

**THE IMPLEMENTATION OF PUBLIC PARTICIPATION
IN THAILAND; THE SUCCESSFUL MODELS**

Phinchutha Yadtra

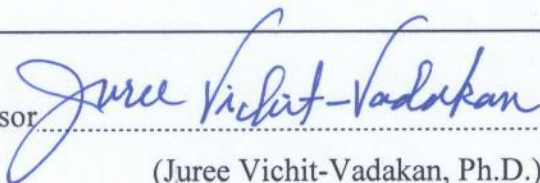
**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
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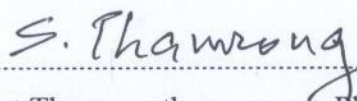
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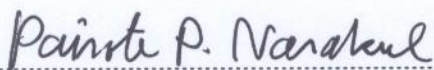
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ABSTRACT

Title of Dissertation	The Implementation of Public Participation in Thailand; The Successful Models
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This study has found that the concepts of public participation in development, “Participatory Governance,” used by Office of Public Sector Development Commission (OPDC) as their administrative guidelines and for implementation by Thai government officials at present, is different from the western theory when applied in actual practice. The study utilized qualitative methods and multiple case studies. The researcher participated in the study and collected data through in-depth interviews, documentary analysis, observation, field notes and focus group discussions. The key informants were the public officers, people and civil society that participated in the projects which awarded provincial governors from 3 provinces in Thailand in participatory governance. This study attempts to answer the following questions: 1) What is current situation of participatory public administration in Thailand ? 2) What are the factors promoting successful public participation? And 3) Is there a successful model that encompasses all public participation situations?

The initiation of the public participation was not caused by the requirement of the community, but were the projects originated by the government sector. The public officers are driven by the policy to build on the success of participatory governance, and then selected community is approached to work together.

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CHAPTER 1

INTRODUCTION

1.1 Statement of Problem

This study will describe the issues of successful public participation projects in Thailand. Public participation is a normative concept which has had wide acceptance as a policy tool and has been analyzed extensively in its application (Morgan-Trimmer, 2010). Nevertheless, the question of what did the successful executives do differently from others still receive no obvious answers. The effects of successful public participation could be the prototypes. In some cases the public officials and people had a significant co-operational process to support their projects to run and improve those development projects and thereby reduce the level of deprivation and social exclusion.

1.2 Research Background

The effects of participation are an important issue for both policy makers, who devote their resources to participatory approaches in order to make communities and the residents who devote their time and energy better.

Even though, in Thailand, there have been a lot of studies that tried to describe and examines the benefits of participation in many projects such as; environmental management, community health management or sustainable community empowerment management, there is no obvious study of beginning point of participatory governance. That could be a significant issue which could generate the important findings of factors affecting the operation of successful participation.

Thailand's government encourages participatory governance in all public sectors. That focuses intensively on practical administrations in order to achieve concrete effects. The government has set the policy of Participatory Public

Administration since 2008. This was policy directed to public service from a central command paradigm. It is hoped that it will pave way to a better quality of service and it will be a big leap to the development of the civil service system. Participatory management, by definition, is an direction whereby government officials allow those involved to participate in the decision making process both directly and indirectly. The primary aim of this is to serve the real needs of the citizens. In practice, direct involvement can be done through a referendum or public hearing, while indirect participation can be done through various networks such as the citizen network, academic groups, representatives from the private sector, mass media and other social or benefit groups. (Thawinwadee Burikul, Wanchai Wattanasup, Surang Ingkawed, & Wisit Chatchawantipakorn, 2010).

Using this strategy, the government awarded 12 best practice provinces of the year in 2011 to provincial administrations which had met the criteria (Thawinwadee Burikul, Wanchai Wattanasup, Surang Ingkawed, & Wisit Chatchawantipakorn, 2010). From some reports of these best practices in general terms they were all the examples of successful provincial public participations in that is they all succeed in using participatory managements but used different strategies depending on the cultures and environments.

The Best Practices; the excellent award for participatory public administration in Thailand.

The Best practices of the year 2010 were;

- 1) Angthong province received an award for the project of 1) The encouragement learning and sharing to reducing the cost of agricultural goods by biotechnology 2) OTOP villages for tourisms
- 2) Kalasin province received an award for New Theory Agriculture Project According to His Majesty King Bhumbhol's Initiatives at Khao Wong District.
- 3) Lumphun province; received the award from “Lamphun citizen do for homeland” and “Smile Lamphun” project
- 4) Mukkdaharn province; received the award from The propulsion of the sufficient economic philosophy
- 5) Nakornpanom province received the award from 1) Community's collaboration to protect the Dengue fever 2) Encouragement of the villages to develop with community plan: Tambon Wen pra baht

6) Pattalung province received the award from 1) The propulsion of the provincial community's project 2) Setting community's financing fund

7) Petchaburi province received the award from The encouragement of the sufficient economic philosophy project

8) Ratchaburi province received the award from The encouragement the learning to be sustainable community

9) Roi-ed province received the award from The best practice of water resource management at Nong –Kong

10) Samutsongkram province received an award from 3 projects: The permit of safety and quality agriculture products, The Harmony for protecting Meaung Mai people way of life, and The project to promoting organic fertilizer from household's food scraps.

11) Tak province received an award from 1) The reservation of the community's architecture : Banchin municipal 2) One village, one Community 3)The community's finance fund.

