participate in other activities. For example, some of the members joined the provincial volunteer project "Let's do good things now", which organize all volunteering activities. The member of the group could propose the activities according to their interest and the goal for development. And the budget for such activity will be provided.

Hence, the promotion and support of the Wang Saphung Children and Youth Council, Loei province, became the inspiration for the local children and youth to enter the space for creative activities, show their skills, and expand their potential. Children and youth were proud to be the part of the council, as it allows them to actually learn and operate. It is also the path for better educational opportunity in the project “Good Kids can go to school,” which provide opportunities for the members of children and youth council to study in the famous universities of the country.

3) Budget

Wang Saphung Children and Youth Council, Loei province, received financial support from the following sponsors.

(1) Budget from the Provincial Social Development and Human Security Office of Loei.

(2) Budget from the group “Let’s do good things now”

(3) Budget from the local administrative organization

During the period of the National Child and Youth Development Promotion Act, 2007, the budget mainly came from the Provincial Social Development and Human Security Office of Loei. Previously, the district-level children and youth council received just 5,000 – 6,000 baht per year for their budget. As a result, the activity of the children and youth council was limited to just one project due to the inadequate budget

Later, “Let’s do good things now” supported the budget for activities and provided suggestion on writing grant proposal for Wang Saphung Children and Youth Council that it could apply for grant from the local administrative organization. The budget for activities of Wang Saphung Children and Youth Council then increased as a result

After the Youth Development Promotion Act, 2007, and the 2nd amendment, 2017, the Wang Saphung Children and Youth Council activity budget would be transferred under the supervision of Loei Shelter for Children and Families. The budget increased to 30,000 baht per year. And the Wang Saphung Children and Youth Council could disburse the budget according to their plan, and Loei Shelter for Children and Families would consider the approval.

4.2.3.3 Networking and Participation

The network partners of Wang Saphung Children and Youth Council mainly consisted of the government agencies, such as local schools, local administrative organization, and especially the Provincial Social Development and Human Security Office which supported budget, facilitated their operation, provided consultancy and suggestions for their projects and activities, and acted as a good mentor in joint-activities. Their operation resembles the family with kinship. And if there is any project or activities of the network related with disabilities, the elders, and women, all of them would participate together. Children and youth are always allowed to participate in the activities. Therefore the operation focus on teamwork. Although some project might not aim at children and youth, but they would participate in the activity as all would do. Such operation was driven by the former head of the Provincial Social Development and Human Security Office who was the main mechanism of participation even after the retirement, as she awares of the importance of children and youth capabilities development. Therefore, this space in the society would support, promote, and teach them the appropriate way of working that children and youth's capabilities could develop continuously as the following statement.

The Provincial Social Development and Human Security Office is considered number one. We have Auntie Waen who was the former head of the office but now retired. She always give suggestions. Any network related to the Provincial Social Development and Human Security Office always allow children and youth to participate in meeting, and training. These children could grow well because of the Provincial Social Development and Human Security Office, as they are promoted, given opportunity, supported, and allowed to work seriously. (Phai, personal communication, November, 2017)

Other joint operation with an important network is the joint-operation with the provincial, district, and sub-district children and youth councils. The councils in each level could increasingly exchange and learn the problems and needs of each area together. The senior members could teach the junior members. Additionally, there was the support from Wang Saphung district, in which the district officer was the major

network in supporting the council's operation through suggestions, consultancy, coordination, and facilitation of their activities. In the future the district-level children and youth council would be transferred under the supervision of the local administrative organization for further promotion, support, and development plan.

4.2.3.4 Problems and Obstacles in the Operation

1) Some schools do not cooperate in the children and youth council's operation as much as they should, as they view the activities negatively as time-consuming and that the activities might contribute to academic failure of their students.

2) Local politicians who act as the mayor of some local administrative organization does not prioritize children and youth development, as they deemed granting too much authority to children and youth might be problematic in the future. Moreover, there was no clear regulation of the local administrative organization which state the role and duty in supporting the council. Therefore some local administrative organization does not support the children and youth council.

3) Early supporting budget was not adequate for operation. And there was the problem of misunderstanding in disbursing due to the complicate rules. Budget disburse is often problematic.

4) Moving the office of the children and youth council to Loei provincial shelter for children and families affected coordination due to the distance of the office. If any network seek to contact the children and youth council, they must leave the message with Loei Provincial Social Development and Human Security Office and therefore the operation lack agility.

5) The central policy assigned to the children and youth is sometimes unfamiliar for them that they cannot operate on their own but rather depending on the opinion of other adults, which might dominate the actual opinion of children and youth.

4.2.3.5 Key Factor of Success

1) The former head of Provincial Social Development and Human Security Office was the key mechanism in driving the operation related to children and youth, who were allowed to participate in training and actual operation to develop their capabilities as well as others.

2) Legal amendment is the opportunity to transform and extend the opportunity for the children and youth council in the social arena, as they operate together with other network partners and participate in progressing the local development work in a sustainable way.

3) Children and youth who join the council could develop themselves, life skills, and wider perspectives of the society. The joint-operation gave them pride, inspiration, and positive attitude as a part of the society. As a result, they have the capacity to develop themselves, others, and the society.

4.2.4 Hang Chat Center for Persons with Disabilities, Hang Chat District, Lam Pang Province

4.2.4.1 The Evolution

Hang Chat Center for Persons with Disabilities, Hang Chat district, Lam Pang province, originated from the professional nurses with the expertise in patients with disabilities and elderly care at Hang Chat hospital, who participated in the provincial meeting and saw persons with disabilities to join in the meeting, which became the inspiration for development of the group for person with disabilities group in Hang Chat sub-district. The network partners who joined the meeting provided suggestion and consultancy in establishing the group. After the meeting, the nurse set up the discussion with the group of people with disabilities and village health volunteers to find if they would like a club to be established. And according to the discussion, local persons with disabilities agreed with establishing a club because they can have an official group of working, and they can share information among the group in the way which might not be possible if the network is assigned as the duty of doctors and nurses only. The group therefore reach the conclusion of establishing the club for persons with disabilities as the following statement.

At first the professional nurses of the hospital participated in the provincial meeting. When they saw the persons with disabilities participated, they wish the local persons with disabilities could do so. Afterwards they called up the meeting with the persons with disabilities and village health volunteers,

whether they would like to set up a club. This was the origin of our club.
(Yongyut, personal communication, October, 2017)

After receiving the consensus of establishing the club, the local persons with disabilities recruited members and village health volunteers to the working team, and selected committees in each department. They then started the activities after recruiting 80 members. The Hang Chat Center for Persons with Disabilities, Hang Chat district, Lam Pang province, was officially established in May, 2011, to provide assistance to all persons with disabilities in Hang Chat sub-district which include 9 villages; Baan Hang Chat Tai, Baan Hang Chat Nue, Baan Mae Haw, Baan Satanee, Baan Pae, Baan Kham Daeng, Baan Pan Ngaw, Baan Hua Nong, and Baan Pang Muang. The members increased until reaching the current number of 355 persons. Their disabilities could be classified as in table 4.2.

Table 4.2 Types of disabilities in Hang Chat Center for Persons with Disabilities

No.	Types of disabilities	Amount (persons)
1	Visual	19
2	Hearing and communication	62
3	Movement or physical limitation	214
4	Mental or behavioral	23
5	Cognitive	23
6	Learning ability	11
7	Autistic	3
	Total	355

Source: Interview with working team of Hang Chat Center for Persons with Disabilities, 2017.

4.2.4.2 Administration

1) Structure of Operation

At the beginning of the Hang Chat Center for Persons with Disabilities, they met and elected the working team of the club in which the first group of committees included 16 persons. The committees could be classified in 2 groups; the executive committee, and the consulting committee. Committees included the president, vice president, secretary, reception, registrar, finance, public relations, and consulting committee, as figure 4.5.

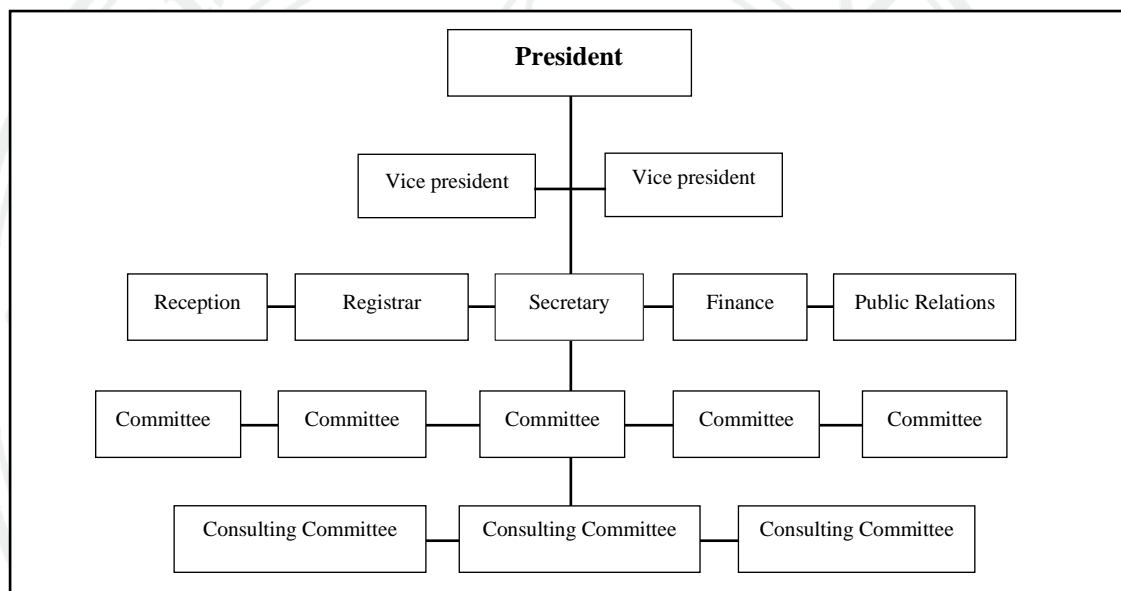


Figure 4.5 Organization structure of Hang Chat Center for Persons with Disabilities

Source: Interview with working team of Hang Chat Center for Persons with Disabilities, 2017.

According to the above structure, the 16 committees and members would meet monthly on Wednesday of the second week of the month, at Hang Chat hospital where the club's office is located. But sometimes they also meet through the application line, as the club also set up its line group as the channel of communication. As the club's major focus is on providing assistance to people with disabilities, the line group allowed the working team to make appointment for taking turn to visit the house of persons with disabilities in the community according to their availability.

2) The Operational Plan

The operation of the club aim to benefit their members with disabilities. The vision is for those with disabilities in Hang Chat will reach their capabilities, and live happily in the society. The objectives of their works are described as following.

(1) To be the representative for people with disabilities in the activities related to lawful rights and welfares.

(2) To coordinate for assistance and promote the opportunity for people with disabilities to regain their medical, educational, professional, and social capabilities.

(3) To coordinate with agencies, foundations, clubs, individuals, or any other organizations with shared objectives from both the government and private sectors, and from national and international level.

(4) To gather and disseminate beneficial information for persons with disabilities and general society.

(5) To ensure positive relationship between persons with disabilities and the general society for them to live together equally with pride.

(6) To not operate in any political activity.

According to the above principle, Hang Chat Center for Persons with Disabilities works to provide help in activities for persons with all types of disabilities in their area. Their operational plan are described as in table 4.3

Table 4.3 Operational Plan/ Project/ Activities of Hang Chat Center for Persons with Disabilities.

No.	Project/Activities
1	Registration of persons with all types of disabilities in Hang Chat sub-district
2	Registration of persons with disabilities assistance at home
3	Assistance of underprivileged persons with disabilities in some case

No.	Project/Activities
4	Hang Chat sub-district municipality for disability club development by the visiting of local personals to the disability club in 6 sub-districts; Wor kaew, Vieng Taan, Mae San, Pok Yang Kok, Nong Lom, and Mueang Yao.
5	Hang Chat sub-district municipality for disability club development by the visiting of local personals through network conference activity.
6	Training project for working team and members of the club.
7	Fundraising for underprivileged persons with disabilities.
8	Other projects which operate with the clubs for persons with disabilities from both the government and private sectors

Sources: Interview with Working Team of Hang Chat Center for Persons with Disabilities, 2017.

Furthermore, the activities of the Hang Chat Center for Persons with Disabilities also including visits to persons with disabilities in their community, to provide supports for underprivileged members with disabilities. The working team would discuss in a meeting to find the approach to help each case. For example, the team helped a family of a child who lives with the father and grandparents, which both grandparents are persons with disabilities. In this case, the child must work to find additional income, but the total family income is less than 3,000 baht which is not adequate for their family expenses. The working team of the club thus met to find solution and provided help as the following statement.

There is one case of a very poor child. He lives with his father and grandparents, who are both persons with disabilities. The child must work for additional income. But the income 3,000 baht is not enough. Fortunately, we found them and could discuss on the way to help them (Natee, personal communication, October, 2017)

According to the case study, the operation of Hang Chat Center for Persons with Disabilities is based on mutual learning. All members could learn to work

together that the center could progress efficiently with credibility, that the capabilities of members are widely accepted. The center therefore attempted to develop itself to reach the organization standards (ISO) by the National Empowerment of Persons with Disabilities Office, and the subcommittee in organization standard development by organization related to persons with disabilities.

Moreover, Hang Chat Center for Persons with Disabilities provides personal assistant service (PA) which is the government-provided service for persons with disabilities who requires assistance in daily life. There are 2 PA within Hang Chat sub-district who provided help for persons with necessity. In some case, the families of persons with disabilities cooperated well as the PA could decrease the burden for family members. But some families do not cooperate as they deemed the service intruding, such as the case of one family which rejected the help. Therefore, each case of assistance required prior discussion with the patient and the family as following statement.

In the case of one family in the village, the family did not accept our service as they did not want us to interfere. The patient told us she had not washed her hair nor brushed her teeth. We were aware of her struggles and we wanted our team to help her. We wish she could live better. So, we consulted with higher organization. But she said that her husband is not like other people, and he did not want help. Finally we left the matter with the head of the village in asking the family whether they do need help (Orawan, personal communication, October, 2017)

Nevertheless, the PA service decreased the burden for the health agencies who might not be able to take care of all cases. The PA would assist the persons with disabilities according to their necessities, from high to low, and according to the consideration of the province whether the persons require the PA. The feedback from persons with disabilities and their family was positive when the PA could provide them more care than the family member could due to the training provided by the Department for Empowerment of Persons with Disabilities (DOD). They could therefore provide assistance properly.

3) Budget

Hang Chat Center for Persons with Disabilities raised budget from various sources in their operations and activities as following.

(1) Budget from government agencies such as Hang Chat hospital, Lam Pang Provincial Social Development and Human Security Office, local administrative organization, DOD, and the National Health Security Office (NHSO) area 1, Chiang Mai.

(2) Budget which came from members' fundraising with individuals and businesses.

(3) Budget from network partners in the private sector related to persons with disabilities, such People Eye Care Foundation, etc.

Regarding the budget from various sponsors, the center deemed that the annual budget is enough for internal operation, as the total annual budget received would be about 100,000 baht, with additional budget from the fundraising. In the year with lower budget or no fundraising event, Hang Chat Center for Persons with Disabilities would organize small events such as food donation for monk. But the visiting activities for persons with disabilities clubs in 6 sub-district required large amount of budget. Therefore, the center would plan the request for budget from DOD prior to the end of the budget year, to ensure the timely approval of budget for the following year and to prevent the delay of the center's operation.

4.2.4.3 Networking and Participation

Hang Chat Center for Persons with Disabilities operates together with networks from the government agencies, private sector, civil society, and network partner of government, as following.

1) Hang Chat hospital is the major network which provide support since the start of the club, through the continuous suggestion and assistance by the professional nurses and full-time doctors of the hospital. This network became the center of coordination between the club and other network partner. The hospital also provide the space for the club's office.

2) Lam Pang Provincial Social Development and Human Security Office provided financial supports for the operation of the club according to the proposal

requested by the club. It also supports the registration of persons with disabilities, protects their legal rights, and supports the PA's works in the area.

3) Network of elderly person is the network which operate together with the club in many of its activities. In the future, the network of elderly person would relocate to the Office of the Non-formal and Informal Education. Therefore, Hang Chat Center for Persons with Disabilities might relocate to the same place, as the network of elderly persons receive budget for renovation for space which could accommodate both the club and the network. After renovation, they plan to move to work together and register as the Service Center for Persons with Disabilities.

In addition, there is also the network from the DOD, the National Health Security Office of area 1, Chiang Mai, local administrative organization, Office of the Non-formal and Informal Education, People Eye Care Foundation, and other networks which provide consultancy, budget, and participate in the activities of Hang Chat Center for Persons with Disabilities. As a result, they could operate continuously, develop the members' capabilities, and provide assistance for persons with disabilities. The center became a strong organization which is widely accepted by the society as well as certified as the exemplary organization for persons with disabilities.

4.2.4.4 Problems and Obstacles in the Operation

1) The members of Hang Chat Center for Persons with Disabilities still lack knowledge, understanding, and skill in documentation due to the physical limitation and the lack of experience in using computer for documentation. As a result, the operation which require project proposal document, registration document, financial evidence document, or any other type of document which requires precision must be assisted by Hang Chat doctors and nurse, whom are already occupied by their already overloaded responsibilities.

2) Visiting persons with disabilities in the community is sometimes not possible due to the rejection of help in some family, who deemed the visit as the interference with their family. Therefore, the center could not provide help in such case and the person with disabilities still receive inadequate care as a result.

3) There are just two personal assistance (PA) who work in Hang Chat sub-district, which is inadequate to the local demand. The reason for this was because the PA must be trained by the DOD first. And when few people pass the

training, the service could not be conducted fully. Furthermore, one PA could be responsible for no more than 5 persons with disabilities, and they could not work more than 4-6 hours per day. This regulation affects the compensation fee for the PA at the rate of 50 baht per hour, with less than 100 working hours per month. The Provincial Social Development and Human Security Office is planning to solve the problem of inadequate PA by requesting the training curriculum from the DOD to provide training in Lam Pang. However, the monthly compensation fee for the PA is still problematic due to the limited budget.

4) Sending the PA in the area through the Provincial Social Development and Human Security Office might result in the error in consideration of priority for each case of person with disabilities. The Provincial Social Development and Human Security Office does not have the individual information of each case and therefore might not be able to consider the necessity correctly. There should be the joint-operation with the health agencies, as the village health volunteers are more familiar with the problems and necessities of each case as they often visit these persons with disabilities.

5) Some government agencies do not cooperate as well due to the lack of clear coordination. For example, when the center sent the document regarding the deceased persons with disabilities to the responsible agency, it took a long time for them to consider the case. Some agency even loses the document that the center must often ask for the progress and sometimes resend the document again.

4.2.4.5 Key Factor of Success

1) Hang Chat Center for Persons with Disabilities is supported by the network with knowledgeable persons who act as their mentor and consultant such as doctors, professional nurses of the hospital, Provincial Social Development and Human Security Office, and village health volunteers. As a result, the center became a strong organization which is widely accepted by society

2) The working team of the center are committed and dedicated in working with empathy for the underprivileged persons with disabilities that they really do want to help local persons with disabilities to achieve better life quality.

3) The working team of the center are connected to various networks from the government agencies, private sector, and civil society, which allow

them to work conveniently and able to organize continuous activities for their target group.

4.2.5 The Redemptorist Foundation for People with Disabilities

4.2.5.1 The Evolution

The Redemptorist Foundation for People with Disabilities, Chonburi province, originated when Father Raymond Alleen Brennan from the Redemptorist Order traveled for the mission throughout Thailand. During the trip, Father Ray saw persons with disabilities who became beggar, deserted, and lacked access to education and any other resources. He wished to give them more than physical things by develop their capabilities so they can work. In 1984, Father Ray opened the Redemptorist Vocational School for people with disabilities, Pattaya, to provide career training for people with physical disabilities of legs, arms, or body, without any tuition fee. At first the school provided short computer courses and used the facility of the Redemptorist Center as the school. After a while, Father Ray deemed that the electronic maintenance for computer and appliance is another option for the persons with disabilities' career.