12) Trad province received an award from The encouragement of learning process and public participation in development projects; The public policy making, The temporary jail, the tree planting benefits

1.3 Significance of the Study

This study will provide the description of the implementation of the participatory administration in Thailand, focusing on the successful models. To the policy makers: the proposed study will serve policy makers as their reference or guide in creating their policy and help them undertake missions related to identifying the best model to use. To the future researcher. The proposed study will benefit and help the future researcher as their guide. Further studies can also be from the findings of this study.

1.4 Objectives of the Study

This study is an initiative to identify and explore the possible current situation of the participatory public administration in Thailand. Identify factors

affecting to the successful participation projects in Thailand which had achieved the awards for best participatory public administration from the government in 2010. It will also provide a model to be used as a guide to successful participation projects in the future.

1.5 Research Questions

This study examines the current situation and factors affecting successful public participations. The research questions are;

- 1) What is the current situation of participatory public administration in Thailand ?
- 2) What are the factors promoting successful public participation?
- 3) Is there a successful model that encompasses all public participation situations?

1.6 Scope of Study

The scope of this study includes the analysis of 3 selected case studies from all of “The Best practice” provinces in Thailand that have received the excellent awards in 2011. In particular to identify the factors affecting successful models. The scope includes the common and specific factors identified in the successful models. This arrangement also includes an explanation of the current situation.

The findings from all case studies will lead to the creation of successful public participation model.

1.7 Definition of the Key Terms

1.7.1 Public Participation

Generally public participation seeks and facilitates the involvement of those potentially affected by or interested in a decision. The principle of public participation holds that those who are affected by a decision have a right to be

involved in the decision-making process. Public participation implies that the public's contribution will influence the decision. Public participation may be regarded as a way of empowerment and as a vital part of democratic governance.

1.7.2 Participatory Governance

This is an administration whereby Thailand's government officials allow those involved to participate in the decision making process both directly and indirectly. That is now the policy for all public sectors.

1.7.3 Successful Public Participation.

The provinces which have received the excellence awards from the Office of the Public Sector Development Commission (OPDC), in 2011. There were 24 provinces from seventy- six provinces in Thailand that entered the competition but only 12 provinces received the excellent awards and became best practices.

1.8 Benefits of the Study

This study provides an implementation of successful participation in Thailand, which is needed to add to the knowledge in this area; to truly understanding how does the successful participatory public administration build citizens involvement, their management's methods and factors affecting of successful projects. Findings in this study may be possible to use to explain other participatory administration projects about both their successes and failures.

This study used an qualitative research approach in case studies, specifically not only for researching the characteristics and various factors affecting successful public participation but also to explore the quality of participatory public administration in more depth.

1.9 Organization of the Study

This study consists of 5 chapters. In Chapter 1 the author presents the introduction to the study. This includes a statement of the problem, research

objectives, research questions, scope and limitations and the definition of key terms.

Chapter 2 reviews the literature on participatory administration, its relevance to social exclusion and public services in deprived areas, its history and context in policy and also its conceptualization, considering the issues of successful participatory administration.

Chapter 3 examines 3 parts, first, it approaches to researching the factors of successful participatory administration, and evaluates approaches in terms of how well they explain their successes. The methodological approach adopted is then set out: a qualitative method case study is prescribed.

Chapter 4 describes how the case studies were set up and what are the factors affecting success participatory administration. Third, it describes 3 case studies, The New Theory of Agriculture under the Royal Initiative of His Majesty the King of Khao Wong district in Kalasin province, Long-Kaek -Long- Klong activity of the Harmony for protecting Maung- Mai people way of life, in Samut Songkram province. And finally, Sri Don Chai village, the sufficient economy village of Tambon Ban-thi, Ban Thi district in Lamphun province.

Chapter 5 provides a discussion of the findings, arguing that in order to understand successful public participation models and it must be understood how they work in different contexts. It also notes the recommendations for policy level and implementation.

CHAPTER 2

PARTICIPATORY GOVERNANCE IN THAILAND

2.1 Introduction

This chapter outlines the characteristics of public participation in Thailand from the explanation of policy areas of interest for this dissertation, the implementation of participatory policy in Thailand, under the principal of Participatory Governance (PG). Including the acts, roles and the policy supporting participatory governance in the Thai public sector's development. A key issue is to describe the holistic image of the PG policy.

The main features will cover the following areas. First, explain the background of the policy, the antecedence of the process. Second, explain the relationship between the public sector and policy implementation, key criteria for the evaluation of the current situation and the examples of the factors of successful role models.

2.2 Background

2.2.1 Failures of the Traditional Administration

The transfer of ideas about administration reform from developed countries into the Thai policy has occurred since the overthrow of the absolute monarchy in Thailand in 1932 (Bidhya Bowornwattana, 2010). The Thai bureaucracy initially consisted of western reform ideas and models.

Public administration in Thailand has had a sequential evolution, from, initially, a traditional administration to being one of good governance. The traditional public administration, in which the concept of administration was the governance for citizens and had the concept of public service delivery (Bidhya Bowornwattana, 2000),

the executive or the professional was the policy maker. This included public policies, planning, mobilizing and delivering them to middle managers and staff to put policies into practice to deliver the services to the people.

Under traditional conditions, the government provided an insufficient response to meet public demand. In the report of the participatory governance of the public sectors in B.E. 2533, there were 170 revolts which increased to 750 in next five years, especially in the year B.E. 2546 with an increase in the number of protests to 860 per year. This phenomenon showed that traditional public participation was not sufficient to meet the needs and solve problems of the people. The traditional administration had the following failure characteristics;

- 1) It was involved only at project level.
- 2) No modification processes of the project from the central government and not open to the public to participate fully and continuously.
- 3) Results from 2, the public role was limited to only providing information or comments or providing information that the government needed for the cooperation of the public to drive projects that the state needed. This was usually a one-way communication. The opportunity for the people to influence decisions was low, as was participation in the direction of the project. The public played no part in the decision to carry out the project or not.
- 4) The relationship between the sector and the involvement of the citizens frequently ended when the public projects, of which the public sector was host, was changed or not continued due to the uncertainty of policies or because of political change at the national, regional, and local levels.

The traditional nature of involvement for people failed for the above four reasons and that could not create a joint venture partnership in all sectors. The people had a lack of a sense of belonging, or sense of partnership in the dynamics of public administration to solve the problems or it serving the citizen's needs. If it continued to remain the same, the state would remain in a state of isolation. And the public were apathetic or reacted negatively against the public sector.

2.2.2 From NPM to Good Governance

In recent years, the government has had to modify the country's administration from the traditional administration to "open governance" and modified the participation of the public, from traditional to the administration with "good governance" (Bidhya Bowornwattana, 2000). That means the process of involving all the stakeholders in the decision making, operating and the evaluation process. For example:

- 1) The government was open to public-sector stakeholders in the role of "citizens" in a civil partnership of the management of turnkey projects.
- 2) Through a partnership with the public, which may range from participation in budgeting of projects or activities from the initial step through to evaluation.
- 3) Maintaining and strengthening a close relationship by information exchange to use the potential of the public and to permit the participation of citizens to have greater influence with the government.

Participatory governance realizes the benefits of the better decision process. Resource mobilization's decisions are more transparent, the public can get involved in the sector, so that, the benefits of the decision process are realized. Resource use decisions are transparent and the public can get involved creatively and constructively.

With a participatory government approach to find solutions and, when put into practice, the government will no longer have to work in isolation. The state becomes the facilitator so that the government can reduce its size and have a better image and it can improve public service delivery. Finally, that can build a trust-based relationship between the state and the citizen, which is the result from sharing ideas, joint ventures, and co-beneficiaries. and sharing the information and knowledge in openness. However, that participation must be in accordance with the terms & conditions such as; 1) the freedom to participate is voluntary, 2) equality in participation and 3) the participants must have sufficient ability to participate in activities.

The Participation Process:

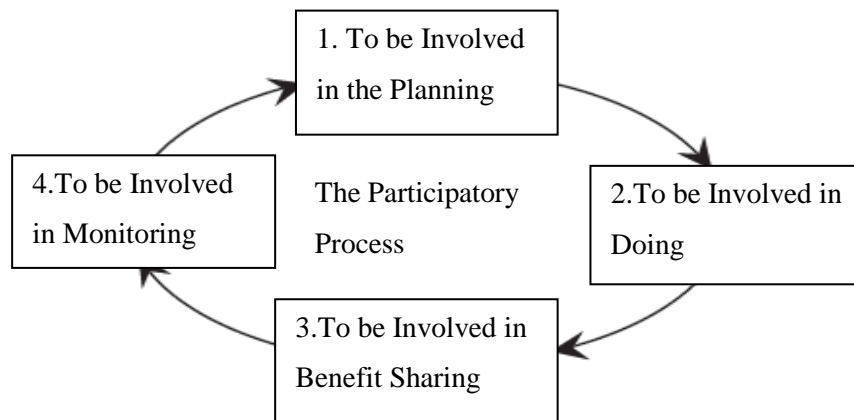


Figure 2.1 The Participation Process

With such conditions people will come to participate. Adherence to the principles of good governance gives priority to the participation of the public in disclosure and transparency.

The government incorporates “Participatory Governance (PG)” into the public policy for building “trust” in the relationship between the public sector and citizens. The government plans to promote the development of the opportunities for improvement. This principle also aligns with PMQA (Public Sector Management Quality Award), CS3: Valuing the users and stakeholders, to respond to their demands, in continuum.

2.3 The Related Laws and Roles

This chapter explores the policy area of change in public management policy and citizen needs. In recent years, from reliable evidence, the Thai government has focused more on citizen participation issues, this principle has been reflected in the following;

- 1) Article 3/1 of the Government Administration Regulations (No. 5) B.E. 2545 and

2) In Royal Decree on Criteria and Procedures for Good Governance, B.E. 2546 (2003) Part II Responsive Public Administration; Responsive public administration means public administration with a view to make the favorable and good living conditions of people and maintain public order and safety as well as maximizing profit for the nation.

3) The Constitution of the Kingdom of Thailand, B.E. 2550 as defined in Section 3 Rights and Liberties of Thailand (Rights and Liberties of the Thai People) Category 5, the basic policy of the State Division 6 Congress, Chapter 14, local administration and section 15 of the amended constitution.

4) The basic policy of the state: Principles of public participation section 87 chapters 1-5.

5) Strategic Plan for a developed bureaucracy (B.E. 2551 - 2555).