In 1988, the school was approved by the Ministry of Education as the non-profit vocational school according to article 15(2), under the supervision of Private Education Office. The first generation of students could actually work with positive responses from their employers, and some of them returned as the instructors for the following generation. And in 1990, the school opened the business computer curriculum which focus on the office application and extend the period of study to 1 year. This curriculum was also well-received by the entrepreneurs. The school became famous and accepted due to the feedback of student qualities, which Father Ray took pride in. Afterwards the school open the non-formal and informal academic curriculum for both the middle school and high school, in order to increase the students' level of education.

In 1994, the school could received students up to 110 persons after the construction of new building. During the time, personal computer became widely popular, so the school included the content on computer maintenance in the electronics curriculum as well as opened the electronic hardware curriculum in 1997, in response

to the increasing demand for computer technicians. The school further developed more curriculum continuously.

In 2000, Father Ray began to prepare security for Redemptorist Vocational School for people with disabilities, Pattaya, by establishing the “The Redemptorist Foundation for People with Disabilities” as the public benefit organization for the well-being development and improvement in persons with disabilities, as the Redemptorist’s intention is to help those who struggle to be able to depend on themselves and be no burden for the others, so they would be generous and dedicated themselves to the society in sustainable way.

During the 30 years of operation, the Redemptorist Vocational School for people with disabilities worked continuously in academic, sports, and society. They provided quality training for over 2,000 persons who now work in the society. As a result, the school was praised as “the best vocational school for persons with disabilities in Asia”. This is the result from the vision of Father Ray who helped people with disabilities in the sustainable way and the cooperation from the team of teachers, officers, and students who make the school a dependable place which still generate positive power for persons with disabilities until now. The operation corresponds to the school’s philosophy of “revitalize the capabilities of persons with disabilities for the development of lives and society”.

Father Raymond Brennan, or “Father Ray”, passed away on August 16th, 2003. It was a major loss for the Redemptorist Vocational School for people with disabilities. But he left behind the legacy from helping persons with disabilities throughout his life and the teaching that “you should continue to give opportunities for other persons with disabilities”

4.2.5.2 Administration

1) Structure of Operation

The work of the Redemptorist Foundation for People with Disabilities could be divided in 7 parts (1) Redemptorist Vocational School for people with disabilities, Pattaya (2) Redemptorist Vocational School for people with disabilities, Nong Kai, (3) Career Center for people with disabilities, (4) Social Enterprise Center, (5) Development Center for Children with Special Needs, (6) Social disabilities study center, and 7) Rights Protection for people with disabilities as figure 4.6.

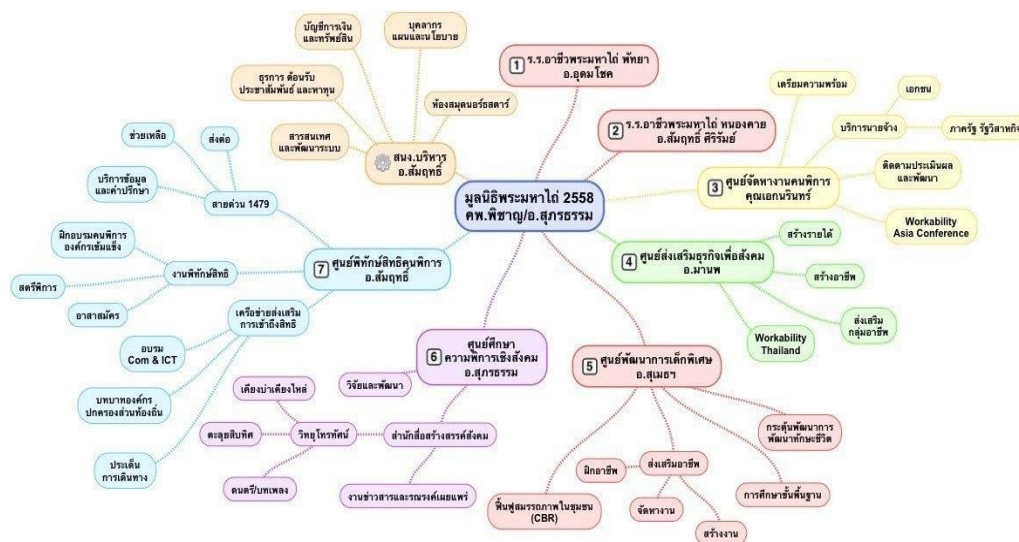


Figure 4.6 Structure of Redemptorist Foundation for People with Disabilities

Sources: The Redemptorist Foundation for People with Disabilities, 2016.

Additionally, the committee is separated in 2 levels; the major board which supervise all policies who meet twice annually according to the law, and and the executive who focus on monitoring the operation according to the plan to ensure the efficiency. The executive committees meet twice monthly, and they could meet in both formal and informal ways. In some situation they might meet weekly for the continuous solutions.

The Redemptorist Foundation for People with Disabilities has the following missions in persons with disabilities development.

(1) Career development. This is the first and major mission of the foundation, which is responsible by the Redemptorist Vocational School for people with disabilities through its courses in computer, electronics, English, draftperson, and other courses which aim to develop the quality of life for persons with disabilities. There is also Career Center for people with disabilities which provide career path guidance, training, and preparation before entering workforce. The career center also promoted and provided service for employers who hire persons with disabilities. It provides career opportunity service, evaluation, promotion of freelance career, management and marketing, encourages unification in group, and sourcing capital for

establishing business by the persons with disabilities and their families. The service included finding market to sale products and services in both the government sector and private sector.

(2) Protection of rights. This is the campaign for rights protection by monitoring the operation of the state and the business which must adhere to the related rules, such as providing appropriate environment and facilities for persons with disabilities in the public transportation, hiring persons with disabilities, and unfair treatment to persons with disabilities. The individuals whose rights were violated would be protected and supported to gain their lawful rights and welfares. It also provide the service of sign language translator, and translator development, as well as providing assistance for persons with disabilities who face hardship in their lives as the following statement by one of the foundation's executives.

Our slogan is the realizing of rights, dependable, timely, respectful, and fairness. Protection does not mean that we would make a lot of demand but we only focus on what is problematic for persons with disabilities. For example, providing facilities in the mass transportation system is essential and we must protect this right. (Samrit, personal communication, October, 2017)

(3) Research: This mission is the gathering of information and studying the law, municipal law, regulations, order, announcement or rule, policy, knowledge and information related to persons with disabilities. To research is to suggest the approach for development and improvement of persons with disabilities to the related organization. Moreover, the foundation also provides speaker, conference, and training in the works related to persons with disabilities, such as training of career opportunity officers, volunteers, and personal assistances for persons with disabilities.

(4) Develop creative attitude: This is the mission which promote persons with disabilities to be in the society with confidence. It requires both the training of self-understanding and knowledge for persons with disabilities, their families, and the society. The training is provided through the community radio in Pattaya and the television broadcasting programme with NBT (channel 11) or other station. There was also the programme "together". These trainings would be beneficial

for the persons with disabilities and general individuals. The programme helps broadcasting positive stories of persons with disabilities for them to see how they should act or live in the society.

2) The Operational Plan

The Redemptorist Foundation for People with Disabilities created its strategy plan in 2015 – 2021, with the vision to become the international-level organization for persons with disabilities which provides education, career opportunity, career training, assistance for people with disabilities, capabilities development, dealing with discrimination, develop knowledge and innovation, becomes the leader of change, and empowerment for people with disabilities towards the society of equality. The organization should be secured, with the environment and atmosphere which encourage public minded, happiness, and success in life. There are 5 strategies of the organization as following.

- (1) Persons-with-disabilities-centered training and career development
- (2) Active access to target group, especially in remote area
- (3) Development of knowledge, communication, and social innovation.
- (4) Empowerment in the path of happiness and life success according to Father Ray's resolution
- (5) Good governance

3) Budget

The budget for the foundation could be divided in 2 parts; 30% of budget support from government agencies, and 70% of budget from other sources. The detail of the budget sources are described as following.

(1) Budget from government agencies' supports according to the rights, such as the educational support budget from the Ministry of Education for students in vocational school, per dium for persons with disabilities and budget support for activities from the Ministry of Social Development and Human Security, etc.

(2) Supporting budget from grant application. The foundation's approach in writing proposal for grant application involves 5 steps; (2.1)

the background of the persons with disabilities, (2.2) analysis of each type of disabilities, (2.3) approach of assistance, (2.4) method of assistance, and (2.5) network extension. This style of proposal writing helps the sponsor to gain more information for the consideration of grant approval.

(3) Budget from donation and fundraising activities organized by the foundation itself.

(4) Budget from social business of the foundation, such as renting the area for AIS Call Center, Power Buy Call Center, and Ray Bakery, etc.

4.2.5.3 Networking and Participation

There are both the internal network inside the Redemptorist Foundation for People with Disabilities and the external network with the government agencies, private sector, and civil society. The operation could be integrated in the relationship which the target group or persons with disabilities became the hub for joint-operation. And there are working connections through activities.

The internal network consists of seven parts; 1) Redemptorist Vocational School for people with disabilities, Pattaya 2) Redemptorist Vocational School for people with disabilities, Nong Khai, 3) Career Center for people with disabilities, 4) Social Enterprise Center, 5) Development Center for Children with Special Needs, 6) Social disabilities study center, and 7) Rights Protection for people with disabilities. These departments work together, such as the center of Rights Protection for people with disabilities, as the foundation operates for the welfare and empowerment for persons with disabilities' equal rights in life. Right protection is thus the first priority. This center would connect with other sectors in protecting the benefit of the persons with disabilities, including both who are not in the care of the foundation. When the employers treated them unfairly, the foundation would act to demand the lawful rights and forward the case to the Career Center for people with disabilities, which would provide the knowledge and career skill training to ensure the holistic care in all dimensions. And each part of the network would connect and work together to help, support, promote, and develop the people with disabilities so that they can earn income and depend on themselves, that they would be no burden for society and led to the good quality of life.

We have to care for people with disabilities in all dimensions and provide what they lack. If their employee took advantage from them, we must help. We must teach them to work and find job for them through the career center, which focus on career opportunity for all types of people with disabilities. We would train them to be skillful and send them to work in companies. (Samrit, personal communication, October, 2017)

The external networks consist of government agencies as following.

- 1) Ministry of Social Development and Human Security supervised the welfare and quality of life of persons with disabilities.
- 2) Ministry of Education provided academic support for Redemptorist Vocational School for people with disabilities
- 3) Ministry of Public Health supervised the health and well-being of persons with disabilities.
- 4) King Mongkut's Institute of Technology, Ladkrabang provided support in innovation development with the quota for persons with disabilities to study at the university.
- 5) King Mongkut's University of Technology, North Bangkok supported the IT system, and the Faculty of Home Economics Technology provided training in cooking and bakery.

The private sector which joined the network are listed as following.

- 1) Advance Info Service, Public Company Limited joined the network through its AIS Call Center which hire persons with disabilities as their customer service officers.
- 2) Power Buy Company Limited joined the network through its Power Buy Call Center, which is the aftersale service center providing support by the technician with disabilities.
- 3) Central Group and CP Group joined the network through buying products from persons with disabilities career group for sale in their department stores.

Other related networks also work together, such as the international network of persons with disabilities, politician network, local community network,

entrepreneur network, etc. The selection of network for each coordination request depends on the context of the work and activities, whether it relates most to which network, or which network's objectives correspond the activities most. Therefore, the foundation seek to develop relationship with various networks in order to create the process of networking which could connect the working team for persons with disabilities efficiently.

4.2.5.4 Problems and Obstacles in the Operation

1) Coordination with the government agencies in order to ensure the lawful rights of persons with disabilities is not as successful. For example, there is still the problem of facilities provision for persons with disabilities in the mass transportation system. Some station lack the elevator for persons with disabilities. The foundation would support the demand for rights to the related organization but did not receive positive response that in some case the lawsuit is required. And finally the Administrative Court decided that the related organization must improve the facilities in the transportation system according to their lawful rights within the designated time. However, there is no further response to the juridical order and therefore require further lawsuit

2) Healthcare for persons with disabilities from SLE (Systemic Lupus Erythematosus: SLE), in which the assistance is highly essential for patients, is still problematic as they could only request help from the government agencies. The foundation could not fully provide the care as its mission also include providing cares for large number of persons with disabilities. However, the government agencies could not provide help as well. Therefore, the patients were transferred to the welfare institution, which cannot care for them too. And finally the petition to the king is required when there is no other solution available.

3) The policies or laws related to persons with disabilities could not benefit the target group in practice. Although the law stated the equal rights between the persons with disabilities and other people, but in practice the law cannot be enforced. Therefore, it requires the campaign to raise awareness in society, regarding the value and capacity of people with disabilities in development, learning, and living life as other people in society.

4.2.5.5 Key Factor of Success

1) Using the religious principle as the guideline of practice in helping fellow human from hardship, or redemption, which came from the teaching of the Redemptorist Order, the group of Roman Catholic priests established by Alfonso Maria de Liguori in Scala, Campania, Italy. The order seeks to help those who struggle with hardship and social injustice.

2) Father Raymond Brennan or “Father Ray” became the role model of the Redemptorist Foundation for People with Disabilities in providing helps and opportunities for underprivileged persons with disabilities, until they could learn, develop, depend on themselves, and no longer be the burden for society. His approach became a role model for the next generation of executives

3) The goals of the Redemptorist Foundation for People with Disabilities in working are stated clearly, that they aim to help people with disabilities with the understanding of their own mission as the international-level organization for people with disabilities who provides training, job opportunity, career development, and capacities development, as well as dealing with discrimination.

4) Having the supporting networks in the government sector, private sector, and civil society which cover all dimensions from academic, research, career training, employment, and financial supports results in the continuous operation and new innovation.

5) The administration of the foundation which Father Pichan Jaiseri is the president follows the religious principles, regulations, transparency, and good governance.

4.2.6 The Wisdom of the Elderly Club, Sisaket Province

4.2.6.1 The Evolution

The Wisdom of the Elderly Club, Sisaket province originated from the group of retired government officers who gathered in joint activities and needed to develop their group or club in a systematic and orderly way to ensure the organization strength. They established the Wisdom of the Elderly Club, Sisaket province, on August 8, 2011 and selected the committee to draft the regulation, recruit local members, seeked the joint-network from people with knowledge, ability, wisdom, and expertise

in various topics, who are willing to participate in the activities. The club operate together with the local administrative organization in its activities of training as following.

8 August, 2001: Meeting of related persons, election of the club's committee, and the draft of regulations in the meeting room at Social Development Office Unit 54, Sisaket province.

19 September, 2012: Wisdom training activity at the auditorium of Gu sub-district administration organization, Prang Gu district, Sisaket province. The event included the activities which demonstrate the wisdom of elderly members of the club, such as weaving hat from sugar palm leaves, Thai herbs and heritage, food preservation, weaving sedge mat, oboe-based Guay orchestra, Thai Mahori orchestra, traditional steamed glutinous rice, creating tools for catching fish, and creating broom from sugar palm or coconut leaves.

Regarding budget for 2013, the professional social workers from Sisaket Provincial Social Development and Human Security Office who responsible to the projects related to the elders together with the Wisdom of the Elderly Club adjusted the club's regulation and prepare document for the registration as public organization. The Wisdom of the Elderly Club was announced as the public organization on August 8th, 2013, with the official address at Sisaket Provincial Social Development and Human Security Office. They then organized fundraising to open the bank account in the name of the club and organized several important events as in table 4.4.

Table 4.4 Important events of the Wisdom of Elderly Club

Date	Activities
March 23, 2013	Meeting for planning the activities of 2013 at Kraipakdee meeting room, Sisaket provincial office.
April 11, 2013	Organized the national elderly day of Sisaket, at Wat Maha Buddha Ram, Mueng Nue sub-district, Mueng district, Sisaket province.
June 12, 2013	Meeting to conclude the Wisdom of Elderly works, preparation of document for registration as public organization, open bank

Date	Activities
	account in the name of the club, and designated the logo of the Wisdom of Elderly Club Sisaket
August 8, 2013	The committee of elderly persons in Sisaket approved the Wisdom of Elderly Club as the public organization
August 9, 2013	Meeting with the committee club to prepare activity to demonstrate the wisdom of elderly.
August 23, 2013	Organize activity to demonstrate the wisdom of elderly together with the network of elderly organization and the Provincial Social Development and Human Security Office, according to the mobile social development and human security project at Chan Saen Chai sub-district administrative organization, Huai Thap Tan District, Sisaket Province.

Source: Interview with the working team of the Wisdom of Elderly Club, Sisaket province, 2017.

The professional social worker at Sisaket Provincial Social Development and Human Security Office who responsible for the strategic project related to the elders proposed the appointing of two experts in the sub-committee of welfare for the elders from the members of the Wisdom of Elderly Club Sisaket. There was also the proposal of appointing the president of the club as the sub-committee of social welfare for the elders, according to the order 48/2557 of Sisaket province, on January 8, 2014.

Regarding the budget in 2014, Sisaket Provincial Social Development and Human Security Office organized the annual wisdom for career project of 2014 with the budget of 500,000 baht from the central government. The Sisaket province operated according to the activity plan in table 4.5.

Table 4.5 Activity plan of the Wisdom of Elderly club

No.	Project / Activity
1	Organize meeting with the committees of the Wisdom of Elderly club, Sisaket province.
2	Workshop training for elderly volunteers in social development
3	Workshop in promoting capabilities of the sub-district leaders of the Wisdom of Elderly club
4	Workshop of roles and leadership for both the district and provincial-level leaders of the Wisdom of Elderly club.
5	Workshop “Imparting the local Wisdom of Elderly”
6	Publishing sub-district-level, district-level, and provincial-level directory of Elderly Wisdom Club
7	Workshop on Wisdom of Elderly networking in the district level, sponsored by the provincial welfare promotion fund.
8	Assessment and evaluation of works
9	Publishing Sisaket Wisdom of Elderly Club directory for local public relations.

Source: Interview with the working team of the Wisdom of Elderly Club, Sisaket province, 2017.

The above operation of the Wisdom of Elderly club was assigned to the club committee and the president of the Center of Well-being Development and Career Promotion for the Elders, to invite persons with the age over 60 years old as the club's members. Until currently, there are members in the club from 22 fields as following.

1) Education wisdom. The members in this field are those who can educate or teach from their knowledge or experiences, in both the theory and practice, or those who could study or research and provide instructions.

2) Medical and public health wisdom. The members in this field are those with experiences in the prevention and treatment in the community, with the

emphasis on the community's ability to depend on themselves in healthcare, such as herbs, traditional massage, and folk wisdom health tips, etc.

3) Agricultural wisdom. The member in this field are those with the ability to combine the knowledge, skill, agriculture technique, and technology based on the value of independent society, such as mix-crop agriculture, solution for agriculture market problem or production, etc.

4) Natural resources and environmental wisdom. The member in this field are those with the knowledge in natural resources management, environmental conservation and development, sustainable usage of natural and environmental

5) Science and technology wisdom. The member in this field are those with the skills in science, technology, or invention of tools or instruments for daily life or in working. Or those who can convey the scientific knowledge for others in life application, such as natural food preservation or natural dye.

6) Engineering wisdom. The member in this field are those with the ability to build or create large structure or area development, using the engineering principles for the well-being of local people, such as dam or reservoir building.

7) Architectural wisdom. The member in this field are those with the ability to combine knowledge in decoration, design, or creation of instrument or material for structural or specific usage, or with the unique local identity

8) Social and community development, community welfare, and social welfare wisdom. The member in this field are those with the ability in social development, visiting the poors or the underprivileges, organizing public hearings to find mutual solution in the community, with the goals in the sustainable development of the area.

9) Legal wisdom. The member in this field are those with the ability to apply legal knowledge and experiences for the benefit of the community, by helping people with legal problems.

10) Political science wisdom. The member in this field are those with the ability to lead the community, ensure the peace and sustainability of the community, or apply the sufficiency economy in the current situation.

11) Arts, culture, and traditional wisdom. The member in this field are those with the creative abilities in arts, paintings, sculptures, performances, music, visual arts, or cultural conservation.

12) Religious and ethical wisdom. The member in this field are those who can apply religious teaching, philosophy, or faith in the existing environment, or convey the religious principle to the younger generations to follow.

13) Commerce and service wisdom. The member in this field are those with the ability to develop service for customer satisfaction, which is related to career, income, or additional values of objects. For example, the Bai Sri variety could help attracting more attention.

14) Security wisdom. The member in this field are those with the ability to protect the nation through their experiences or learning. For example, the retired soldier could convey their knowledge and discipline to the children and youth, who would become the good citizen and avoid making troubles.