Table 2.1 Key Laws Pertaining to the Public Participation

Year	Act and Law	Significance
2002	Public Administration Organization Act, the 5th, B.E. 2545	
2003	Royal Decree on Criteria and Procedures for Good Governance B.E. 2546 Part II Responsive Public Administration	Responsive public administration means public administration with a view to make the favorable and good living conditions of people and to maintain public order and safety as well as maximizing profit for the nation.
2007	Act in part III (Rights and Liberties of the Thai People) Constitution of Thailand, B.E. 2550 section 5 Basic policies of the State Section 6, 14 and 15	

Table 2.1 (Continued)

Year	Act and Law	Significance
2008	The strategy to develop the Thai public administration; OPDC The second strategy of the public system development strategy	Initially “The Participatory Governance (PG)” which is a management innovation

2.4 New Idea of Public Participation

In creating the PG policy, OPDC has brought the knowledge of the US., which has used active participation of the people since, at least 1960. Thailand has been building the process, public participation and assessment of the level of participation of the people from many principles found by the IAP2.

2.4.1 International Association for Public Participation (IAP2)

The International Association for Public Participation or IAP2 is as an international leader in public participation. IAP2 has developed the instruments for use in the development and implementation of public participation processes.

Thailand is the member of IAP2, in which the members in 26 countries link together through national affiliates who form an international federation of practitioners, academics, facilitators, communicators, policy makers and activists engaged in the mission to enhance Public Participation practices through planned engagement with stakeholders & the wider community, These include, Australia, Canada, France, South Africa, USA, Italy, Indonesia, England, New Zealand, Japan, China, Finland, Lebanon, Mexico, Poland, Slovenia and Thailand.

Incorporation of public participation is a key performance indicator (KPI) in the Thai public sector’s performance assessment. In recent days that has been impacted significantly by the concepts of the International Association for Public Participation or IAP2 (Housman, nod) which is apparent in PMQA: CS 3, and identifies that the public sector must give citizens the opportunity to participate in public administration, by any processes or activities, which in turn increases people involvement to a higher level of participation.

2.4.2 The IAP2's Core Values

The core values were developed over a two-year period with broad international input to identify those aspects of public participation which cross national, cultural, and religious boundaries. The purpose of these core values is to help make decisions which better reflect the interests and concerns of potentially affected people and entities.

The core values for the Practice of Public participation are;

- 1) Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- 2) Public participation includes the promise that the public's contribution will influence the decision.
- 3) Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
- 4) Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- 5) Public participation seeks input from participants in designing how they participate.
- 6) Public participation provides participants with the information they need to participate in a meaningful way.
- 7) Public participation communicates to participants how their input affected the decision.

2.4.3 IAP2 Public Participation Spectrum

Public Participation Spectrum is the level of participation. This is demonstrated by increasing the impact of citizen's involvement in the decision-making direction from the pattern of low to high levels, divided into 5 levels, as follows;

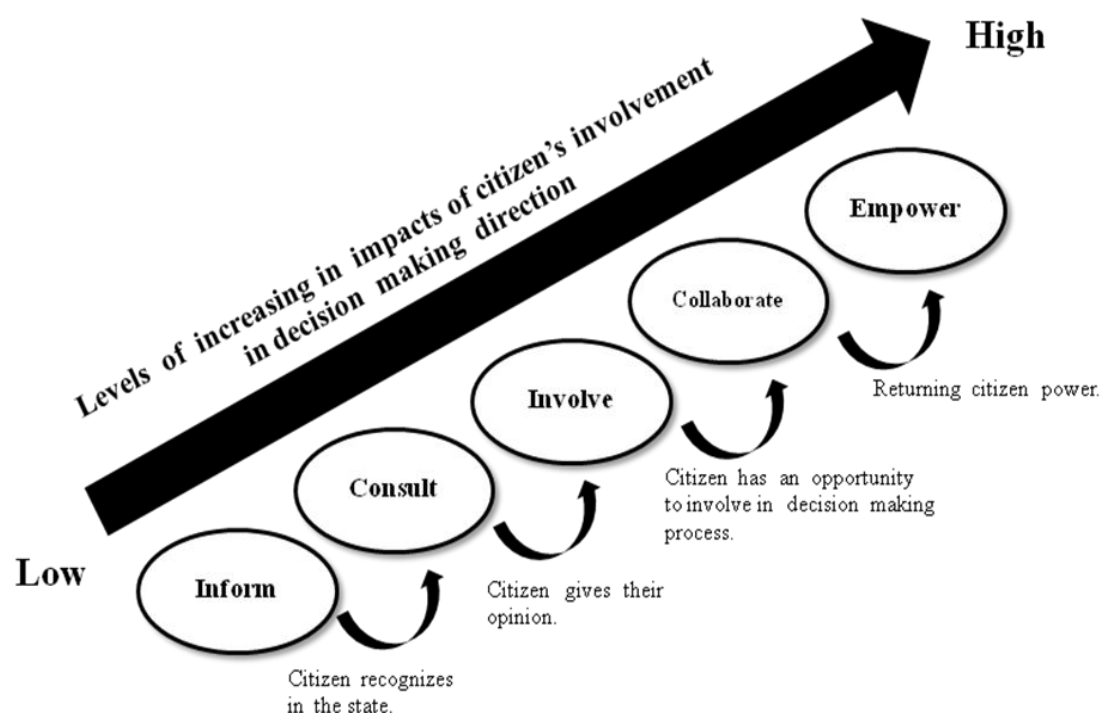


Figure 2.2 Levels of Increase of the Impact of Citizen's Involvement in Decision Making Direction

Source: Adopted from OPDC, 2001.