15) Administration and business management wisdom. The member in this field are those with the ability to apply business management method to make profit, or those with ability to convey the know-how.

16) Public relations wisdom. The member in this field are those with the ability to create media, or present the knowledge or beneficial for the others through document, brochure, and storytelling which could help bringing the history alive.

17) Transportation and communication wisdom. The member in this field are those with the experiences or knowledge in the traditional mode of transport or communication, such as traditional transportation in waterways, or traditional vehicles, etc.

18) Energy wisdom. The member in this field are those with the knowledge in using natural resources or material as replacement energy, such as Jatropha, charcoal from coconut shell, husk, or locally available material.

19) Foreign affairs wisdom. The experience in negotiation or communication with foreign partners could help attracting attention and profit to Thailand. The member in this field are those with this ability, or those who could train other people to do so.

20) Industrial and craft wisdom. The member in this field are those who can apply modern technology in product processing safely, efficiently, and fairly.

21) Linguistic and literary wisdom. The member in this field are those with the skills in local dialect, traditional Thai language and literary arts.

22) Rhetoric wisdom. The member in this field are those with the rhetoric ability, who could conserve the appropriate way of speaking Thai in each occasion and in the traditional context.

Nevertheless, the Wisdom of Elderly Club, Sisaket province, differs from the existing elderly club in the provincial level which usually gather all the elders in the community as their members in order to be eligible for welfares or other lawful rights. This type of club is mandatory for every seniors, whether they are willing to join the club or not. But the Wisdom of Elderly club only enroll the healthy persons who could contribute their knowledge in some fields, as the club is the public benefit organization. The members must also be willing to help strengthen the club and the knowledge of the community, as the following statement.

The members of this club must be the elders with knowledge, not just the elders in general. They must have the wide knowledge or specialized in such field, and they must be willing to participate and convey the knowledge or teach the others. This aspect is different from other elderly club which accept all the elders as the members in order to pay their allowance” (Suwan, personal communication, October, 2017)

Therefore, the Wisdom of Elderly club defined itself as the gatherings of people above 60 years old in good health, with knowledge, ability, experiences and willingness to commit oneself in providing their wisdom for the benefit of the society, even without personal returns. The members of the club are the valuable persons, with capabilities and roles in continuing the wisdom in the community. The province would act as the gathering center of elderly’s wisdom, which is ready to distribute work to the senior citizen who can still help contributing to the economic security and sustainable development for human and society.

4.2.6.2 Administration

1) Structure of Operation

The operation of the Wisdom of Elderly Club, Sisaket province, followed the regulation since the club was established. All 26 committee members of the club were elected. The president is the highest position, with 3 vice presidents in 3 departments; administration, academic affairs, and activity. The vice presidents are responsible in the administration of each department and the appointment of secretary, finance, registrar, public relations, inventory, and reception. Each position has their own responsibility. There are also the committees of the club who act as the working team in driving the club's progress together as in figure 4.7.

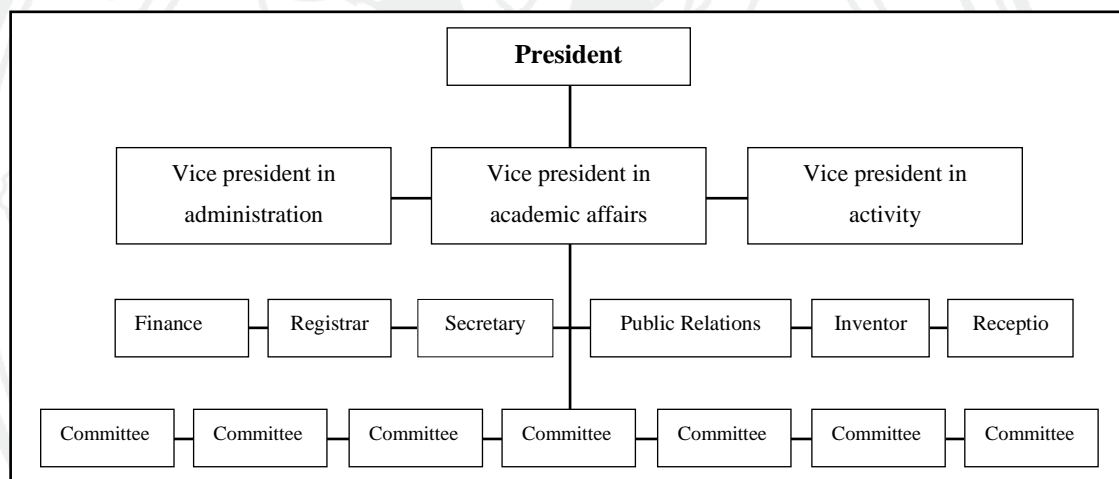


Figure 4.7 Structure of the Wisdom of Elderly Club, Sisaket Province

Source: Interview with the working team of the Wisdom of Elderly Club, Sisaket Province, 2017.

2) The Operational Plan

The Wisdom of Elderly Club, Sisaket province had the continuous action plan and activities even before they were registered as the public benefit organization, as they were well aware of the importance of the elders with the self-worth and capabilities. As a result, the activities of the group usually enjoyed cooperation. And after the system and operation order are planned well enough that they were approved as the public benefit organization, the club organized the meeting

for further action plan in order to continue the activities which promote skills, knowledge, and mental health for the elders. There were also the activities which the members became the trainers for other sectors and promote the activities of the club in each area of the district, in order to create career and income opportunity for local elders, and to recruit the senior persons with capabilities to participate in the club development together as the following details.

Table 4.6 Operational plan, project, and activity of the Wisdom of Elderly Club

	Work/Project/Activity	Date of operation	Budget	Integration with group, organization
1	Elderly day, Sisaket province	10 April 13	35,000.- from OWPC.	550 individuals and 12 network partners
2	Club committee meeting 1	12 June 13	6,000.- from OWPC.	32 individuals
3	5 Efficiency building activities, Wisdom of the Elderly Club, Sisaket province	July 13	23,000.- From OWPC. and the related private and government sectors.	
	- Plaza of merit and wisdom			
	- Field trip to the strong elderly clubs			
	- Updating directory of wisdom			
	- Publish a book “one district, one recipe of			

Work/Project/Activity	Date of operation	Budget	Integration with group, organization
wisdom” by selecting famous wisdom of each district and publish in document			
4 Club committee meeting 2	9 August 13	6,000.-	32 Individuals
5 Wisdom of Elderly activities, together with the network of the elders and Sisaket provincial SDHS, according to the mobile Ministry of Social Development and Human Security project at Chansaenchai sub-district, Huay Thab Than district, Sisaket province.	23 August 13	From OWPC/ LAO./the club	
6 Wisdom training and career opportunity activity - District level activities could be divided in 7 zones, total 21	Jan-Aug 14	488,000.- from district/LAO./the club	
Provincial level activities total 22 districts			
7 Wisdom empowerment for elderly project		80,000.- from OWPC.	

Work/Project/Activity	Date of operation	Budget	Integration with group, organization
8 Elderly Volunteers activity		15,000.-	50
		From	individuals
		committee/CWD.	
9 Publishing directory of provincial Wisdom of Elderly club, Sisaket.		5,000.-	50 books

Sources: Interview with the working team of Wisdom of the Elderly Club, Sisaket, 2017.

Note: OWPC.Refers to Office of Welfare Promotion for Children, Youth, Underprivileged group, and the senior citizens. CWD refers to Center of Well-being Development and Career Development for Senior citizens

The operation of the club does not only develop the capabilities and well-being of the elders, but also include many other activities which enhance the capabilities of the target group and other groups, such as the children and youth, people with disabilities, and women. The members of the Wisdom of the Elderly Clubs are capable to be the speakers in many area, that any organization could request the help from the club to provide speakers.

3) Budget

Budget for the working team of the Wisdom of Elderly club, Sisaket, was supported by many sectors as following.

(1) Budget from the government agencies, such as Sisaket Provincial Social Development and Human Security Office, Office of Welfare Promotion for Children, Youth, Underprivileged group, and the senior citizens, Center of Well-being Development and Career Development for Senior citizens, and Local Administrative Organization.

(2) Budget from the Wisdom of Elderly club members, as most of them are retired government officers with the capacity to contribute their personal saving as the activity budget for the club.

(3) Budget from the private sector related to the elderly

Nevertheless, the supporting budget for the Wisdom of Elderly Club was not adequate for the development of capacity and activities. As a result, the activities sometimes require personal relationship to request supporting budget from the organizations where the members used to work before their retirement. And due to the club's status as the public organization which operate for the capacity development of the elders and the society, it could gain trust by the government agencies and private sectors, which in turns provided financial support for their activities. The legal status brought credibility and transparency whenever there is the need for auditing.

The provincial administrative organization once stated that it might be able to provide annual budget support for the local club which is the public organization, as it is right according to the law. Therefore, it would not risk being monitored by the State Audit Office. While granting budget for some club which does not register correctly is risky. But with the registration, there can be more supports. (Pradit, personal communication, October, 2017)

The budget for most operations therefore came from various sources. The status of the club as the public organization is the strength in the grant application from various agencies. However, the budget also depend on the distribution of each agency. If any government agency has the budget left from their main operation, they could provide more financial support. But if their leftover budget is low, the supports are small as well. Therefore, budget allocation is not exactly clear.

4.2.6.3 Networking and Participation

The network of the Wisdom of Elderly Club, Sisaket, is mostly in the government sector, especially the Sisaket Provincial Social Development and Human Security Office, with the professional social workers who understand the context of the club as well as the policy of the Ministry of Social Development and Human Security. The integration could maximize the benefit for the club, by utilizing the capacity of the

small numbers of the elders efficiently and effectively. The joint-activities between the club and the Provincial Social Development and Human Security Office are listed as following.

- 1) Training and capacity development of the club at Sisaket Provincial Social Development and Human Security Office.
- 2) Participation in the mobile annual event organization with the Ministry of Social Development and Human Security in Sisaket.
- 3) Writing proposal for grant application
- 4) Attending other activities as assigned by Sisaket Provincial Social Development and Human Security Office.
- 5) The representative of the club members was awarded as the exemplary senior citizen for society in the annual elderly day of Sisaket province.
- 6) The president of the club was appointed as the sub-committee in social welfare promotion for senior citizen of Sisaket province.

In addition, the Wisdom of Elderly club also has the network in other sector, such as the local administrative organization, provincial public health office, sub-district health promotion hospital, etc. And each network would participate in the activities to enhance the quality of life and capabilities of the elders. For example, if there is any provincial-level activity, all sectors would participate in the meeting, discussion, and exchange, resulting in the shared awareness of the elders' importance and the integration for the effective work. The operation of the club thus progresses continuously.

4.2.6.4 Problems and Obstacles in the Operation

- 1) Database, The club lacks the clear system of data organization as the documentation of the members' wisdom is only in hard copy but not yet recorded in the central database. Therefore, it is still inconvenient to use the information as the database for research and development. Hence, the club reorganized the information system and database, as well as created the directory of the elders' wisdom of Sisaket province, in order to ensure that the beneficial information could be accessed and published. And the development of the club will strengthen its ability to contribute to the sustainable public development.

2) There are health problems in some members of the club, in both the provincial and district level, that in many case, the operation could not progress due to the health problems of the project leader.

3) Coordination with the local administrative organization in some area lack cooperation, as the leader of such agency did not interest in the development of senior citizen, or in some case they deemed the task as extra workload. Therefore, they did not receive cooperation as much as they should. However, most of the agencies corporate well in terms of activities and budget supports.

4.2.6.5 Key Factor of Success

1) The strength of the club is the members, which are mostly the retired government officers, especially there are two former Provincial Social Development and Human Security Office's officers who work as the club committee. This strength allows the club to coordinate and find supporting budget efficiently. Furthermore, the club president is the former public health officer who used to responsible the matters related to the elders, and therefore could utilize the experience in the work as the speaker who brought the acceptance and continuous demand for activities.

2) The members of the club are mostly self-dependent, as they are retired government officers with additional income and savings. Therefore, their income is adequate for them to live and develop the society.

3) The members of the club are proud of themselves and could feel their self-worth. Most members are those with expertise, knowledge, and wisdom in some area, with the willingness to contribute their specialization for the benefit of the others. This aspect is evident from the stage which the elders could demonstrate their capacities and wisdom with both the internal and external networks.

4) The exchanging activities between the members of the club and the local wisdom helps maintaining the wisdom network in the area as well as extending the network through at least twice joint-activities annually.

5) The Wisdom of Elderly Club organized activities to convey, revitalize, and conserve the wisdom of elderly in 22 branches, resulting in the general society's approval and satisfaction in the club's ability to contribute efficiently.

4.2.7 Women's Organization of Nong Kung Sub-District, Nam Pong District, Khon Kaen Province

4.2.7.1 Evolution

Women's Organization of Nong Kung sub-district, Nam Pong district, Khon Kaen province, was established in 1993, under the supervision of the Community Development Department, Ministry of Interior. Afterwards it was transferred under the Ministry of Social Development and Human Security which the Women's Organization of Nong Kung could registered as the public organization with the Ministry of Social Development and Human Security in 2005. The major reason for this registration is that the Ministry of Social Development and Human Security could provide the budget for the group's operation, suggestion, and consultancy for all age group from birth to death.

After the registration as the public organization with the Ministry of Social Development and Human Security, the committee members attended the training of public organization, which differs from the former operation under the Ministry of Interior. Although the struggling women are the the main target group of the Women's Organization of Nong Kung sub-district, but in practice all those who face hardship in the society are helped by the group without any discrimination. And after the case is forwarded to the Khon Kaen Provincial Social Development and Human Security Office and the help arrived to those who need it, the working team would feel proud and happy that they could be the part of the help. This feeling became the motivation for the group to provide more assistance to those who struggles, such as helping children in the poor family to receive scholarship or the registration assistance for people with disabilities in remote area, etc.

4.2.7.2 Administration

1) Structure of Operation

The structure of the Women's Organization of Nong Kung sub-district follows the policy of the Ministry of Interior, 1988. There are village-level committee from 11 villages, with the working team of 15 persons from each village, or total 165 persons. Each village would select one representative as the committee member at the sub-district level as figure 4.8.

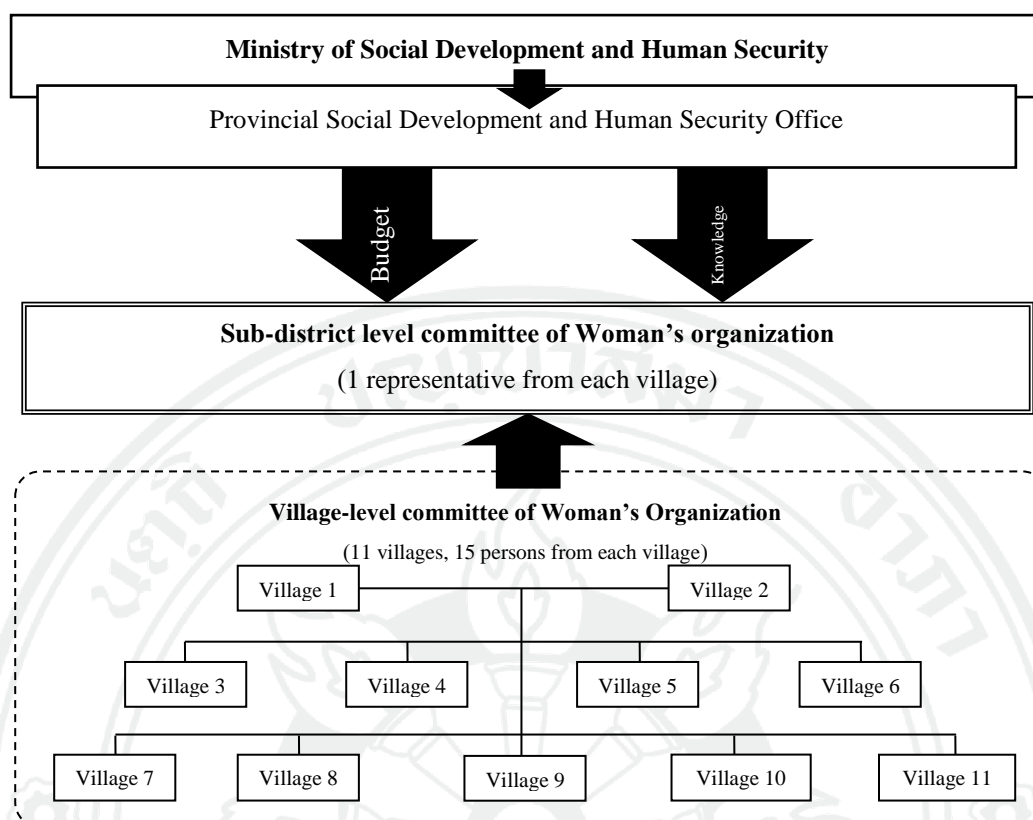


Figure 4.8 Structure of the Woman's Organization at sub-district level

Source: Women's Organization of Nong Kung sub-district, Nam Pong district, Khon Kaen province, 2017.

According to the structure of the Woman's Organization, the term for working team of 165 persons is 4 years. Once the term is over, the members would elect the new set of working team within 30 days. The committee would meet once every six month, on 30 June and 30 December of every year to discuss the organization management. The annual meeting for general committee would be organized during October – November of every year. There must be at least half of the committee in the meeting in order to consider the meeting constituted quorum. If the vote turns out equal, the committee of the meeting is the final judgement.

2) The Operational Plan

As the Women's Organization of Nong Kung register as the public organization with the Ministry of Social Development and Human Security, the target group in their operation thus include all the struggling groups in the society who face

uncertainty in life. The Women's Organization of Nong Kung already provided helps for women, children and youth, persons with disabilities, the elders, HIV patients. Helping various target groups is not the obstacle for the major mission of the organization, as Khon Kaen Provincial Social Development and Human Security Office acted as the mentor for their operation. When there is any beneficial training, the organization usually attends.

As for the annual general assembly meeting, the committee would discuss the organization management and the approach of work. The committee from each village act as the representative who monitor the problems of their community members. If there is any struggling person in each village, the help can be requested from the working team. The action plan is generally in the form of activity, but there is no long-term plan, as the Women's Organization of Nong Kung focus on helping all groups who face social hardship. And they would provide the basic help as soon as they found the target group, by utilizing the knowledge from training, skills, and experiences. Afterwards, the case would be forwarded to Khon Kaen Provincial Social Development and Human Security Office for further help. The previous activity of Women's Organization of Nong Kung could provide helps to all target groups, including women, children and youth, people with disabilities, senior citizen, HIV patients, as the following examples.

(1) Women. After the Women's Organization of Nong Kung registered as the public organization, the committee visited the area and found the poverty problems in the very poor family, that when the family member died they could not afford the funeral. The problem was brought into the meeting agenda to discuss help together with local community developer. Afterwards the women crematorium was established in the community, which accept female members with the age between 20 – 60 years. At first the crematorium's members were 4,000 persons, until currently the number of members reach 13,000 persons. They also accepted members from the neighboring district. At first when any member died, they would receive money from female crematorium fund for 200,000 baht. Now the amount of money increased to 220,000 baht

(2) Children and youth. The organization helped one child from poor family which the father had alcoholic problem and the mother has disability

and polio. As a result, their youngest child has spinal deformity. And the parents often fight. The organization then offered help by providing consults and forward the case to Khon Kaen Provincial Social Development and Human Security Fund, who consider the case as severe and forwarded to the provincial governor who approved the assistance. After consideration, the family received 6,000 baht which they bought groceries and commodity, and open the grocery store in the community to earn income.

After a while, the father of the child died, but the organization found that the child was still poor and did not go to school. Therefore, the organization suggested Ratanapha Female and Family Learning Center, which provide vocational education, free food, and accommodation. The child finished the course in sewing kimono, and the center sent the child to work in Japan, until currently the child could take care mother and sibling by oneself, and the family has better quality of life.

(3) The elders. After the training with the Ministry of Social Development and Human Security, the organization saw the importance of the elders as the group which should be taken care of, so they surveyed the need of the local elders. Finally, they reached the conclusion that the elders would like to create cremation-flower from recycle material. Khon Kaen provincial Social Development and Human Security Office therefore provided training and the elders would invest 20 baht per person for the cremation-flower. Afterwards the local administrative organization would buy the flower for usage in the funeral. Currently the savings of the elders reached 80,000 bath and registered as the elderly club. The club continuously organized exercise activity, new year gift draw, and other activities.

(4) Persons with disabilities, Women's Organization of Nong Kung sub-district provided registration assistance. Whenever they found eligible person, the committee would check whether the person has registered. If not, the organization would coordinate and prepare document for Khon Kaen Provincial Social Development and Human Security Office to ensure their access to lawful welfares.

The above cases are just the part of the assistance provided by the Women's Organization of Nong Kung sub-district. But there are many cases which cannot be described. The organization is proud of their achievement in providing helps to all target group without expectation of rewards, as the result is rewarding in itself

when those who struggle could be helped in the best possible way as the following statement.

We do hope that the Ministry of Social Development and Human Security is going to give the new life to the poors. We work with no monetary compensation, but our reward is when these people received help. This is the best reward” (Mae Saeng, personal communication, October, 2017)

3) Budget

Women’s Organization of Nong Kung sub-district received 3,000 baht of supporting budget in 1992, while it was affiliated with the Ministry of Interior. The organization managed and increased the amount of money by lending it to the members with the legal interest rate. The amount thus increased until currently there are more than 300,000 baht in the fund, which is allocated as the fund for career development in the community. All eleven villages receive the budget around 25,000 – 30,000 baht for career development, under the condition that the money must be spend in create job according to each village’s need. After the profit is achieved, the capital must be returned. As a result, each village has more cashflow for their career development. The operation of the Women’s Organization of Nong Kung sub-district also benefit from this fund in driving its operation as the transportation and food expenses.

Hence, the budget for the struggling persons is sponsored by Khon Kaen Provincial Social Development and Human Security Office, amount of support for each case and send the money directly to the struggling person, not through Women’s Organization of Nong Kung sub-district.

Moreover, if the Women’s Organization of Nong Kung sub-district working team would like to organize any project or event for the interest of the target group, it could also write proposal for grant application from Khon Kaen Provincial Social Development and Human Security Office and other departments which responsible to each target group, such as DOW, DOC, and DOP . They usually received generous support.

4.2.7.3 Networking and Participation

Women's Organization of Nong Kung sub-district works together with the government sectors network, especially the agencies affiliated with the Ministry of Social Development and Human Security who provides the sponsorship and training. The Khon Kaen provincial office acts as the consultant and mentor to ensure the fulfillment of goal of helping the struggling persons. It also serves as the mediator in connecting with other government network, such as the local administrative organization, Nam Pong hospital, sub-district health promotion hospital, police station, and schools.

Furthermore, the network of Women's Organization of Nong Kung sub-district is also connected with the group of women, children and youth, the elders, persons with disabilities, and committee members in each village, together with the Social Development and Human Security volunteers. Some committee works in both group. Therefore, the operations are voluntarily and could connected from the community level to the provincial level.

4.2.7.4 Problems and Obstacles in the Operation

1) The committee of Women's Organization of Nong Kung sub-district lacks the understanding of legal matters and some related regulations to their works, such as Domestic Violence Victim Protection Act. Therefore, the committee should be encouraged to know these laws which could benefit the target group and ensure that the operation would be efficient.

2) The local administrative organization hardly participate in the operation with Women's Organization of Nong Kung sub-district as much as it should be. As a result, the local cooperation support is missing.

3) Coordination with other agencies are problematic as the working team does not have the identification card. For example, the coordination with the related agencies, such as in the domestic violence cases, sometimes requires the access to the necessary information but it could not be access conveniently. As a result, the operation lack flexibility and delay the process. Therefore, if the central agency could consider providing identification card for the working team, it could help increase credibility and convenience for the local operation.

4.2.7.5 Key Factor of Success

1) Women's Organization of Nong Kung sub-district has the mentor from Khon Kaen Provincial Social Development and Human Security Office who provides suggestion for the operation. They could access training which benefit their works, and the funds for project and activities, that they could help all groups inclusively.

2) Women's Organization of Nong Kung sub-district has the representatives from each village, so their operation could cover the whole sub-district. The committee members could monitor and provide help for every struggling persons without leaving anyone behind.

4.2.8 Family Development Center of Bang Toey Sub-District, Mueng District, Phang Nga Province

4.2.8.1 The Evolution

Family Development Center of Bang Toey sub-district, Mueng district, Phang Nga province, originated from the awareness of the family's importance and the variety of family forms, which the complete family members might be more than just the father, mother, and children who knows their own duty and responsibility. Everyone must be aware of their own contribution to the family security. According to the social situation, many problems in family were found. Currently, each family must face both the internal and external changes. Such changes affect the family ways of life, which each member live differently and the family becomes more fragile, especially in terms of relationship. This problem led to other problems, such as drug, HIV, domestic violence, family relationship, neglected children and elders, etc

With this situation, the government became aware of the importance of family and formulated the policy of family strengthening, by providing family development center in community to provide suggestion and related services for family as well as planning to solve family problem. All communities throughout the nation thus established their own family development center. And Bang Toey sub-district is one of the community which follow the plan of family development center establishment in 2004. The center was named "Family Development Center of Bang Toey sub-district". And its committee came from the representatives or the community

organization who join the team voluntarily to prevent and solve family problem, in the form of “family development center working team”. The network includes the family groups, member of municipality council, sub-district head, village head, and teachers who join as the members under the supervision and support of Bang Toey sub-district municipality. They became the representatives of people in the villages or sub-district, in the survey, planning, and coordination with government agencies, local administrative organization, private organization, and private sector agencies, in order to solve family-related problems.

4.2.8.2 Administration

1) Structure of Operation

The structure of operation of Family Development Center of Bang Toey sub-district emphasizes integrative cooperation in family development, and promotes the community to establish a center of family development which is managed by themselves. This approach provides opportunity for the community to learn and participate in family development for community strengthening and sustainable solution for social problems. The structure of operation could be divided in 3 parts as following.

(1) Administration department consists of 7 persons; municipal president of Bang Toey sub-district, municipal council president, municipal clerk of Bang Toey sub-district, head of municipal clerk office, president of family development center (FDC), vice president of FDC, and community development officers. Their responsibilities involve (1.1) connect and integrate between municipal office and the new form of FDC, (1.2) connect and coordinate between internal department of FDC, (1.3) develop action plan, budget, timeframe, and responsibilities of the FDC operation in both community service provision and community network, (1.4) provide suggestion or comment for strategy / policy formulation for the sub-district administrative organization in the matters related to family and child protection, (1.5) supervise and provide suggestion for both department of the FDC, and (1.6) provide suggestion or proposal in the development of assistance service and activities by the community service department and the community network department.

(2) Community service department is supervised by the community development officer. The duty of this department includes (2.1)

development of monitoring system in family and child protection, (2.2) coordinate the strategic development, family problem prevention, and child protection (in both the primary and secondary process) together with the sub-district administrative organization, (2.3) implement the secondary preventive strategy in order to protect and help the group who risk the problem, (2.4) source the service or primary assistance for family, (2.5) provide help for abused, neglected, or exploited children and monitor the outcome as well as connect with the provincial-level service, (2.6) coordination with related agencies, including the NGOs who provide services and assistances for the family at risk, or the victims of abuse, neglect, and exploitation, and (2.7) coordinate and comment on the work of community and family network.

(3) Community network consists of 28 persons; head of working team, associate head of working team, working team, finance, and registrar. Their responsibilities include (3.1) participate in the administration and establishment of FDC, (3.2) participate in the development of family network, (3.3) promote the establishment of working team and community-level committee for the operation of family and child protection, (3.4) gather information of the monitoring system in children and youth protection under the supervision and suggestion from the community service provision, (3.5) develop primary strategy for the prevention of family problem and child protection, (3.6) organize activities according to the primary strategy (training, awareness campaign, social activities organization, and set up of refer mechanism and informal assistance, etc.), (3.7) organize activities related to assistance or service for families in community (when they have enough capabilities under the supervision of the social service department), (3.8) coordinate between the network, committee members, organizations, and related agencies in family strengthening, prevention or reduction of violence, abuses, neglects, exploitation, and HIV infection.

The mentioned working team consists of equal ratio between male and female members, as they were elected by the public hearing stage which recruit persons with skills, courage to speak up opinion, creativity, and readiness to commit to the social work seriously. The terms of working team are 2 years. And there is a general assembly meeting annually in every October. The target groups of the Bang Toey FDC

are children and youth, regular family, problematic family, the elders, and persons with disabilities, all from every age groups and genders.

2) The Operational Plan

Bang Toey FDC is unique in its strong network operation, as the former FDC officer operated well that it could follow the framework of operation. Bang Toey FDC organized public hearing for the discussion and followed the 6 steps of operation as following; 1) task analysis and objectives formulation, 2) planning the operation, 3) task delegation according to the capacity and objective, 4) following the plan in concrete ways, 5) monitoring the outcome, 6) evaluation.

Such operation resulted in the efficient works by the FDC, until it received awards for 4 consecutive years. Comparing to other area, Bang Toey FDC's capacity could be considered outstanding in both the same province and different provinces, as the Bang Toey municipal office acted as their facilitator, mentor, and consultant for their internal works. In addition, the municipality executives are also aware of the importance of social development. As a result, the operation of Bang Toey FDC is highly efficient and strong. It could follow the action plan while also operate in the urgent matters in each situation.

Currently the operation of Bang Toey FDC is progressing well. There are often the public hearing in its planning of action plan and internal strategy and joint-analysis of community problems. The FDC could recruit 1,944 families, that they could solve the problems of drugs, game addiction, and gambling addition in families inclusively. The detail of strategic plan of the Bang Toey FDC are provided below.

Vision

“Development of opportunity, family changes, strong team”

Mission

- 1) Training mission
- 2) Changing and solving family problem mission
- 3) Strengthening the working team mission

Table 4.7 Strategy of Family Development Center of Bang Toey sub-district

Strategy	Objectives	Indicator
1. Training	1) Capabilities revitalization for persons with disabilities 2) Increasing income for persons with disabilities 3) Increasing income for the elders 4) Increasing income for the women and families groups 5) Promoting access to the rights and opportunities for persons with disabilities	80% of participants in training have higher income which they can use for daily expenses.
2. Development of life skills in children	1) Development of life skills in children and youth 2) Development of morality in children and youth 3) Development of public participation in children and youth.	80% of participants gain life skills development.
3. Opportunity promotion	1) Capabilities revitalization for persons with disabilities 2) Increasing income for persons with disabilities 3) Increasing income for the elders 4) Increasing income for the women and families groups 5) Promoting access to the rights and opportunities for persons with disabilities	80% of participants in training have higher income which they can use for daily expenses.
4. Solving family problems	1) Planning the framework of prevention and solution for violence in children	80% of participants could find concrete solution

Strategy	Objectives	Indicator
	2) Planning the framework of prevention and solution for women and families	
5. Solving behavioral problem in children	1) Prevention and solution for inappropriate behavior in children and youth. 2) Family strengthening	80% of participants could find concrete solution
6. Human resources strengthening	1) Human resource development for Bang Toey FDC 2) Empowerment for children and youth 3) Empowerment for women and families 4) Empowerment for the elders 5) Empowerment for persons with disabilities	80% of participants could find concrete solution

Source: Interview with the working team of Family Development Center of Bang Toey sub-district, 2017.

Bang Toey FDC worked in various projects and activities to develop their target group as following.

Table 4.8 Action plan/ projects/ activities of Family Development Center of Bang Toey sub-district

Year	Projects / Activities	Date
2013	1. Environmental adjustment for the house of person with disabilities, Mr.Winai Samutsaran	-
	2. Visiting the elders' houses together with Phang Nga provincial SDHS office	24-25 April
	3. Training project about Islamic religious practice	Jan - Feb
	4. Mushroom farm career training	May - June
	5. Basic internet training for youth	-
	6. Moral family for the strong Thai society (bringing children to temple/synagogue)	13 April
	7. Elders' day	-
	8. Eye health screening for the elders	-
2014	1. Elder's day	13 April
	2. Children and youth leader camp	-
	3. Anti-corruption youth project and children and youth assembly meeting	1-2 May
	4. Public hearing for project proposal in 3-year plan	-
	5. House visiting for the elders with age above 100 years old together with the provincial Red Cross group	-
	6. House visiting for persons with disabilities and wheelchair giveaway.	-
	7. Students help in the house visiting project	-
2015	1. Cycling and growing forest for Dad in the youth day, together with the provincial SDHS office	12 Sep
	2. Training for persons with disabilities to ensure their accessible rights.	27 Aug

Year	Projects / Activities	Date
	3. Joint-project of citizen and government in the development of traffic safety standard and culture in the community level.	-
	4. Capabilities development of the working team and the child protection officers in Bang Toey community.	-
	5. Red Cross house charity for students with accommodation problem together with the provincial Red Cross group.	-
	6. Environment adjustment for persons with disabilities	-
	7. Consults and assistance in the case of domestic violence	-

Source: Interview with Family Development Center of Bang Toey sub-district, 2017.

3) Budget

Bang Toey FDC received initial budget of 20,000 Baht in 2004, from the DOW in order to establish and operate the FDC in their area. After the establishment, every year the Bang Toey FDC would receive supporting budget of 10,000 Baht for their activities. However, the budget was not adequate for the operation of the FDC, resulted in low productivity. Hence the FDC requested additional budget from other government agencies such as the DOC, DOD, and the Bang Toey sub-district municipality for their activities.

After the adjustment of regulations in 2012, budget allocation shifted towards proposal writing for grant application from the DOW directly, in which the budget would be approved according to the suitability with area and project. For small area, the budget would not exceed 20,000 baht. For medium-size area, the budget would be limited to 50,000 baht, and for large area at 100,000 bath. As a result, the swift operation could be possible. The FDC working team could write a project proposal to request budget from the DOW according to their needs. When the project

is approved by the DOW, the working team could operate according to their plan right away. Moreover, the process of working becomes much more convenient, when Bang Toey FDC could approve the price quotation directly with the Provincial Social Development and Human Security Office. The operation becomes much faster comparing to the previous operation when they must request budget through Bang Toey municipal office (before they were promoted into sub-district municipality) which sometimes the budget was delayed and could not be used.

Nevertheless, the budget request from the DOW through proposal was approved with some decrease in budget. As a result, the outcome and objectives could not follow the framework of project/activity, which also lack continuity. Therefore, it still requires additional support from Bang Toey sub-district and other government agencies.

4.2.8.3 Networking and Participation

Family Development Center of Bang Toey sub-district operates through multi-level participation, including the mayor of Bang Toey Sub-district Municipality, president of municipal council, municipal clerk of Bang Toey sub-district, head of municipal clerk office who coordinate with the working team of FDC, representatives from community organization, family network, schools, teachers, polices, and other working team from the related agencies in family development network. The coordination with multiple sectors contribute to the smooth operation of Bang Toey FDC with other network. If there is any activity or project in their area, Bang Toey FDC could always invite the target group from each network to participate in their activities as the following statement.

Recruiting participants is hard, but fortunately for Bang Toey that people are aware of the value, so they provide supports and participate. Therefore, the work of FDC here could progress well (Somchai, personal communication, September, 2017)

Regarding the participation with the Phang Nga Provincial Social Development and Human Security Office and the Bang Toey FDC, they usually work together as the Phang Nga Provincial Social Development and Human Security Office

acts as the central agency which coordinate and disseminate information from the DOW to the Bang Toey FDC, as well as providing activity budget and scholarship for students. They also provided suggestion for Bang Toey FDC's internal operation. The joint-cooperation with the Phang Nga Provincial Social Development and Human Security Office is conducted with good relationship, as the Phang Nga Provincial Social Development and Human Security Office is the major supporter of Bang Toey FDC's operation. Therefore, whenever the Bang Toey FDC organized activities, the representative from Phang Nga Provincial Social Development and Human Security Office would always be invited in the opening ceremony as well as other activities. Additionally, Bang Toey FDC could be the center of operation, which create participation in the joint-activities among the network. They could also develop other network such as the networks of Social Development and Human Security volunteer, children and youth council, persons with disabilities, the elders, etc., to ensure their capabilities and strength in the development.

4.2.8.4 Problems and Obstacles in the Operation

1) Although the operation focus on holistic perspective, but sometimes the operation progress without coordination, resulted in redundancy as there are many working teams in the community such as the village health volunteers, the Social Development and Human Security volunteer, persons with disabilities assistance and social development volunteers. Should there be the meeting and discussion for mutual agreement in joint-operation, the redundancy problem could be solved.

2) Sometimes the budget in the proposal was cut to 50%, resulted with the inability to operate according to the plan and discontinuity in practice. Therefore should the DOW would consider granting the budget according to the requested amount, or minor cut between 5-10% would help the FDC to operate according to their plan better.

3) Supporting budget from Bang Toey Sub-district Municipality is also problematic, as the State Audit Office of the Kingdom of Thailand stated that some activities are not in the duty of the local administrative organization. As a result, Bang Toey Sub-district Municipality risks spending in the wrong category should it provide budget for some activities, such as children and youth leader camp, etc. Therefore, the sub-district municipality dare not to approve budget for supporting the

activities by Family Development Center of Bang Toey sub-district as much as it should be.

4) The citizens lack knowledge and understanding of their rights. Should there be the training support about rights or welfares, the citizens could exercise their rights more. For example, some persons with disabilities did not know that they must register in order to receive welfare, etc.

5) The working team lacks the knowledge about related Acts and financial resources they could apply for supporting grant, and should be trained in project proposal writing as well.

6) The operation of Family Development Center of Bang Toey sub-district depends on the support from the local administrative organization executives. If any of them are aware of the social development issues, the action plan would be mentioned in the local administrative organization action plan. However, without such attention from the executive, the operation would be inconvenient as there is no supporting budget, although there might be another form of budget instead. As a result, the operation does not progress as much as it should be.

4.2.8.5 Key Factor of Success

1) Bang Toey FDC has various network partners, and it could create participation and connection through joint-operation to solve community problems efficiently, that they become the strong and sustainable joint-operation network.

2) Bang Toey FDC is supported by the mayor of Bang Toey sub-district municipality who prioritize social development. The municipality officers also supervise the operation, with the assistance by the community development officers who support the operation in all dimension. Therefore, the FDC could fulfill its goal that it received awards as the quality evidence for four consecutive years. Without the help from above persons, the operation might not be as successful as it is today.

4.2.9 Family Development Center of Nadee Community, Yang Talad District, Kalasin Province

4.2.9.1 The Evolution

The Thai family is the institution with the unique character as the warm and strong kinship system, with close and secured relationship, under the traditional Thai culture. However, the essence of Thai family is changing due to the change in the level of the world society. It could be found that there are 3 challenges which the Thai families are facing; lesser relationship between family members, lesser quality time together, and lesser family economic independence. As a result, families could lack balance and led to the more complex problems such as broken family, neglected children, neglected elders, domestic violence, inappropriate behavior in teenagers, and drug problems, etc.

Due to the severity of problems, all sectors are aware of the importance and necessity in strengthening family, that the Family Development Center (FDC) must be established as the center to promote and develop the family institution according to the government policy in family strengthening, to ensure that they would be the fundamental of economic revitalization and immunization for family members.

Family Development Center of Nadee Community, Yang Talad district, Kalasin province, was established in 2004, according to the government policy which support the establishment of FDC in community. It focuses on providing fundamental solution for related problems to family, such as domestic violence. For example, whenever the violent situation occurs, the FDC would be the first agency which helps negotiate the situation before referring to the police and other agencies, as the FDC is the civil sector organization with the community representatives who help supervise, prevent, and solve the family problems. The operation is conducted through the “working team of FDC in community” with the family groups as the members of the FDC under the supervision and supports from the local administrative organization and the Kalasin Provincial Social Development and Human Security Office. Currently, the executive of the Family Development Center of Nadee Community and the working team continues the operation from the formers committee by selecting representatives from 9 villages as the committee in sub-district level, and work together from the level of village, sub-district, to the provincial level.

4.2.9.2 Administration

1) Structure of Operation

Structure of operation of Family Development Center of Nadee Community consists of various sectors; (1) president of the sub-district administrative organization, (2) clerk of the sub-district administrative organization, (3) president of sub-district council, (4) community development officers, (5) head of the community health promotion hospital, (6) head of sub-district, (7) head of the temple, (8) representatives of committee in 9 villages, and (9) head of various agencies. The committee members of FDC in the village or sub-district level consist of 9-15 persons, whose term of operation ranged from 2-4 years. In the urgent case, the members could be changed according to the mutual agreement of the joint-operation committee as in figure 4.9

The mission and duty in the operation are usually adjusted to suit the context of the area. Nadee FDC thus divided their working team into the following positions.