Table 2.2 IAP2 Public Participation Spectrum

Increasing Level of Public Impact				
Low				High
Inform	Consult	Involve	Collaborate	Empower
Public Participation	Public Participation	Public Participation	Public Participation	Public Participation
Goal:	Goal:	Goal:	Goal:	Goal:
To provide the public with balanced and objective information to	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public issues	To partner with the public in each aspect of the decision including the development of	To place final decision-making in the hands of the public.

Table 2.2 (Continued)

<div> <div>Increasing Level of Public Impact</div> <div> <div>Low</div> <div>High</div> </div> </div>				
Inform	Consult	Involve	Collaborate	Empower
assist them in understanding the problems, alternatives and /or solutions.		and concerns are consistently understood and considered.	alternatives and the identification of the preferred solution.	
Promise to The Public: We will keep you informed.	Promise to The Public: We will keep you informed, listen to and acknowledge your concerns and provide feedback on how public input influenced the decision.	Promise to The Public: We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	Promise to The Public: We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extend possible.	Promise to The Public: We will implement what you decide.
Example Tools: Fact sheet, Web Sites, Open houses	Example Tools: Public comment Focus groups Surveys Public meeting	Example Tools: Workshop Deliberate polling	Example Tools: Citizen Advisory Committees, Consensus-building, Participatory decision-making	Example Tools: Citizen juries, Ballots, Delegated decision.

However, even IAP22 divides the process of public participation into 5 levels, but IAP2 also acknowledged that the administration had no need to reach level 5, which is an additional requirement or the highest level.

In addition, IAP2 also has proposed the idea that, the process of public participation should be considered as an investment to prevent problems that could escalate in the future. Which is also bordered by a new dimension in terms of the participation of the people.

2.4.4 The PMQA

PMQA (Public Sector Management Quality Award), CS3: Valuing the users and stakeholders, in order to respond to their demands, in a continuum.

2.5 The Office of Public Development Commission

2.5.1 Background

The 1997 Constitution allows citizens to gain more control over the public sector. The Thai political system is changing traditional politics to “civil” politics where citizens dominate as owners of the government. Politicians believed that power is moved outwards from the central government to the civil society and the market (Bidhya Bowornwattana, 2000)

The reform driver is OPDC, who as the reform driver, adopted the knowledge or model from foreign advisors from international organization such as the UN or the OECD and the ADB which suggested using them in the public sector (Bidhya Bowornwattana, 2010).

The central agencies have shown an interest in using a particular management tool and organized conferences, invited experts and conducted training sessions to write up blueprints and draft work manuals.

The transfer processes are the implementation of the import tools, law, rules, and regulations. The OPDC actor then devises the forms, manuals and implementation steps to be administered for the targets of the reform, under the 2003 Royal Decree on the Good Governance.

This section has been assigned to the mission for the related public sector - OPDC has complied with Article 3/1 of the Act of Government Administration Regulations (No. 5) B.E. 2545, which requires that, “The public administration must be for the benefit of the public. The achievement of the government's mission, is effective and provides value in the public sector”

However, extending the concept of public participation is also limited. The problem of not understanding the concept of government from the original rules of the bureaucracy has created a paradigm shift in the work culture as well as defining how the work is not conducive to allow people to participate, a fundamental for Participatory Governance.

Participatory Governance means organizing Public Administration performance models and its structure, to one which is open for the public to participate. It is mainly based on good governance which is important for public participation and includes openness, transparency, equality, in democracy and the people shall be deemed to be the center to be serviced.

2.5.2 The Responsibility of OPDC

In order to request for the implementation, OPDC has established a sub-committee and developed a bureau responsible for developing and promoting the development of PG, and using PG as leading to a concept as the new strategy of OPDC in participation, in the form of a strategy that creates a bureaucracy that is the first officially to be updated. Empowered by all government agencies to be more PG, OPDC has a direct mandate to construct the new bureaucracy system for development at the region level and to perform public service delivery system, etc., by aligning the PG in whole missions to contribute to the public policy of the government services that directly affect the public.

Because Public Participation is not the public relations exercise, some agencies still have misunderstandings. If it still makes it to a release, the level of participation still remains at stage 1, as “Informing level” in early years and adjusted to “collaboration level” in the latest years (Administration System Development Division, 2013).

The OPDC realizes that the process of policy operation must consider the needs of PG with the mission of each agency. It is important to vary or determine the process of PG to match the role of government agencies, such as the policy making agencies. In order to ensure that the policies which lead to their role was derived from true public participation in policy making and not only involved in the recognition level that government policies are made.

The OPDC needs to be done as a matter of restructuring the state sector and PG is the structure's data including its features. These are accessibility, dialogue - both formal and informal- and incorporating public comments that are attributed to the decision of the organization and explain the process, including the management of the process for public hearings, with accountability and trust.

The structural of the development in relation to the conditions of public participation and within the concept PG in regard to the mission of OPDC in local development, PG can be used in the administration of both the budget and the preparation of provincial strategies.

2.6 The Participatory Governance

Subsequently, OPDC performs the processes of the second development strategy of the public system in revising the roles and mission and rightsizing to ensure the efficiency of the public sector.