- 1) Consultant of Nadee FDC
- 2) President of the Nadee FDC working team.
- 3) Vice-president of the Nadee FDC working team.
- 4) Finance of Nadee FDC
- 5) Secretary of Nadee FDC
- 6) Assistance secretary of Nadee FDC
- 7) Registrar of Nadee FDC
- 8) Working team of Nadee FDC

The working team of Nadee FDC operates to solve the problems of all target groups related to family, including children, youth, women, persons with disabilities, the elders, etc. equally. The priority of each target group depends on the mutual agreement from the working team's meeting and the situation at the time. For example, the team focused on the children, youth, and housewives in 2012, and in 2014 shifted the focus for more inclusive operation with the children, youth, women, and family, etc.

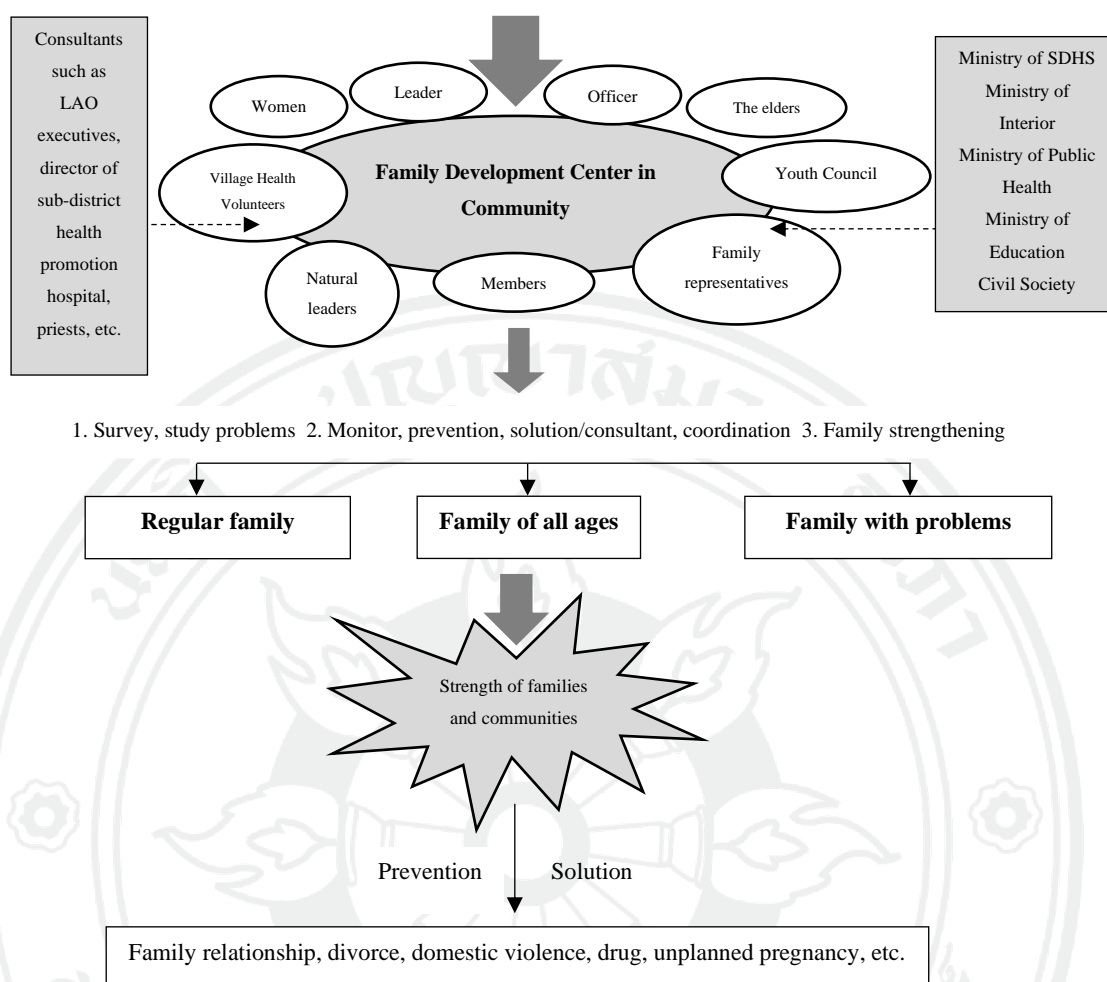


Figure 4.9 Structure of community family development center

Source: Division of Family Institute Promotion, 2017.

2) Operational Plan

The operation of Family Development Center of Nadee Community follows the framework systematically, in order to solve problems and help all target groups related to family, by studying the information prior to the operation, and follow the steps below.

(1) Survey of information and family situation in various dimension, such as divorced family, single-parent family, family with children age between 0-5 years, domestic violence situation in family, strength situation of the family, family with informal debt, etc. The information is collected as the database of

family in Nadee community, and used as the information to request supporting budget for the project and activities of Nadee community.

(2) Information analysis. The information from the community survey is then discussed to find the problems and sort the priority of problems, which the Nadee community requires solving from highly urgent ones to the low-priority ones.

(3) Family planning, by using the analyzed information in planning of project and activities, which could be divided in the following categories, which might consist of more than 1 plan/project per a problem situation.

Monitoring/ prevention plan, such as the development of network to stop domestic violence

Strengthening plan, such as the activity to raise awareness of domestic violence

Solution plan, such as the activity to adjust the behavior of those who risk domestic

Assistance plan, such as referring the case of family problems/social problems to other government agencies

(4) Following the plan. The FDC coordinated with other local agencies and the target groups in Nadee community, by designing the appropriate project/learning activity for the situation and the community target groups. Previously, the Family Development Center of Nadee Community organized training activities and family relationship strengthening activities, so family could learn and understand each other, leading towards the appropriate behavior adjustment and concrete evaluation of the project.

The activities/projects Family Development Center of Nadee Community varied from the internal ones and the joint-activities with other agencies. The internal activities included the project of family activity promotion, helping the elders in the community, and assistance for people with disabilities. The joint-projects included the welfare fund of 1 baht per day of the Community Organization Development Institution, and the assistance project for people with disabilities by the DOD, etc.

Moreover, Family Development Center of Nadee Community provided helps and solution related to family according to the situation in community, which the center often received complains regarding family problems. And fundamentally, the Nadee FDC would help with negotiation to reduce conflict internally. Once the agreement is reached, the family problem could end there. But in the case which the FDC could not help nor solve the problem, it would forward and refer the case to the local related agencies for further actions, as the following statement.

Problem solving by Nadee FDC, we would help with the basic solution. If there is any problem in the community such as the domestic violence, we must help to negotiate with them and then forward the case to police or other responsible agencies. (Daeng, personal communication, October, 2017)

3) Budget

The previous operation of Family Development Center of Nadee Community is slow and lack the flexibility as the budget was transferred to the local administrative organization, which could not grant the budget to various activities, or could only grant limited budget which is not adequate for the operation. As a result, the works are often problematic and full of obstacles, as revealed in the following statement.

There is some budget from the local administrative organization, but it was very low. Some year we received the support, and some year we don't. (Pikul, personal communication, October, 2017)

Nevertheless, the year 2014-2015 saw some adjustment in budget allocation directly to the Family Development Center of Nadee Community. The project could continue after the approval from the Provincial Social Development and Human Security Office and the community development officers who work with the community. Project would be considered according to the suitability of activities and the benefit from the output. If any project is approved, the budget can be disbursed

according to the plan, which allows more convenience, flexibility, and swiftness in the operation.

Therefore, even if the budget for the FDC is limited and inadequate for the operation, but the direct transfer of budget could still support the operation of Family Development Center of Nadee Community better than transferring the budget to the local administrative organization.

4.2.9.3 Networking and Participation

The administration of Family Development Center of Nadee Community is in the form of representative organization, which the family networks are the members. It received the support from the local administrative organization. The participation in the working team of Nadee FDC receives cooperation from various sectors from both inside and outside the community. Especially, the center developed the system of family network in community, by joining the group of family with similar context in the same villages, about 10-15 families per network, in order to care for each other. Each family group has the right to elect its representative as the working team of Nadee FDC. As a result, it could integrate the works with various sectors and coordinate with the group of children and youth, women, persons with disabilities, elders, HIV patients, and village health volunteers, etc. They became the good cooperation network in solving problems together. As a result, the problems could be solved with the FDC as the basis of operation.

Regarding participation, the Family Development Center of Nadee Community often coordinate and communicate with Kalasin Provincial Social Development and Human Security Office continuously, as the provincial office is the sponsor for the Nadee FDC's operation. Moreover, there are 5 funds for welfares, families, persons with disabilities, elders, and human trafficking problems. These funds share the same goal with the operation of the Nadee FDC. So, when any project is related to such goal, the Family Development Center of Nadee Community could write proposal for the SDHS office to consider the supporting budget in such project. Moreover, the SDHS office acted as the mentor for the best practice of Nadee FDC. Should there be any problem or obstacle at work, the Nadee FDC could always seek suggestion from the Provincial Social Development and Human Security Office. Therefore the coordination and participation are continuous with good relationship.

4.2.9.4 Problem and Obstacle in Operation

1) Family Development Center of Nadee Community depends too much on the local administrative organization and thus received low support. The budget is inadequate and the operation lacks continuity. The members therefore need the budget to be transferred directly to Family Development Center of Nadee Community, because they did not want the Local administrative organization to spend the budget which should belong to the Family Development Center of Nadee Community in other ways.

2) The operation of Family Development Center of Nadee Community lacks the clear plan. So they need the support in the formulation of short-term plan for 3 years, in order to see the clearer direction and approach of operation, which should match the target group better.

3) Participation in training with other agencies, such as joint-training with the social development volunteers, is usually short term. Some training requires just 1 day and therefore might not be enough. And there is no curriculum of training designed specifically for the family development center.

4.2.9.5 Key Factor of Success

1) Family Development Center of Nadee Community has the shared goal of operation to develop the family and the clear approach in helping their target groups.

2) Family Development Center of Nadee Community has the database of families, that they could provide suitable helps and solutions for family in the community.

3) Family Development Center of Nadee Community often meet and discuss matters together. And they also organized continuous activity for family strengthening.

4) Family Development Center of Nadee Community could widely develop connection with network partners in all sectors, from the family networks inside the community to the network partners outside the community.

According to the above results, the researcher concluded the findings from each network in table 4.9 which shows the evolution, structure, operation, and problems from each network.

Table 4.9 Conclusion of the findings from the networks of Ministry of Social Development and Human Security

Network	Evolution	Structure	Operational plan	Budget	Networking and participation	Problems and obstacles in the operation
1. Volunteer of Social Development and Welfare of Ngio Rai sub-district, In Buri district, Sing Buri province,	Established by the Ministry of SDHS	Structured	- Following the provincial plan and policies - Help the struggling person on the case basis.	Singhaburi provincial SDHS office provides support for the struggling persons on the case basis.	- Singhaburi provincial SDHS office - Government agencies - Local administrative organization - Community	- Relatively unknown for the general population. - Redundancy of operation with other agencies, resulted in misunderstanding
2. Nonthaburi Childen and Youth Council,and Youth Network Center of Nonthaburi	Established by the Ministry of SDHS and registered as the public benefit organization affiliated with the Ministry of SDHS	Structured	- Following the order of the Act - Has clear strategic plan	- Government agencies - Private sectors - Self-sourced	- Nonthaburi provincial SDHS office - Nonthaburi provincial administrative organization - Nonthaburi municipality - Thai Health Funds	- Relatively unknown for the general population. - Lack the space and resource for children and youth development - Some parents could not see the importance of their activities.

Network	Evolution	Structure	Operational plan	Budget	Networking and participation	Problems and obstacles in the operation
3. Wang Saphung Children and Youth Council, Loei province	Established by the Ministry of SDHS	Structured	<ul style="list-style-type: none"> - Following the order of the Act - Following the operation of provincial children and youth council 	<ul style="list-style-type: none"> - Loei provincial SDHS office - Local Administrative Organization - “Let’s do good things now” group 	<ul style="list-style-type: none"> - Local schools - Loei provincial SDHS office - Schools in Wang Saphung - Local administrative organization 	<ul style="list-style-type: none"> - Some schools provided low cooperation. - Some LAO does not provide support for the children and youth council - Lack of understanding in budget disbursement process - Remote location resulted in the lack of flexibility in coordination
4. Hang Chat Center for Persons with Disabilities, Hang Chat district, Lam Pang province	Persons with disabilities united to develop and help their fellows in the community, and later	Structured	<ul style="list-style-type: none"> - Has clear strategic plan - Helps the people with disabilities on the case basis. 	<ul style="list-style-type: none"> - Government agencies - Private sectors - Self-sourced 	<ul style="list-style-type: none"> - Lam Pang provincial SDHS office - Hang Chat hospital - Village health volunteers - Elderly networks 	<ul style="list-style-type: none"> - Lack the understanding , knowledge, and skills in documentation. - Some families did not accept helps.

Network	Evolution	Structure	Operational plan	Budget	Networking and participation	Problems and obstacles in the operation
	registered as the public benefit organization affiliated with the Ministry of SDHS				<ul style="list-style-type: none"> - Informal Education - Eye Health Foundation - National Health Security district 1, Chiang Mai - Local Administrative Organization 	<ul style="list-style-type: none"> - The number of personal assistance (PA) is not adequate - Priority of necessity to help - Some organization does not cooperate as much as it should
5. The Redemptorist Foundation for People with Disabilities, Chonburi province	Founded by Father Reymond Allen Brennan, the priest from the Redemptorist order.	Structured	Has clear strategic plan	<ul style="list-style-type: none"> - Government agencies - Private sectors - Self-sourced - Internal business of the Redemptorist foundation for 	<ul style="list-style-type: none"> - Chonburi provincial SDHS office - Schools - Hospitals - Advance Info Service Plc. Ltd. - Powerbuy Co., Ltd. - Companies in the Central group and CP group 	<ul style="list-style-type: none"> - Some government agency does not cooperate as much as it should - Caring for the health of persons with disabilities in the case of SLE (Systemic Lupus Erythematosus) - Policy or laws are not truly beneficial for the persons with disabilities.

Network	Evolution	Structure	Operational plan	Budget	Networking and participation	Problems and obstacles in the operation
				persons with disabilities	- International network of persons with disabilities	
6. The Wisdom of the Elderly Club, Sisaket province	The retired government officers united into the elders club and organized activities together.	Structured	Has clear strategic plan	- Government agencies - Private sectors - Self-sourced	- Sisaket provincial SDHS office - Local administrative organization - Provincial public health office - Sub-district health promotion hospitals	- The wisdom of elderly database lack systematic organization of data - Health problems of the members - Some local administrative organizations do not cooperate as much as it should
7. Women's Organization of Nong Kung sub-district, Nam Pong district, Khon Kaen province	Established by the community development department, Ministry of	Structured	- Helps those who face hardship on the case basis	- from the fund which loan to the members สมาชิกกู้ยืม	- Khon Kaen provincial SDHS office - Local administrative organization - Nam Pong Hospital	- Lack the knowledge about laws, order, and related rules in the operation.

Network	Evolution	Structure	Operational plan	Budget	Networking and participation	Problems and obstacles in the operation
	interior, and transferred when they registered as the public benefit organization affiliated with the Ministry of SDHS			<ul style="list-style-type: none"> - Khon Kaen provincial SDHS provides supports for those who face hardship on the case basis - Other government agencies 	<ul style="list-style-type: none"> - Sub-district health promotion hospitals - Police station - Local schools - Children and youth group - Elders group - Persons with disabilities group - SDHS volunteers - community 	<ul style="list-style-type: none"> - Some local administrative organizations do not cooperate as much as it should - Lack the credibility when coordinating with the government agencies.
8. Family Development Center of Bang Toey sub-district, Mueng district, Phang Nga province	Established by the Ministry of SDHS	Structured	Has clear strategic plan	<ul style="list-style-type: none"> - Phang Nga provincial SDHS office - DOW - DOC - DOD 	<ul style="list-style-type: none"> - Phang Nga provincial SDHS office - Executives of government agencies - School - Police station 	<ul style="list-style-type: none"> - Sometimes the internal department operate separately - Budget cut - Bang Toey sub-district municipality could not

Network	Evolution	Structure	Operational plan	Budget	Networking and participation	Problems and obstacles in the operation
				- Bang Toey sub-district municipality	- Network of SDHS volunteers - Family networks - Children and youth council network - Persons with disabilities network - Elders network	support budget or they would risk being assessed. - People lack the knowledge and understanding about their own rights. - The working team lack the understanding about the related Act in their operation. - Operation depends on the support from the executive of the local administrative organization.
9. Family Development Center of Nadee Community,	Established by the Ministry of SDHS	Structured	Helps those who face hardship on the case basis	- Kalasin provincial SDHS office - DOW	- Kalasin provincial SDHS office - Local administrative organization	- Being tied too much to the local administrative organization - Unclear operation plan

Network	Evolution	Structure	Operational plan	Budget	Networking and participation	Problems and obstacles in the operation
Yang Talad district, Kalasin province,				- Local Administrative Organization	- SDHS volunteers network - Family network - Children and youth council network - Persons with disabilities network - Elders network - Women network	- Lack the specific curriculum of training for the family development center.

4.3 Analysis of Form and Administration Method of Ministry of Social Development and Human Security's Networks

According to the findings, each network operate in the way which relate to the Ministry of SDHS both directly and indirectly. Some network operates with the support from the ministry as a major sponsor for all activities. Meanwhile, some network could operate independently. The researcher therefore synthesize the findings to find the form and administration method of Ministry of Social Development and Human Security's networks. The explanation follows the concept of government administration in the form of network by Goldsmith and Eggers (2004, pp. 9-21), which is influential in the transformation of new government management transformation throughout the world. Three models are discussed as following.

Model 1 Government as Integrator: the government is the center and administration of the network. The integration thus depends on the capacity and readiness of each agency, in terms of skills, experiences, as well as internal network administration resources such as authority, executive supports, and finance. The regulations or rules are also another obstacle for management in the form of network. Or even the condition of time also affect the network creation, formulation of suitable network model, and risk management from network administration.

The synthesis of findings reveal that six quality networks are operated by the Ministry of Social Development and Human Security and the Provincial Social Development and Human Security Office, which acted as the center of integration and administration. The networks can be ordered according to their dependence on the government sector from high to low as following; 1) Volunteer of Social Development and Welfare of Ngio Rai sub-district, In Buri district, Sing Buri province, 2) Family Development Center of Nadee Community, Yang Talad district, Kalasin province, 3) Women's Organization of Nong Kung sub-district, Nam Pong district, Khon Kaen province, 4) Wang Saphung Children and Youth Council, Loei province, 5) Youth Network Center of Nonthaburi and Nonthaburi Childen and Youth Council, 6) The Wisdom of the Elderly Club, Sisaket province. These networks follow the model of Goldsmith and Eggers (2004, pp. 76-78), which can be adjusted according to their form and administration method as following details, and in figure 4.10.

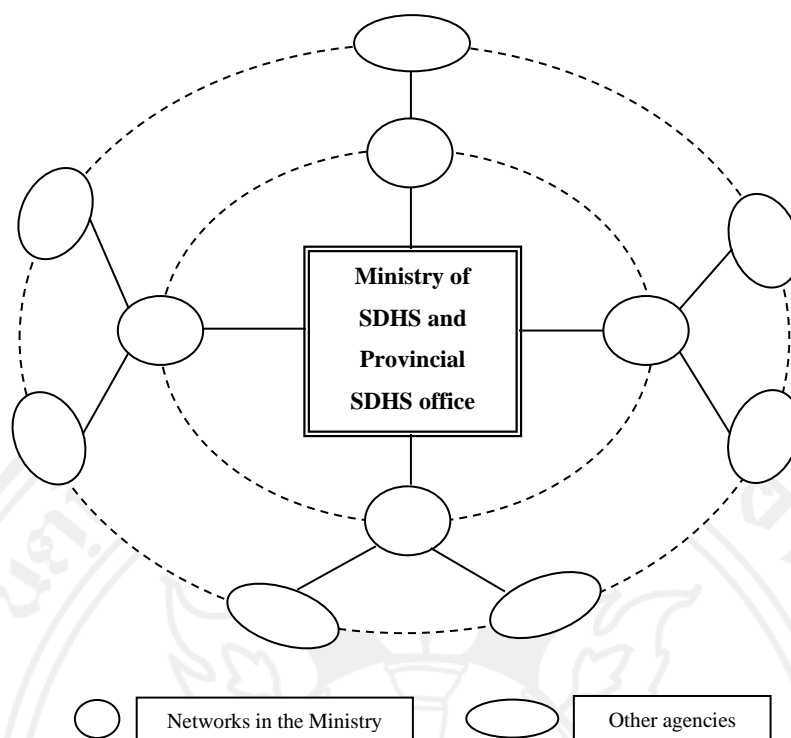


Figure 4.10 Integrated model by the Ministry of SDHS and the Provincial SDHS Office
Source: Adjusted from the model of Goldsmith and Eggers, 2004, p. 77.

Note: 1) Networks in the Ministry of Social Development and Human Security refers to the five affiliated departments; (1) Department of Social Development and Welfare (DOS), (2) Department of Children and Youth (DOC), (3) Department for Empowerment of Persons with Disabilities (DOD), (4) Department of Older Persons (DOP), and (5) Department of Women's Affair and Family Development (DOW). 2) Other agencies refer to agencies from the government, private, civil society sectors, etc. with the roles in supporting the network operation.

1) Volunteer of Social Development and Welfare of Ngio Rai sub-district, In Buri district, Sing Buri province, is the network originated from the intention of the Ministry of Social Development and Human Security. The Provincial Social Development and Human Security Office acts as the center of coordination and integrate their connection to cover each area, with the participation of local volunteers. The structure and action plan thus follow the operation of the Ministry of Social

Development and Human Security, by providing assistance and relief for people of all groups, including children, youth, people with disabilities, senior people, people with disadvantages, women, and any other struggling groups, to ensure their access to the help provided. The operation within the network of Ngio Rai sub-district VSDW therefore depend on the Provincial Social Development and Human Security Office of Singburi for the supporting budget. The volunteers, however, receive no financial supports as the network encourage members to participate willingly. But there was the budget for the struggling groups from the Ministry of Social Development and Human Security (SDHS). They could also request for supports from the networks in the Ministry of SDHS, such as the DOD. As a result, the Ngio Rai sub-district VSDW network operation affiliated with the Ministry of SDHS agencies could be classified as the first type of model (Goldsmith & Eggers, 2004, pp. 76-78), with the government agencies such as the Ministry of SDHS and the Provincial SDHS office as the center of integration.

2) Family Development Center of Nadee Community, Yang Talad district, Kalasin province, originated from the government policy and remained under the supervision from the Ministry of SDHS. The provincial SDHS office of Kalasin acts as the center which provide basic supports for the family problems. There are representatives from all nine villages who act as the committee of Family Development Center in Nadee community. Moreover, the network operation was supported by other agencies such as the leaders from sub-district administrative organization and other government agencies such as hospitals and police stations. The local administrative organization is another major agency which received the Ministry of SDHS's encouragement to provide direct supervision and responsibility, by transferring the budget for the operation of Nadee family development center to the local administration organization. Nevertheless, the operation of Nadee family development center did not progress as well due to the lack of promotion and support from the high-level executives of the local administrative organization. As a result, the network operation still depend on the Kalasin provincial SHDS office mainly. Hence, the Family Development Center of Nadee Community's form and administration method follows the first type of model (Goldsmith & Eggers, 2004, pp. 76-78), for the members' operation could only provide basic assistance for the struggling group. But in the sever situation, the struggling group

would be transferred to the care of Kalasin provincial SDHS office together with other related agencies such as police stations and hospitals.

3) Women's Organization of Nong Kung sub-district, Nam Pong district, Khon Kaen province, was originally under the supervision of the Community Development Department, Ministry of Interior. Later, it was registered as the public benefit organization and transferred under the supervision of Ministry of SDHS. The operation of the Nong Kung women's organization helped those who struggle socially, including people from both inside and outside the target group. There are female representatives from all eleven villages who act as the main operating committee. There is no clear action plan of the group, but they would provide help and solution for each struggling case. If the committees found any struggling person in their own villages or community, the Women's Organization of Nong Kung sub-district would provide help instantly. In the past, they provided the help for children and youth from family with poverty, promoted career opportunity for senior people, and assisted the case of registration for people with disabilities in their community. As they provided help to many groups for people, the Women's Organization of Nong Kung sub-district therefore participated in many networks, such as the networks in the Ministry of SDHS which include the DOW, DOC, DOP, and other networks such as the local administrative organization, Nam Pong hospital, and schools. They receive special supports from the network of Ministry of SHDS, which often provide budget to help those who struggle. The budget for operation of the Women's Organization of Nong Kung sub-district also came from the interest from the loan to the members of the group, allowing them greater independent. Their operation could follow the intention of the group. Nevertheless, the operation still falls under the supervision of the Khon Kaen provincial SDHS office who provides constant consults, suggestion, and promotion of knowledge development, that the goals could be fulfilled. The researcher therefore classified the operation of the Women's Organization of Nong Kung sub-district's model and administration method as the first type of network proposed by Goldsmith and Eggers (2004, pp. 76-78).

4) Wang Saphung Children and Youth Council, Loei province, originate from the gathering of children and youth leader groups from schools, vocational schools, and universities, with the supports from the SDHS office since 2004 – 2006.

However, it was called “rogue council” due to the lack of supporting law. Until the National Child and Youth Development Promotion Act, B.E. 2550 was announced, the youth council became legally official. But it took 4-5 years of activism before it could acquire the legal status, which corresponds to the statement of Goldsmith and Eggers (2004, pp. 76-78), regarding the condition of time in network building, and the legal regulations which support the network operation. The structure of operation within the Wang Saphung Children and Youth Council follows the National Child and Youth Development Promotion Act, B.E. 2550. Therefore, the activities or projects must follow the policies of government and the development for children and youth. As a result, the operation must depend on the Loei provincial SDHS office, which provides constant promotion and support for the Wang Saphung Children and Youth Council, by connecting with various sectors according to the ONE HOME concept. The integration involves the local administrative organization, local schools, and the group “Let’s do good things now” as well as the sub-district and provincial network of children and youth councils, person with disabilities, senior people, and women. The researcher therefore classified Wang Saphung Children and Youth Council as the first model due to the reason that the provincial SDHS office supported the council from the beginning and also acted as the center of network integration with all sectors. And currently the legal adjustment transferred Wang Saphung Children and Youth Council under the Loei Shelter for Children and Families. As a result, the future role of the provincial SDHS office might be reduced eventually.

5) Youth Network Center of Nonthaburi and Nonthaburi Children and Youth Council originated in 2006 when the children, youth, together with their leaders in Nonthaburi needed additional creative space. Until the National Child and Youth Development Promotion Act, B.E. 2550 authorized its status, Nonthaburi Children and Youth Council became the gathering place for children and youth in Nonthaburi and the volunteers who wish to provide assistance. Nonthaburi provincial SDHS office was the center of coordination and suggestion, as well as the consultant in the legal registration as the public benefit organization. Youth Network Center of Nonthaburi and Nonthaburi Children and Youth Council operates together under the concept of the first provincial gathering place for children and youth in Thailand which seek to improve its potential together with the youth’s potential. Their services include

recreational, academic, and volunteer activities. They also provided holistic consultancy for children and youth. Their structure of operation was divided in 3 departments; administration, academic, and activities, in which the center would gather all information related to children and youth, provide consultancy, organize activities, support the knowledge on documentation with government, regulations, and promotion of the children and youth council establishment throughout Nonthaburi. They also participate in three types of activities with Nonthaburi Children and Youth Council; annual activities, volunteer activities according to social situation, and joint-activities with network partners, in which Nonthaburi provincial SDHS office was the supporter for all operation. The researcher therefore classified their model as the 1st type (Goldsmith & Eggers, 2004, pp. 76-78) which stated the condition of time required for the establishment of children and youth network, and the operation which required integration and connection with the provincial SDHS as a mentor who provided consultancy and suggestion according to the framework of Ministry of SDHS. It also follows the condition of the National Child and Youth Development Promotion Act, B.E. 2550. However, even the operations of Youth Network Center of Nonthaburi and Nonthaburi Children and Youth Council were under the supervision and responsibility of Nonthaburi provincial SDHS, the network could operate and organize activities independently. They could also source the budget from government agencies, private sectors, as well as earn income from activities. In addition, their projects proposal could connect with other networks related to children and youth. Therefore, the dependency of Nonthaburi provincial office remained. But when the legal adjustment transferred the Nonthaburi Children and Youth Council under the Nonthaburi Shelter for Children and Families while the group become stronger, the role of the provincial SDHS will be gradually reduced.

6) The Wisdom of the Elderly Club, Sisaket province, originated from the group of retired government officers who gathered in joint activities and needed to develop their group or club in a systematic and orderly way to ensure the organization strength. They established the Wisdom of the Elderly Club, Sisaket province, on August 8, 2011 and later supported as the public benefit organization on August 8, 2013, under the Ministry of SDHS. The club was supported by Sisaket provincial SDHS office, who provided suggestion for their operation, facility for their office, adjustment of

regulation, financial support, as well as the integration in many activities such as training, capabilities development for the Wisdom of Elderly club, and lecturing their wisdom to organizations. The researcher thus classified their model as the 1st type (Goldsmith & Eggers, 2004, pp. 76-78), as the Wisdom of Elderly club was under the authority of Sisaket provincial SDHS which integrated, coordinated, supported budget, and acted as the consultant for their registration into public benefit organization. The operation of the club could progress due to the social work experts in Sisaket provincial SDHS office who understand the policies of Ministry of SDHS well. As a result, the Wisdom of Elderly club could extend their knowledge and ensure the development of senior persons' capabilities, that their network included multi sectors such as the SDHS network, local network administration, provincial public health office, and sub-district hospital, etc.

Model 2 Prime Contractor as Integrator (Goldsmith & Eggers, 2004, pp. 79-81) occurred when the government lack the capacity to integrate network by themselves and therefore hire the contractor network to operate holistically in this model. The prime contractor would act as the coordinator and integrator with all related agencies, especially the major operation which require knowledge and specialization in project management, that sometimes the government agencies might not be equipped with knowledge in the field. This model reflect the government executives' priority in hiring other companies or organization, as they could integrate and manage the channel of service and various infrastructures better than the government agencies could.

Although the 2nd model of government agencies operation existed in Thailand, but the Ministry of SHDS did not follow this model entirely. Their operations were similar, as the Ministry of SDHS did not integrate the network by themselves but allowed other government agencies to act as the network integrator and operator holistically due to their better specialization and knowledge in management. The model thus reflect the ministry of SDHS's awareness in allowing other government agencies to provide wider integration and services. According to the findings, the researcher synthesis the information from the 2nd type of model of Goldsmith and Eggers (2004, pp. 79-81) as the guideline in the analysis of networks under the Ministry of SDHS, as in figure 4.11. It was found that 2 quality networks correspond to this model; 1) Hang Chat Center for Persons with Disabilities, Hang Chat district, Lam Pang province, and

2) Family Development Center of Bang Toey sub-district, Mueng district, Phang Nga province, as following.

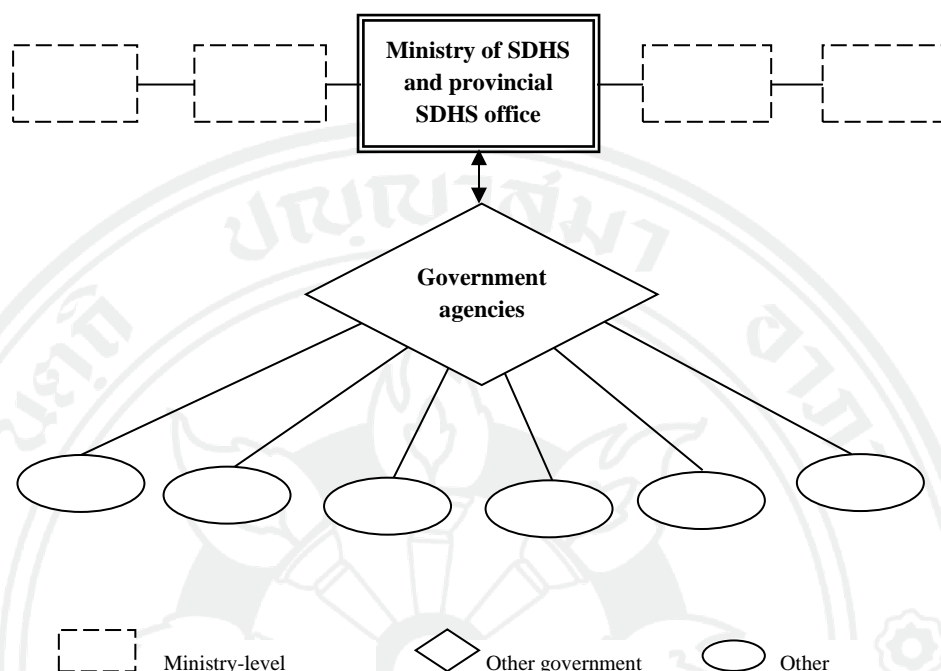


Figure 4.11 Prime Contractor (other government agencies) as Integrator

Source: adjusted from Goldsmith and Eggers, 2004, p. 80.

Note: 1) Ministry-level agencies refer to the ministries in Thailand such as Ministry of Interior, Public Health, Agriculture and Cooperatives, Transport, etc. 2) Other government agencies refer to the government agencies which does not share the affiliation with the Ministry of SDHS, with the role in supporting internal operation of the network, and 3) other organizations refer to the private organization and civil society with the roles in supporting internal operation.

1) Hang Chat Center for Persons with Disabilities, Hang Chat district, Lam Pang province, originated from the professional nurse with the expertise in patients with disabilities and elderly care at Hang Chat hospital, who provided suggestion for establishing the group of person with disabilities. The group of person with disabilities then recruited their members within the community and organized a club for person with disabilities in Hang Chat district, Lampang, since May 2011, in order to help persons with all types of disabilities within Hang Chat sub-district. The working

members included the local persons with disabilities and the team of doctors and nurses from Hang Chat hospital who provided consults for activities and integrated the operation since the beginning. The operations of the club aimed for the benefits of persons with disabilities, such as providing assistance and opportunity to disadvantaged persons with disabilities, registration for assistance of local persons with disabilities, seminar events for knowledge exchange of the network, training the club members, etc. The Ministry of SDHS therefore did not integrate the network as the interdisciplinary team with doctors and nurses from Hang Chat hospital acted as the integrator for all process in the network. The integrators are the group of persons with knowledge and medical specialization who could well provide consults and suggestions for persons with disabilities. They can also access the local group of person with disabilities better than the Ministry of SDHS. The researcher therefore classified Hang Chat Center for Persons with Disabilities as the 2nd type of model according to Goldsmith and Eggers (2004, pp. 79-81). Nevertheless, the Lampang provincial SDHS office which is the local agency still provide continuous assistance and support for the activities of the center, including financial support, registration of persons with disabilities, and ensuring the legal rights for person with disabilities, together with other organization such as People Eye Care Foundation, Elderly Persons network, provincial network of persons with disabilities, who are the network partners of Hang Chat Center for Persons with Disabilities. As a result, the center could operate continuously under the supervision of Hang Chat hospital, that they could develop the capabilities of the members, provide assistances for person with disabilities, and fulfill their objectives

2) Family Development Center of Bang Toey sub-district, Mueng district, Phang Nga province, was established according to the plan of family development center establishment in community, 2004. The Family Development Center of Bang Toey sub-district is the new form of family development center establishment in community. Its structure is under the supervision, support, and integration by the Bang Toey sub-district Municipality. The operation could be divided in 3 departments; administration, community service, and community network, which resulted in the operation according to the local development plan. The local people could voice the problem and reach the solution swiftly, as the Family Development Center of Bang Toey sub-district organized public hearings to consult the operation

plan and always develop the strategy by analyzing problems together with their community. Such operations were integrated by the Bang Toey sub-district Municipality, as the municipality executives are aware of the family and community development. The researcher therefore classified their form and method in operation as the 2nd type of model by Goldsmith and Eggers (2004, pp. 79-81). In addition, the Phang Nga provincial SDHS office provided financial supports in the operation which disseminate document and information related to the Department of Women's Affair and Family Development. They also acted as the consult and often participate in the activities Family Development Center of Bang Toey sub-district. Furthermore, other government agencies such as schools and police offices also participate in the operation of the center. As a result, the Family Development Center of Bang Toey sub-district could operate efficiently and could well provide help for local people.

Model 3 Third Party Integrator is the model which the government sector hires the private company or other third-party organization to manage the network entirely in the name of the government. Goldsmith and Eggers (2004, pp. 82-85) stated that the model of Third Party Integrator would serve in the name of the state to ensure the best service from existing service providers. The third party would act as the coordinator and relationship developer. This model is more beneficial for the government agencies than Model 1, as Model 3 would allow the executives to focus on the policy and emphasize the outcome of the mission better. The model also provides more instruments which can create influence and power over the network than the 1st model.

Model 3 is not yet clearly applied in the operation of Thai government agencies. The researcher therefore adjusted this model to suit the context of the Ministry of SDHS, which the private organization acted as a third party in the name of the state to ensure good service. The private sector would integrate and coordinate for the state, resulting in the highly independent operation which does not depend directly on the government authority but receive some support for the activities to continue. According to the findings, the operation of the Redemptorist Foundation for People with Disabilities, Chonburi province, corresponds to this model according to the following detail and figure 4.12

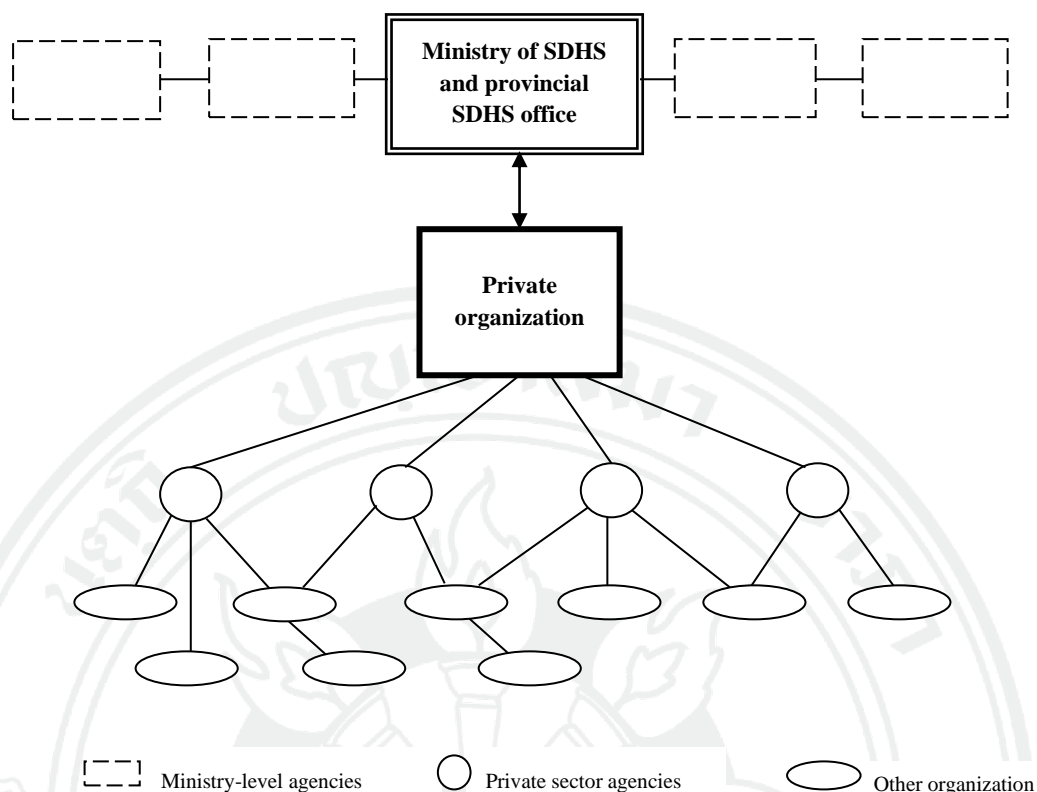


Figure 4.12 Third Party Integrator Model

Source: Goldsmith and Eggers, 2004, p. 83.