In order to develop the public administration to a better performance in Thailand, it has to incorporate the cultural administration with governance and a greater capacity in change management. An important organizational change is to become an organization which can respond the variety of citizen's needs. This includes creating opportunities for citizens and other stakeholders, who need the public services, to be involved in making public policies and not only to develop public processes. These have to be more efficient in responding to the problems and demands of the people and also respond to the support networks between the public sector and citizens in order to adopt best practices while conforming to the strategy to develop the Thai public administration (during 2008-2012). The second strategy of the public system development is to revise its role

and mission and rightsizing to integrate management, collaboration and creating networks. This opens channels for the people to be more involved in public administration, then the principles and pathway diverge from the tradition, “The Participatory Governance (PG)” is a management innovation (Thawinwadee Burikul, Wanchai Wattanasup, Surang Ingkawed, and Wisit Chatchawantipakorn (2010).

OPDC tries to drive PG policy by a desire to evoke public participation. OPDC, by developing support systems, is involved in the development. OPDC has prepared a project to build the Best Practice for 75 provinces since B.E. 2551, so the government created a program to allow the public to be engaged in the projects and to achieve the goals of the provincial government by;

- 1) Structuring provincial administration, a feature of PG.
- 2) Development of an Integrated Administration and Public participation programme.
- 3) Public service delivery in developing areas.

The PG also has links with the monitoring mission of the development results by OPDC. With the representatives of the government and the government of the province, OPDC defines the measurements regarding public participation to provide opportunities for people to participate and it occurs naturally. It identifies mission-related quality of life, public health interests of the public and pushes the level of participation at all stages, dependent on the mission of each agency.

In summary, the task of assessing an achievement which is consistent with PG policy has resulted in the creation of a system for the certification of practice and evaluation of government that is the good of the people. These systems, to measure the performance of official duties, have cited the support of civil society, and there are relationships with people to monitor and evaluate the processes and generate pressure to the civil sector to prepare for the performance certification of systems and to evaluate the results thereby making people see the benefits they will receive from such a system.

The building of best practices is very interesting. In the awarded sectors, features that made it successful in the PG policy can create public participation. Where this occurs successfully and results in the winning of the national level awards

it provides the characteristics for study. The results of this study is to expand their influence, which may be extended to the whole country.

2.6.1 The Detail of “The Implementation of the Participatory Governance” Project by OPDC

1) Background of Participatory Governance

The implementation of Participatory Governance by OPDC has been in place since 2008, to support the country’s strategy. This mission of OPDC is not a new thing, the best practice is an award to build role models of the participatory governance in the public administration’s sectors, that came from the missions of IAP2. These have been deployed to the member’s countries to participate, and there have been awards in every year. The evaluated criteria are following by the ladders of participation. In Thailand, OPDC awarded the best practices by awarding the leaders and governors, who achieved the goals of this policy. This award was awarded three times initially, in 2008, 2009, 2010 and then again in 2013.

2) Background of Award

These awards were started in 2008, after the participatory policies. In 2008, the OPDC gave the awards to the executants from the provinces which had completed projects that were successful in meeting the objective of the Ministry of Interior to reduce citizen’s poverty. At first the OPDC didn’t have established criteria, the awards were given as praise for the best practices.

From 2009, OPDC received funds from World Bank, approximately ten million baht. At that time, this was the first fund to support the provincial executants to do projects because the provinces did not have their own budget to do their projects.

Every project in a province, must have a budget from the public sector units issued from the government’s budgets. The governor acted as the coordinator between the government and the local government and citizens in the province.

OPDC set up training courses for all seventy six governors from all provinces in country. Before participating in the mission, all governors and the officials receive the knowledge about the participatory governance from OPDC’s training.

They will be trained in the methods of participatory governance. After that, each province received a budget of seven hundred thousand baht, to spend on their projects and report to OPDC. OPDC set the task for the provinces to be involved in presenting their projects for awards. That year was the first year to have the Excellent Awards, and there were nine provinces that received excellent awards.

In 2010, the second year of the excellent participatory governance awards there was no budget from OPDC because there was no fund from World Bank. However, OPDC still gave the awards for the best province to praise them. It wasn't money only a trophy.

The last year, 2013, the third year of the excellent participatory governance awards which after being suspended for the previous two past years, OPDC used new criteria for evaluation. The new criteria were available for the projects which had been run by the public units, not by province. There were a decreased number of projects from provinces and an increase in the number of projects from the public units. In 2013, there were no projects from the provinces that received an excellent award, only the projects from the public units. For the provinces, two projects which was owned by two provinces received honorable mention awards.

2.7 The Objectives of the Awards

The objectives are;

- 1) To stimulate role models.
- 2) To praise the success of the provinces in participatory governance projects.
- 3) To develop the participatory governance at provincial level which serves the citizen's requirements.

Firstly, the objective in all projects which were supported by provinces came from the Ministry of Interior, which provided the policy of "reducing the poverty", because of that, the projects which had issues in achieving that objective would be not be considered.

Secondly, for the criteria, OPDC focused on the leader as a significant object, and identified the governors or the executors who led the projects as the factors to

drive the projects to achieved the goal. As in general, if the leader disagrees to do, it is difficult to do it because that business is not permitted in the public sector organization.

2.7.1 The Boundary and the Operational Process of the Implementation of Participatory Governance

The processes of the project are;

Step 1: to research and develop the criteria and the evaluation method to create people's involvement.

Step 2: to create the procedures, ways and means

Step 3: to organize conferences to explain the details to the provincial governors.

Step 4: to open the enrollment of "The Excellent Award of participatory governance"

Step 5: to study the data from the applicants.

Step 6: to monitor the operations of the applicants.

Step 7: to evaluate and present the evaluating data to the subcommittee.

Step 8: to analyze and summarize the success to create the lessons learned.