Note: 1) Ministry-level agencies refer to the ministries in Thailand such as Ministry of Interior, Public Health, Agriculture and Cooperatives, Transport, etc. 2) Other government agencies refer to the government agencies which does not share the affiliation with the Ministry of SDHS, with the role in supporting internal operation of the network, and 3) other organizations refer to the private organization and civil society with the roles in supporting internal operation.

The Redemptorist Foundation for People with Disabilities, Chonburi province, originated when Father Raymond Alleen Brennan from the Redemptorist Order witnessed the persons with disabilities who begged, deserted, lacked access to education and any other resources. He wished to develop their capabilities so they can work. And the Redemptorist Vocational School for people with disabilities, Pattaya, was established to provide free job training and later registered as the Redemptorist Foundation for People with Disabilities in 2000. They later expanded the operations

into academic, athletic, and social works continuously. The structure of operation is divided in 2 levels; the major board and the executive department. There were 7 affiliated organizations as following; 1) Redemptorist Vocational School for people with disabilities, Pattaya 2) Redemptorist Vocational School for people with disabilities, Nong Kai, 3) Career Center for people with disabilities, 4) Social Enterprise Center, 5) Development Center for Children with Special Needs, 6) Social disabilities study center, and 7) Rights Protection for people with disabilities. The operation of the foundation could promote and support people with disabilities to access their rights and welfare quickly. They also provide the opportunity for people with disabilities to develop career skills and realize their potential and self-worth. Regarding budget, the foundation is a private organization in which fundraising could be conducted independently, from grant application with government agencies or private sectors, donation, and social business operation by itself. Therefore, the Redemptorist Foundation for People with Disabilities is the private sector with high capabilities of operation within its network due to the independency and efficiency according to the 3rd type of model (Goldsmith & Eggers, 2004, pp. 82-85) which can access and provide wider help to people with both disabilities and social advantages with higher flexibility than the government agencies. It could also support the operation of the government agencies regarding the access to rights and welfare of persons with disabilities. Nevertheless, Chonburi provincial SDHS office also participate in supervision of the allowance for person with disabilities within the network, supporting budget for activities, and the registration of person with disabilities. In addition, the foundation also connect with other networks of government and private sectors who support the operation efficiency, such as the Ministry of Education, Ministry of Public Health, Advance Info Service Plc. Ltd., Power buy Co.,Ltd., etc.

According to the above results, after the synthesis and adjustment of models from the works of Goldsmith & Eggers to suit the context of operation in the ten quality networks under the affiliation of Ministry of SDSH, it was found that the form and method of network management could be divided in 3 models; 1) integrated model by the Ministry of SDHS and the Provincial SDHS Office, 2) prime contractor or other government agencies as integrator, and 3) third party integrator by the private sector.

Furthermore, the researcher deemed that network management can be conducted successfully and efficiently by following other important principles in many dimension. The researcher therefore synthesis the principle of network management by Kriengsak Chareonwongsak (2000, pp. 60-83) to suit the operation of ten quality networks for further understanding of Ministry of SDHS. The four principles include 1) network forming, 2) network organizing, 3) network utilizing, and 4) network maintaining. Kriengsak further stated two important conditions for the consideration of network management as following; the status of network in its life cycle, and the origin of network. This statement corresponds to the research by Somsak Aiumdee, Manit Chaityagij, Kanchana ngrorangsri, and Sumali Chanchalor (2013, pp. 216-224) which mentioned the difference between the government-originated network and the private-originated network. And according to the data of the ten quality networks, it was found that their origins differ. The researcher thus classified the origins in 3 types.

The first type is the network originated by the Ministry of SDHS. There are five networks of this type in this study; 1) Volunteer of Social Development and Welfare of Ngio Rai sub-district, In Buri district, Sing Buri province, 2) Nonthaburi Childen and Youth Council, and Youth Network Center of Nonthaburi, 3) Wang Saphung Children and Youth Council, Loei province, 4) Family Development Center of Bang Toey sub-district, Mueng district, Phang Nga province, 5) Family Development Center of Nadee Community, Yang Talad district, Kalasin province. This classification corresponds to the view of Phramaha Suthit Aphakaro (2004, pp. 109-110) that the network origins could be the support from various sectors, but mostly from the government agencies who seek to serve the policy of the state. Meanwhile, Somphant Techa-atik (1994, p. 78) deemed that this type of establishment is the result form the intention of the leader. Similarly, Goldsmith and Eggers (2004, p. 11) saw that the network cannot originate by itself but require those who gather the organizations to work together, and they are mostly connected with the policy. The vertical structure of a relationship from a set-up network usually consists of systematic and orderly activities and process, according to the tendency of the financial source and the policy of such organization.

The second type is the network originated by itself, such as the Redemptorist Foundation for People with Disabilities, Chonburi, by Father Raymond Brennan, priest from the Redemptorist order who saw the problems of persons with disabilities who

became beggars, were deserted, or lack the education opportunity or the access to resources. Father Raymond Brennan was aware of the importance of capabilities development and career training for persons with disabilities. These things are related to the change of economic, social, and political change. The combination of the network paradigm allow the individuals from the government and private sectors to realize the power of network as the solution for problems through the exchange of opinion, experiences, and mutual dependency, while operating independently as explained by Phramaha Suthit Aphakaro (2004, pp. 64-76); Somphant Techa-atik (1994, p. 78).

The third type is the network which evolve from the establishment by people who share the same interests, such as 1) Nonthaburi Children and Youth Council, and Youth Network Center of Nonthaburi, 2) Hang Chat Center for Persons with Disabilities, Hang Chat district, Lam Pang province, 3) The Wisdom of the Elderly Club, Sisaket province, and 4) Women's Organization of Nong Kung sub-district, Nam Pong district, Khon Kaen province. Each network saw mutual problems of the group. At first the gathering might not be clear. Until the network became stronger, they could register as the public benefit organization. This type of network corresponds to Goldsmith and Eggers (2004, p. 11) who saw that network develop its momentum internally. External stimulation also help the network members to create mutual commitment until they became similar to the naturally originated network. This concept corresponds to the view of Sonthaya Polsri (2007, p. 257); Thana Pramukkul (2001, p. 23) that the network originate from a group of individuals or organizations who join the network with wide objectives of supporting each other, temporarily exchange knowledge, might not have the clear objective or mutual goals, and then came up with the idea of joining into a committed network. This type of network is not established directly nor naturally originated, but rather the development process in the combination of both ways.

Regarding the network organizing, as the network members consist of people from different background, groups, or opinion, the organization system of network highly contributes to the smooth operation of network. Important elements of network organizing are the organization chart of network and job description of network members. According to the findings in this study, the 10 quality networks all designated clear organization structure, job description, hierarchy, and level of management in the network, which reflect the awareness of importance of internal network organizing as

well as following the rules and regulation which require the organizations to designate their structure of operation and job descriptions for their members to ensure suitability with the operation and convenience in coordination. As a result, the members could learn and solve problems together. There are knowledge exchanging, mutual decision, joint operation, and mutual benefits in each network group. Similarly, the research of Jutharat Phasook and Thanawat Insomboon (2012, pp. 256-262) found the most important factor in the operation of health network in disease prevention is the participation by all members in every process of operation from problem analysis, planning, and continuous evaluation, that the health network could extend and include other groups in participation. Likewise Cohen and Uphoff (1977, pp. 219-222); Orathai Kokpol (2009, p. 19) saw that the people's participation must be holistic from the beginning until the end, not just one session of public hearing. And each network in this study also organize both formal and informal meeting, discussion, and knowledge exchanging in order to find the solution within their networks as well as formulate their strategic plan or activities together. According to the findings, some of the networks among the 10 quality networks had clear strategic plan, while some networks did not formulate any clear plan. The researcher thus classified the network operation in 4 types; 1) the operation which follow the policy of government and province, 2) the operation which follow the legal orders or regulations, 3) specific-case operation, 4) the operation which follow strategic plan formulated together by the network members. This classification corresponds to the findings of Nitchanan Patitus and Wisakha Phoochinda (2018, pp. 220-236) that the factor of success in management depends on planning. With good planning, the operation has high tendency to be successful.

Regarding the network utilizing, it can be conducted through coordination, which the network is the stage of exchanging information, knowledge, and resources. It also serves as the stage to push new agenda. And according to the results of studying 10 quality networks, it was found that each network coordinate both internally and externally. The internal coordination can be found in mutual solution, assistance, and support for the target in the network, that the result of network operation became outstanding and pass the standard of quality network. The external coordination can be found when networks coordinate to exchange useful information, such as network management, laws in operation, which could develop beneficial knowledge for the

network members. The exchanged knowledge can be applied in other networks, such as the case of Women's Organization of Nong Kung sub-district, Nam Pong district, Khon Kaen province, where joint operation with the networks for children, people with disabilities, elderly persons, and local hospital could solve problem and assist the target group of every networks. This was the consequence from the training for network members, in which the knowledge can actually be applied. Furthermore, coordination among networks can help raising budget from various sectors, which enable the network to operate conveniently and flexibly. The researcher concluded the sources of budget of the ten quality networks as following; 1) affiliated agencies of the Ministry of SDHS, such as the DOS, DOC, DOP, and DOD, 2) other government agencies such as the Ministry of Public Health, Ministry of Education, Royal Thai Police, 3) private organization, such as stores, companies, 4) civil society such as foundation, 5) local administrative organization, 6) self-raising such as business within network, fundraising, dividend from funds in the network, and budget. Similarly, the research of Tuanpaosi Kuchi (2011, pp. 140-154) about the network management of government sector found that this approach is beneficial in creating the stage for sharing knowledge, coordinating, exchanging and raising resources, participating in creative activities and training, as well as creating the trend for changes and new social agenda.

Regarding network maintaining, this element occurs when the network prioritize the continuous activities, relationship maintenance between network members, formulation of mechanism to motivate, assistance, and solution for problem. This study found that the ten quality networks participate in continuous joint activities according to their action and activity plans. Meanwhile, they also provide help, promotion, and support for activities in the network to ensure unity and solidarity among their members. As a result, the network could join the members together emotionally and they could work together efficiently. The findings correspond to Angsumalin Angsusingha (2015, p. 264) which sustain the livelihood of network through the activities which encourage close relationship between network partner organizations. Additionally, awarding member can also increase motivation as in the case of Volunteer of Social Development and Welfare of Ngio Rai sub-district, In Buri district, Sing Buri province, where the exemplary member will be awarded annually. The award became the motivation for their members to work with commitment, pride, and self-worth.

4.4 Factors which Shape the Success of Suitable Form and Administrative Method of the Ministry of SDHS

According to the findings from 10 quality networks, the researcher found the factors which shape the success of suitable form and management method of network in the Ministry of SDHS according to the following models.

4.4.1 Model 1

The factor of success for the integrated model by the Ministry of SDHS and the Provincial SDHS Office are listed below.

1) Having members with volunteering minds and capabilities of self-improvement as well as others. This model which the quality network acted as the volunteers in their local area was found in the case of Volunteer of Social Development and Welfare of Ngio Rai sub-district, Family Development Center of Nadee Community, and Women's Organization of Nong Kung sub-district. The operation in these networks were all conducted by volunteers without any monetary rewards. Therefore, having the members with volunteering mind is a key factor of success which allow the network operation to continue. It also helps the volunteers to feel proud and be aware of one's worth as social benefactors.

2) Fast and convenient coordination and contact. Generally, the networks in this model are in the area or community where the network members live. When problems occur in the community, the network group could coordinate internally and externally with other related agencies. For urgent case such as the domestic violence, the network could contact the Provincial Social Development and Human Security Office and police station directly. Therefore, the victims or those who struggles with problems could be assisted swiftly.

3) Rewarding as the motivation, as in the case of Volunteer of Social Development and Welfare of Ngio Rai sub-district where the local volunteers participate in the operation as the representatives of Ministry of SDHS in monitoring the well-being of local citizens, the volunteers work willingly without monetary reward. Therefore, the Ministry of SDHS reward the exemplary volunteers in the national level

with honour. Similar perspective was found in the work of Jutharat Phasook and Thanawat Imsomboon (2012, p. 256), which studied the key factor of success in the operation of health network for disease prevention. The study found the following factors of success; exchanging interaction, prioritizing the leader or the municipal president who could access the community and deemed as honest person who work for the benefit of the community, stage for exchange and sharing knowledge, and reward for exemplary works which motivate the members to be proud in working continuously.

4) Clear goal of operation is also essential for the network operation, as it would ensure the solution which truly help those who struggle and fulfill the direction and intention of the network group. The networks in this model are clear in their goal to assist many groups who struggle, from children, youth, women, people with disabilities, and senior people.

5) Participation with the network partners would support the flexible operation of the network, as the network partners from government sector, private sector, and civil society are equipped with human resources, budget, instruments, and beneficial knowledge which can support the network operation. Especially, the exchanging and sharing of knowledge, joint operation, and joint activity could expand the network while strengthen relationship and mutual supports.

6) Support from executives affect the flexibility of network operation. In the case of Model 1, Ministry of SDHS is the main actor who integrated, provided consult, suggestion, knowledge, budget, and facilitation. As a result, the network could fulfill its objective. Having support from executives is thus an important mechanism in driving the operation of each network, similar to the view of Edelenbos et al. (2013, pp. 131-159) that the executives could affect the outcome of work.

7) The revision of laws to suit the actual practice. In some case, the network operation is framed by the regulations, rules, orders, and laws that they could hardly work in the actual situation. Therefore, legal adjustment to suit the actual application would help the network to progress without conflict to the existing law nor the risk to be punished.

4.4.2 Model 2

The factors of success for the model which prime contractor or other government agencies as integrator are described as following.

1) Having the experts who promote and support the efficient network operation. In the case of Hang Chat Center for Persons with Disabilities, the interdisciplinary team with doctors and nurses who use their expertises to support and promote the network operation. As a result, the group of persons with disabilities could gather to help disadvantaged persons with disabilities in their community. Having the experts is the important factor of success for network operation as in this case.

2) Having members with volunteering minds and capabilities of self-improvement as well as others. This model which the quality network acted as the volunteers in their local area was found in the case of Hang Chat Center for Persons with Disabilities who contribute to the assistance and better well-being of disadvantaged persons with disabilities in their community. The person with disabilities in the network would also feel their worth and pride through being the social benefactors despite their disabilities.

3) Participation with the network members support the flexible operation of the network. In Model 2, both the Hang Chat Center for Persons with Disabilities and the Family Development Center of Bang Toey sub-district received supports from the partners inside their network and outside their network, such as the government sector, private sector, and the civil society. Thus, their operations were successful due to these supports from the network partners in terms of operation, budget, and resources.

4) Support from executives. In model 2, the network executives are not the provincial SDHS office. But the network originated due to the support from executives of other government agencies, such as Hang Chat hospital and Bang Toey sub-district municipality office. The network operation is rather ready and strong. Similarly, Edelenbos et al. (2013, pp. 131-159) stated that the executives affect the outcome of the work. The external executives are better at coordination than the executives from government agencies.

4.4.3 Model 3

The factors of success for model 3, third party integrator by the private sector, are described below.

1) Having a clear principle and concept in operation, such as the religious principle of helping other human being who struggle as in the teaching of Roman Chatholic church, which those who suffer or being treated unfairly. Using the religious principle as the guideline of practice could strengthen the morale of the members in the case of the Redemptorist Foundation for People with Disabilities, which the operation aim to help persons who suffer, such as person with disabilities and social disadvantage.

2) Having a role model. Father Rayond Brennan or “Father Ray” became the role model of helping human fellow who suffers. Although he is no longer alive, but his virtue as the founder the Redemptorist Foundation for People with Disabilities still guide the operation which still assist the same target group.

3) Participation with network partners internally and externally, such as the network of the government sector, private sector, and civil society. Such participation could develop and extend the internal activities academically and professionally. The support from good network affect all dimension of operation results, especially when the private sector network support people with disabilities by hiring them as the consultant in AIS call center and Power Buy call center, which are the after-sale service center where person with disabilities help solving customer’s problem and fixing appliances.

4) Good governance. The structure of the Redemptorist Foundation for People with Disabilities is clearly divided. The operation is planned strategically. They are equipped with modern technology, skilled and expert human resources, and good governance in operation. These aspects contribute to the successful and efficient operation.

According to the above findings, the factors of success are similar in some model and differ in some model. Therefore, the researcher noted that the difference in the key factor of success depend on the form of integration of each model. In model 1, the key factor of success in the network integration by government agencies require clear administration principle in order to assist the right target group. The law which obstruct the actual practice must be revised. And the network depends largely on the

coordination from the volunteers who drive the operation without any monetary reward, although the government agencies could consider rewarding them with honour which could motivate the volunteers. This corresponds to Chartree Chanta (2009, p. 55) who found that the village health volunteers were highly motivated due to the pride of being the volunteers who participate in the community activities. They were eager to perform basic public health works to help the society and become a role model. The Model 2, which other government agencies act as the integrator, the success would depend on the integrator's expertise, close relationship to the network, and having volunteers to help in the network. The expert integrator could provide help and access those who struggle better than the government agencies. And in model 3, where the third party integrator came from private sector, the factors of success depend on the principle and concept which guide the operation by religious principle, the role model who applied such principle as the guideline of network operation, and the ability to coordinate help from the private sectors that the network is strengthen and expanded widely.

Regarding the shared factors of success in all models, the participation with the network partners highly affect the success as it unifies the members in the group, encourages them to extend and develop the internal activities to continue, while expand the relationship of members to other network partners that finally the human resources and knowledge could be exchanged. This corresponds to Jutharat Phasook and Thanawat Imsomboon (2012, pp. 256-262) who found the participation of members in all process from problem analysis, operation, and constant evaluation as well as expansion of health network participation to other groups from the government sector, private sector, and civil society to support joint activities. Likewise, Agranoff (2006, pp. 56-65) found the application of network as the major way to raise coordination, especially the coordination from executives and the outreach until the goal of joint-activity is fulfilled. And according to the study of Vorachai Viphoouparakhot, Sornnate Areesophonpichet, and Pansak Polsaram (2017, pp. 37-51) about the form of university network in achieving mutual benefits in development of region towards ASEAN community. The factor of success depends on the level of network relationship to reach mutual benefit among the members in the same region.

Moreover, there is the factor of executive supports, from those who are aware of development and priority of network. The networks in both model 1 and model 2 had

the executives from government agencies as the supporting factor of the network operation until they become efficient. This finding corresponds to the findings of Jatuporn Sathiankhone (2014, pp. 237-239), that the factor of success in Thai government administration includes the acceptance from all level of executives and awareness of the necessity to change, that they became ready to support and promote the quality of work as well as guide the administration development, in order to formulate the developmental approach of the organization.

However, the researcher noted that the findings from the quality network lack one important factors which has not been mentioned; the development of human resources and technology. The researcher saw that this factor is essential to the network operation as staffs are the important resources which should be supported to ensure their knowledge and understanding of the structure and goal of operation, through the modern and suitable technology for information organizing and operation development. This corresponds to the work of Nareeluk Siriwan (2018, pp. 93-98); Petcharat Iamsaard, Paisal Sansaravisut, and Pisit Jomboonrueang (2016, pp. 847-858); Teerapol Pengchan (2010, pp. 113-121); Thitsanu Rodruksa (2010, pp. 92-106); Vorachai Viphoouparakhot et al. (2017, pp. 37-51), who said that human resources and technology development is important and necessary in practice.

4.5 The Development of Form and Network Administration Method Suitable for Thailand, by Studying the Network of the Ministry of Social Development and Human Security

According to the findings from the 10 quality networks, the researcher synthesis the information into 3 models which can be used to explain the form and network administration method of the Ministry of SDHS; 1) integrated model by the Ministry of SDHS and the Provincial SDHS Office, 2) prime contractor or other government agencies as integrator, and 3) third party integrator by the private sector. According to this approach, it is evident that the hierarchical approach of the Ministry of SDHS is gradually reducing the importance due to the coordination with other agencies who have beneficial resources for the civil society. In order to raise the competency and standard level of the government agencies, the previous government formulated the

strategy to improve the Thai bureaucratic system according to the concept of good governance. The government later enacted the Government Administration Act, B.E. 2545, article 3/1, and also announced the Royal Decree on Principle and Procedure for Good Public Governance, B.E.2546, to ensure the concrete approach of practice.