Step 9: to publish the best practice's implementations to be broadcast.

Step 10: to arrange the award ceremony and inform the success of the best practices to public.

2.7.2 The Implementation of Successful Public Participation in Thailand

1) The Definition of Success

"The success", provinces that were awarded Excellent awards from the OPDC, were provinces that had the administration by participatory governance.

2) The Criteria of Excellent Award

"Participation" is the results that the policy needs. Best Practice award passes the criteria. The framework for that criteria specifies the inclusion of 4 characters and 5 dimensions, in 2008-2009 as;

3) The 2008-2009 criteria specifications of the awards.

Table 2.3 The 2008-2009 Criteria Specifications of the Awards

The Characters	The Dimensions
1) The internal operations in the province.	1) The leadership of the executives and the officials.
2) The operating procedures.	2) The sustainability of the implementations.
3) The empirical example project.	3) The clear specification of the provincial public issues.
4) Procedures of Participation Governance's explanation.	4) The clear specification of the stakeholders.
	5) The steps of the participation's evaluation process.

Table 2.4 Excellent Awarded Provinces in 2009

Item	Awarded Province	Awarded Project
1)	Chanthaburi	the project for a public hearing in common resources conservation; Tha-son Mangrove Forest Natural Development Center.
2)	Chumphon	the development of Non-Yai area (related to the Royal Development Project Board), The Knowledge management school and Thungka-sawee Learning and Development center.
3)	Lumphun	the project for a public hearing and the sharing of cultural conservation and development (related to the Royal Development Project Board).
4)	Nakhonratchasima	Water resource and environmental management: Rak Lum ta Khong.
5)	Nan	Rehabilitation of Nan river (related to the Royal Development Project Board).
6)	Phayao	Community's Social welfare development.

Table 2.4 (Continued)

Item	Awarded Province	Awarded Project
7)	Samutsongkram	The permit for safe and quality agricultural products, the rehabilitation of Talad Nam Bang Noi and the carrier's development in communities (related to the Royal Development Project Board).
8)	Ubonratchathani	Development of Health and wellness projects.
9)	Yala	Develop the quality of life and wellness by setting a community financial fund.

4) The 2010 criteria specifications of the awards.

In 2010, the development of the definition of the criteria to evaluate in 4 dimensions;

Table 2.5 2010 Criteria

Dimension	The Consideration
1st Dimension: The responsibility and leadership of the executive	1) The executive's attitude towards participatory governance 2) The policy and direction which responds to and conforms with the citizens demands. 3) The encouragement of public participation in mechanism building.
2nd Dimension: Governing with participatory governance	Activities and the linking of the administration. The specification of variety stakeholders. The multilateral operation. The integration of provincial officials and Provincial Administrative Organization (PAO).
3rd Dimension The sustainability of	1) The linking of the project's planning, community's model scheme and provincial development plan.

Table 2.5 (Continued)

Dimension	The Consideration
the fixed operation.	2) There are sponsors in operation; such as budget or personal.
	3) The human performance development to understand participatory governance.
	4) The example project which is complete.
4th Dimension	Innovation which is present for development and solves
The Innovation leads	the problem.
to development and	
solves the problem.	

Table 2.6 Awarded Provinces in 2011

Awarded Province	Awarded Project	The objective
1) Kalasin*	The extension of the New Agricultural Theory related to the Royal development project board.	To reduce poverty
2) Trad	Encouragement of the learning process and public participation in development projects; Public policy making, temporary jail, tree planting benefits.	To reduce poverty
3) Tak	1) The preservation of the community's architecture: Banchin municipality 2) One village, one Community. 3) The community's finance fund.	To reduce poverty

Table 2.6 (Continued)

Awarded Province	Awarded Project	The objective
4) Nakornpanom	1) Community's collaboration to protect against Dengue fever. 2) Encouragement of the villages to develop with community plan: Tambol Wen pra baht.	Health and Culture
5) Pattalung	1) The implementation of the provincial community's plan. 2) Setting community's finance fund.	To reduce poverty
6) Petchaburi	The encouragement of the sufficiency economic philosophy.	To reduce poverty
7) Mukdaharn	1) The implementation of the sufficiency economic philosophy.	To reduce poverty.
8) Ratchaburi	Encouragement to learn to be a sustainable community	To serve the community's needs
9) Roi-et	The best practice of water resource management at Nong - Kong	To reduce poverty
10) Lumphun***	1) We love Lumphun, to Gratitude of the land 2) Smile Lumphun	Development
11) Samutsonkram**	1) The encouragement of vegetable growing. 2) The encouragement to make compost.	To reduce poverty.

Table 2.6 (Continued)

Awarded Province	Awarded Project	The objective
	3) The harmony of new minor worker's way.	
12) Angthong	1) The encouragement of learning and sharing to reduce the cost of agricultural goods by biotechnology. 2) OTOP villages for tourisms	To reduce poverty.

From the monitoring and evaluation of provincial performances in participatory governance policy, in 2010 there were 24 provincial participants and the summary is as follows;

Excellence Awards:

In 2010, there were 12 provinces were awarded; Kalasin Tak, Trad, Nakornpanom, Pattalung, Petchabui, Mukdaharn, Roi-et, Ratchaburi, Lumphun, Samutsongkram and Angthong

Grant awards;

There were 3 provinces awarded; Khonkhan, Chantaburi and Nongbualumphu

Honorable mention Awards;

There were 3 provinces awarded; Chumphon, Trang and Udonthani

The lessons learnt:

1) The recipients of the Excellent awards were; small area, lower density of population, easy for administration but large in area and the project could be achieved, if the executive had the appropriated strategy.