Later, the Office of the Public Sector Development Commission formulated the strategic plan for public sector development in Thailand, 2003-2007, in order to adjust the process, approach of practice, and structure of public sector administration which aim to organize the integrated structure of the public sector, in order to link the vertical and horizontal operation effectively. (Office of the Public Sector Development Commission, 2003, pp. 11-16). And in strategic plan for public sector development in Thailand, 2013-2018, the 5th strategy of promoting the administration system of public sector by coordinating between the government sector, the private sector, and the civil society, in order to promote the government agencies' reflection on their roles and missions. The plan focused on citizen participation, the relationship development between the government sector and other sectors, transformation of some mission which the government sector does not need to perform by itself to other sectors, as well as creating partnership with other sectors (Office of the Public Sector Development Commission, 2013, pp. 42-43) to assist the internal operation for the adequate capacity to serve the need of people. The new development in government administration thus focus on the resources management of external organization. The roles of government agencies in the level of ministries, department, division, and offices were reduced into the developer of relationship as well as the coordinator in finding beneficial resources for joint-operation.

“Network Governance” or governing by network, according to the opinion of Goldsmith and Eggers are the coordination between the government agencies and other sectors in society, in order to solve problem and provide guarantee that the government agencies' operation would lead to the outcome as expected by the society and not only the operation according to the rules. The network form and administration method by the Ministry of SDHS in all three models could help supporting the new government administration through the coordination of all sectors towards the satisfying outcome. Although the participation with other agencies could reduce the role of the ministry of SDHS, but the ministry remains the major authority in the decision regarding public

matters through fundings and the continuous support of other resources. (Pichai Rattanadilok Na Phuket, 2009, pp. 325-326)

According to the study of networks in the Ministry of SHDS, the researcher proposed the “integrated model by the network partner” to adjust the role, structure, and process of government agencies to connect the operation and resources among the government sector, private sector, and civil society together for the mutual dependence as the partner. The operation is flexible, with new innovation to facilitate and provide fast service in the changing situation. The integration of operation system between organization could delegate the authority to the practitioner, which in turn would reduce the burden of the state while serve the need of people promptly. The researcher proposed 2 types of administration as following.

1) The proposal for ministerial-level agencies to delegate their authority to other sectors in appropriate to the duties, responsibilities, and capacities of the sector who act in the name of the state such as the local administrative organization, public organization, foundation, etc. As these sectors are knowledgeable and specialized in each field, they could provide fast service for people and integrate the operation with the network partners from the local government sector, private sectors, and civil society to ensure the convenience and timely solution which truly answers the need of people. For example, the local administrative organization could act as the prime contractor in model 2 of the case studies. The form and network administration method corresponds to the plan of power delegation to the local administrative organization, 2000, which was the origin of power distribution development for local organization to serve the need of people in providing public service. (WuttiSan Tanchai, 2003, p. 3)

2) The proposal for ministerial-level agencies to hire the private sector as the integrator who works with the network partners from government sector, private sector, and civil society. The private sector should be allow contestability in providing public services in the mission which the state might not be able to operate on its own and the private sector could operate as a representative. The private sector should be promoted and encouraged to participate in a fair competition. Model 3 also corresponds to the strategic plan for public sector development in Thailand, 2003-2007 (Office of the Public Sector Development Commission, 2013, p. 42). As a result, the operation would be independent and the role of government sector would shift to the formulator

of standard and level of service, as well as the assessor of the private sector's operation to ensure their fulfillment of condition.

However, network governance in the model of “integrated model by the network partner” could not be implemented immediately. But each organization should test and apply the model to suit their internal context, to check the possibility, adjustment, and time condition for maximum benefit and suitability in application. Then the form and network administration method in the model proposed by this integrated model by the network partner could be practiced with concrete results. The researcher therefore proposed the transition period according to the strategic plan which must be reviewed every 5 years. The transition period could be divided in 2 phases as following.

Phase 1 (during the 1st - 5th years): If any government agencies could not transform their administrative system, the ministerial-level organization should delegate authority to organization in other sector to act as the integrator for the network partners.

Phase 2 (during the 6th- 10th years): After the first five years, if any government agencies could transform their administrative system, the ministerial-level agency should hire the private sector as the prime contractor who integrate the network partners.

Hence, this study concludes that the development of appropriate model and network management method for Thailand should follow the “integrated model by the network partner” as the governance approach to reduce the monopoly by the government agencies in providing public service and allow the private sector, civil society, public benefit organization to contest and participate in the fair competition, so that all sectors could participate in the sustainable development of the nation as in figure 4.13.

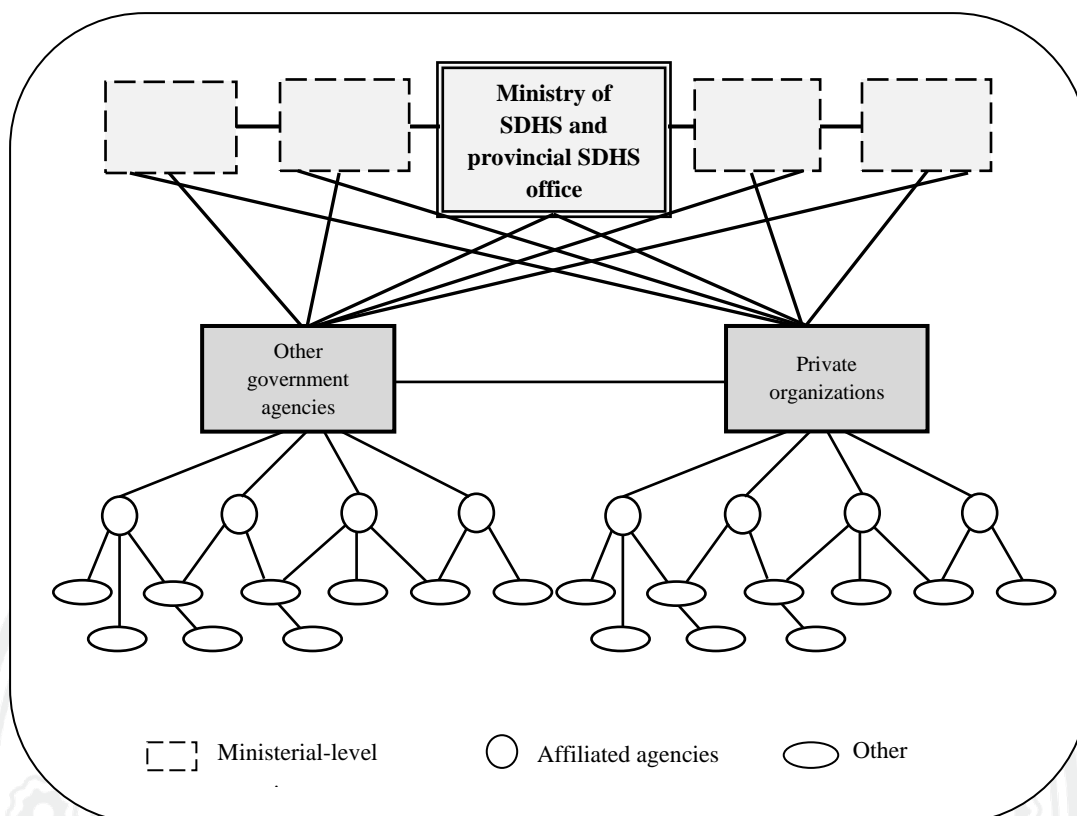


Figure 4.13 Integrated model by the network partner

Source: developed by the researcher, 2020.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

This study, the development of appropriate model and network management method for Thailand, a case study of networks within the Ministry of Social Development and Human Society, has four objectives; 1) to study the evolution, structure, administration, and problems or obstacles of each network models within the Ministry of Social Development and Human Society, 2) to study the model and network management method within the Ministry of Social Development and Human Society 3) to study the elements which shape the success of the model and network management method within the Ministry of Social Development and Human Society, and 4) to develop the appropriate model and network management method for Thailand from the findings of networks within the Ministry of Social Development and Human Society.

The researcher gathered the primary data from the in-depth interview with 33 key informants, and gathered the secondary data from academic document, books, thesis, term paper, researches, and the information from agencies related to the agenda of the study, in order to develop the appropriate model and network management method for Thailand as following.

5.1 Conclusion

5.2 Suggestion

5.1 Conclusion

5.1.1 Conclusion of Evolution, Structure, Administration, and Problems or Obstacles of each Model of Network within the Ministry of SDHS

The researcher concluded the findings from the study of 10 quality network within the Ministry of SDHS in the following issues.

1) Evolution, The 10 quality network could be divided according to their origins in 3 categories. The first type of networks were established by the Ministry of SDHS consist of 5 networks; (1) Volunteer of Social Development and Welfare of Ngio Rai sub-district, In Buri district, Sing Buri province, (2) Nonthaburi Childen and Youth Council and Youth Network Center of Nonthaburi, (3) Wang Saphung Children and Youth Council, Loei province, (4) Family Development Center of Bang Toey sub-district, Mueng district, Phang Nga province, and (5) Family Development Center of Nadee Community, Yang Talad district, Kalasin province. The second type of network originated by itself, such as the Redemptorist Foundation for People with Disabilities, Chonburi province. And the third type of network originated from the group of people with shared interest, such as (1) Nonthaburi Childen and Youth Council, and Youth Network Center of Nonthaburi, (2) Hang Chat Center for Persons with Disabilities, Hang Chat district, Lam Pang province, (3) The Wisdom of the Elderly Club, Sisaket province, and (4) Women's Organization of Nong Kung sub-district, Nam Pong district, Khon Kaen province.

2) Structure, The operation of 10 quality networks are structured, with the formulation of roles and responsibilities according to the hierarchy and level of position, which follows the requirement of clear organization structure. The operation of each network follows the principle of participation from all partners who often discuss, share idea, and operate together. They also follows the principle of coordination between the capable and skillful administration team, according to the correct policy framework, rules, order, and regulation, in order to help and develop the target group of each network.

3) Operation plan, The 10 quality networks' operation plan could be divided in 4 types; (1) operation which follows the government and provincial policy,

(2) operation which follows the regulation and laws, (3) operation on the case basis, and (4) operation according to the strategic plan formulated by the network.

4) Budget, The budget for the 10 quality networks was sponsored by the following resources; (1) affiliated agencies in the Ministry of SDHS, such as the DOS, DOC, DOP, DOW, and DOD, (2) other government agencies such as the Ministry of Public Health, Ministry of Education, Royal Thai Police, etc., (3) private sectors such as stores, companies, business, (4) civil society such as foundation, (5) local administrative organization, (6) self-sourcing budget, such as business within the network, fundraising, dividend from the fund, etc.

5) Networking and participation, The 10 quality networks are supported by the networks from the government sector, private sector, and the civil society, such as (1) the provincial SDHS offices, (2) government agencies such as provincial, district, or sub-district hospitals, schools, police offices, network of village health volunteers, etc., (3) local administrative organization, (4) networks of children and youth, women, persons with disabilities, elders, families, SDHS volunteers, (5) private organization, such as Power buy Co., Ltd., and (6) civil society, such as the community organization network, eye health foundation, etc.

6) Problems and obstacles in the operation; (1) The network is generally unknown, resulting in the lack of credibility and acceptance, (2) Redundancy in operation by various agencies, (3) Lack of supporting resources for activities, (4) The network receives low priority and low cooperation in practice, (5) Lack of knowledge and understanding in the related laws with the operation, (6) Coordination inside and outside network, (7) Some policy frameworks and laws are too rigid in practice and are usually problematic in practice, (8) Lack of database system and systematic data organization, (9) Working separately, with the lack of integration, (10) Supporting budget is inadequate for practice, and (11) Unclear operational plan.

5.1.2 Conclusion of Models and Network Management Forms of the Networks within the Ministry of SHDS.

According to the study of 10 quality networks, the researcher synthesized and adjusted the models of Goldsmith & Eggers to suit the context of the 10 quality

networks operation within the Ministry of SDHS. It was found that the models and network management could be divided in 3 models as following.

1) Integrated model by the Ministry of SDHS and the Provincial SDHS Office. Here the government sector acts as the center and manage the network itself. Integration therefore depends on the capacity and readiness of the agency, in terms of skill, experiences, and the administration resources, such as the authority, supports from the high-level executive, and finance of the government organization. The rules and regulations are another obstacles in the network management, and even the time condition also affected the network establishment, the formulation of suitable model, and risk management. This model of network could be found in 6 networks; 1) Volunteer of Social Development and Welfare of Ngio Rai sub-district, In Buri district, Sing Buri province, 2) Family Development Center of Nadee Community, Yang Talad district, Kalasin province, 3) Women's Organization of Nong Kung sub-district, Nam Pong district, Khon Kaen province, 4) Wang Saphung Children and Youth Council, Loei province, 5) Nonthaburi Children and Youth Council, and Youth Network Center of Nonthaburi, and 6) The Wisdom of the Elderly Club, Sisaket province.

2) Prime contractor or other government agencies as integrator. Here the Ministry of SDHS does not act as the integrator, but rather allow other agencies as the integrator and operator of the network in the holistic way. The prime contractor is more specialized and equipped with knowledge in management. The model therefore reflect the awareness of the Ministry of SDHS regarding the importance of allowing prime integrator to provide better service than the Ministry might be able to provide by itself. This model could be found in the case of Hang Chat Center for Persons with Disabilities, Hang Chat district, Lam Pang province, and the Family Development Center of Bang Toey sub-district, Mueng district, Phang Nga province.

3) The model with third party integrator by the private sector. The private sector, or the third party, would act in the name of the government to ensure the best service for people. The private sector would integrate and coordinate for the government, resulting in the highly independent activities which do not depend directly on the authority of of the state but rather depend on the activity support in some steps. This model was found in the case of the Redemptorist Foundation for People with Disabilities, Chonburi province

5.1.3 Conclusion of Elements which Shape the Success of Model and Network Management Method of the Ministry of SHDS

According to the study of 10 quality networks within the Ministry of SDHS, it was found that each model has the factors of success as following.

Model 1's key factors of success are

- 1) Having members with volunteering mind who helps other people
- 2) Fast and convenient coordination
- 3) Reward as motivation in practice
- 4) Having clear goal of operation
- 5) Participation with network partners
- 6) Receiving supports from executive
- 7) Legal amendment to suit the actual practice

Model 2's key factors of success are

- 1) Having specialists who promote and support the network operation
- 2) Having members with volunteering mind who helps other people
- 3) Participation with network partners
- 4) Receiving supports from executive

Model 3's key factors of success are

- 1) Having the principle and concept of working which derived from the religious principle in helping human fellows.
- 2) Having the role model
- 3) Participation with network partners
- 4) Good governance

5.1.4 Conclusion of the Development of Form and Network Management Method for Thailand, from the Case Studies of Network within the Ministry of SDHS

According to the study of the 10 quality networks, the researcher synthesized the information into three models which could explain the form and network management method of the Ministry of SDHS as following; 1) integrated model by the Ministry of SDHS and the Provincial SDHS Office, 2) prime contractor or other government agencies as integrator, and 3) third party integrator by the private sector. As a result,

the researcher proposes the model and network management method for Thailand, which is called “integrated model by the network partner” which aim to adjust the role, structure, and working process of the government agencies for the better connection in the operation and resources from the government sector, private sector, and civil society. There could be 2 forms of administration in this model as following.

1) The government agencies in the ministry level should delegate authority to other sector according to their scope of duty, responsibility, and capability to act for the government. The prime contractor could be the local administrative organization, public benefit organization, or foundation with the specialized knowledge and expertise in providing fast service for people. These agencies should act as the integrator who join the operation with network partners in the government sector, private sector, and local civil society.

2) The ministry-level government agencies could hire the private sector to act as the integrator with the network partners from the government sector, private sector, and civil society. This approach would allow contestability, in which the private sector would compete to provide public service in the name of the state, especially in some mission which the government might not be able to conduct by itself and the private sector could act in the name of government. In this model, there should be the promotion and encouragement for the private sector to enter the competition conveniently and fairly.

However, there should be the time condition to ensure the concrete implementation of model and network management method. Therefore the researcher proposes 2 phases of transition; phase 1 (during the 1st - 5th years), and phase 2 (during the 6th- 10th years):

5.2 Recommendation

5.2.1 Policy Suggestion

1) The integrated model by the network partner should be proposed to executives in all sectors in order to promote the form of governing by network as the national policy and ministry-level policy. The adjustment would improve and increase the efficiency of government administration through the concrete operation and

integrated principle. This proposal is necessary, as the bureaucratic system in Thailand still adhere to the centralized system which lack participation and coordination even among the government agencies.

2) There should be the formulation of governing by network manual, by using the case study which share similar context to the case Thailand, in order to ensure that all sectors can study from the framework and apply the principle for the benefit of their organization.

3) There should be the amendment of laws, rules, and orders to allow further operation according to the integrated model by the network partner, to reduce the avoidance of change, and to promote the awareness of the importance to adjust the approach of operation in the new form of government administration system among the government agencies.

4) There should be the development of learning and sharing space, field trip, training, and skill development for officers in government agencies, to promote their knowledge, capabilities, efficiency, and suitable ability to follow the approach of governing by network.

5.2.2 Operational Recommendation

1) Government agencies should promote and support the network members to prioritize and follow the integrated model by the network partner, for the benefit of sustainable organization development, correct standard of practice, clear and update performance to cope with the changing situation in the current world.

2) There should be the formulation of strategic plan, and use the strategy as the framework in building network partners, to designate the direction, form, and network management network according to the integrated model by the network partner. There should be the clear timeframe for adjustment in the strategic plan, which result in the development of new system of government administration which suit with the changing situation in the current world.

3) There should be the integration of network which is suitable for the scope of duty, responsibility, and the capability of the sector who act in the name of the government. And government should support further connection and integration among

the network members so that the operation could be more flexible and efficient in actual practice.

4) There should be the development of technological system and technological application in the monitoring action, by using the shared information system and databases in all levels from the ministerial, department, division, and bureau, for more conveniences in sharing information and ICT system, which would result in the fast response to the needs of people.

5) There should be the development of knowledge and skills of network members for the better working capabilities, for the benefit of the actual application in practice.

5.2.3 Recommendation for Further Study

1) This study is limited to the cases within the Ministry of SDHS. There should be further study in other government agencies and other sector which follow the approach of governing by network, in order to find the best practice which suit the context of Thailand best.

2) There should be more case study from the private sector, which would allow clearer comparison between the approach of governing by network in the government agencies and private agencies.

3) There should be the study of leadership in the network, such as the suitable role of leader, vision, and operation approach which ensure the success in operation. And there should be the study of participation process of network members which shape the success of network development.

4) There should be further quantitative study to employ statistical information in systematic data analysis, and to increase the detail in research for more precision and accuracy.

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APPENDIX

Interview Structure

Thesis title: The development of appropriate model and network management method for Thailand, a case study of networks within the Ministry of Social Development and Human Society

Part 1 Personal information of key informant

Name-surnamegender.....age

PositionAffiliation.....

Total period of working with your network organization

Part 2 General comment on the network

2.1 What is your opinion on the role and duty of the Ministry of SDHS in the joint-operation with your network organization ?

2.2 What is the role and duty of your network organization ?

2.3 What do you think the model of governing by network is like?

Part 3 Information about evolution, structure, and network operation

3.1 How did your network organization originated ? and from what reason ?

3.2 What are the structure, mission, policy, and goals of your network organization ?

3.3 How does your network organization formulate strategy and action plan for the joint-operation ?

3.4 Are there any law, order, regulation, or plan which support your network organization ? What is the role, duty, and responsibility of your network organization according to them.

3.5 What are the sources of budget for your network organization? And how did you receive the financial support ?

3.6 How does your network organization communicate and coordinate ?

In which way ?

3.7 How does your network organization connect internally and externally?

Part 4 Form and network management method

4.1 How does your network organization integrate in the operation?

4.2 How does the Ministry of SDHS participate in the internal operation of your network organization?

4.3 What should be the characteristic of network integration for the good and suitable model and network management method ?

Part 5 Factor or condition of operation success

5.1 What factor shape the success of your network organization's internal operation ?

Part 6 Problem, obstacles, and suggestion in network operation

6.1 What are the problems or obstacles for the internal operation of your network organization ? And how do they affect the operation ?

BIOGRAPHY

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ACADEMIC

BACKGROUND

Bachelor's Degree with a major in Social Administration from Thammasat University, Bangkok, Thailand in 2009 and a Master's Degree with a major in Social Analysis and Planning, School of Social and Environmental Development from National Institute of Development Administration in 2011

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Lecturer at Suratthani Rajabhat University, Faculty of Humanities and Social Sciences, Suratthani Province, Thailand

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