2) The appointed governor could continue the work of the previous governor.

3) The citizens in the province were primarily voluntary associations that understood the participatory governance policy.

4) The activities were supporting the policy.

The significant points of participatory policy were;

The excellent in using participatory governance was achieved in different ways; using to create learning process, continuity between both the officer and the citizen; using society networks in administration; citizens solving the citizens' problems and using the sufficiency philosophy; using the community to be the center of interest, using a variety of methods of communication; developing the capability of citizens to devise community's planning and financing; using PG in provincial strategies and making peace.

However, each province had its own administration with similarities and differences depending on their contexts. And the officials and the executive were important, the community would be strengthened if they were all ready to work together and the citizens volunteered to work for society. The other benefit of the participatory policy is providing experience to citizens in learning to cooperate.

5) The 2013 criteria specifications of the awards

The latest criteria were developed in 2013, to use new measurements in 3 dimensions instead of the previous ones. These are;

Table 2.7 The New Measurements in 3 Dimensions

Description	
1st Dimension	<p>The performance of the public sectors</p> <p>1) Executive officers stipulate the:</p> <p>(1) Written Policy</p> <p>(2) Written processes for implementation by announcement and communication</p> <p>(3) Integrate and monitor policy and direction with PG</p> <p>(4) That there are mechanisms to support PG by stipulating the channels for public participation.</p> <p>(5) That there are structures and representatives to set the policy of public participation.</p>

Table 2.7 (Continued)

Description
<p>2) Executive officers give precedence to PG and allow the citizens to have independence when sharing their ideas without intervention them.</p> <p>(1) The governor and officers participate in planning the strategy for provincial development.</p> <p>(2) The officers summarize the citizen's demands and use PG to set the provincial directions.</p> <p>(3) The province stipulates the vision and strategy for provincial development initiated from the decision-making processes of all the people in the province, relevant to the province's direction.</p> <p>3) The province stipulates yearly plans, projects, or the objective plans from the acceptance process of the people in the province relevant to the province's direction and all related sectors.</p> <p>(1) There is a summary and priority of missions.</p> <p>(2) Use of plans and projects submitted by citizens for consideration in the province's annual development plan.</p> <p>(3) Use of plans and projects submitted by citizen to be included in the province's annual development plan.</p> <p>4) The province stipulates to set and use the database of civil and social sectors or others which are related to provincial development in consideration of building public participation.</p> <p>(1) There are surveys between the linked networks related to the province's development.</p> <p>(2) There are surveys to generate a linked network database related to the province's development.</p>

Table 2.7 (Continued)

Description
(3) There are surveys to create a linked network database related to the province's development which is updated with the latest information.
(4) There are surveys and a linked network database is created that is related to the province's development and is maintained with up-to-date data and illustrates the activities which have used the database for advantage.
* not lower than 2 examples
* more than 3 examples
5) The province stipulates the mechanisms to enable people or other sectors to participate in monitoring and evaluating the province's performance.
(1) There is set a mechanism that allows the civil sector and related sectors to participate in the evaluated process.
(2) There are commands or announcement to give an opportunity for the civil sector and related sectors to participate in the evaluation process in 5.1.
(3) There will be a committee appointed to monitor and evaluate the procedure which will include stakeholders from the civil sector, social sector, and related sectors.
(4) There are summaries and reports about the province performance at least twice time a year.
(5) There are the broadcasts to give the information to public.
6) The province stipulates the mechanism for supporting funds or personnel to run the procedure as a plan, project, and activities which are initiated from public participation and match the local citizen's demand.

Table 2.7 (Continued)

	Description
	<p>(1) There are roles to prior practice.</p> <p>(2) There are previous roles to practice and communication prior to funding and personnel support.</p> <p>(3) There are roles to practice and the commands or roles are disseminated to set funding and personnel support all.</p> <p>(4) There are mobilization funds and personnel supporting the projects, with plans in PG.</p>
2nd Dimension	<p>The facilitated processes to building participation</p> <p>1) Executive officers in the provinces have the procedures for province development by using the PG, both civil, social, and other sectors and integrate these procedures with related units.</p> <p>(1) The percentage of provincial units which have the procedures for province development by PG ideology and have integrated the procedure with other related units, and have analyzed the issues in provincial development and focused on the issues which are use to build PG.</p> <p>To compute by the quantity of public units which used PG / the quantity of total public units.</p> <p>2) Province stipulates the mechanism and channel for building PG as fixed and continuous.</p> <p>(1) The governor and the executive officers participate in the province's development planning process, by participating in meetings both regular and irregular.</p> <p>To be measured by the percentage of the number of meetings both regular and irregular.</p> <p>(2) The province summarizes the citizen demands and incorporates this into data to make a strategy for provincial development.</p>

Table 2.7 (Continued)

Description
(3) The province stipulates the vision and strategy for provincial development from the acceptance process of the province's direction.
3) The province has a public participation building process design in its strategy of provincial development planning using various methods, according to stakeholders.
(1) The province summarizes and prioritizes the plan and project from the local citizen's demands.
(2) The province makes plans, projects in the province's development from citizen's demands for consideration in the province's development and administration plan.
(3) The province sets a yearly development plan, submitted by plans or projects from civil sectors and includes a yearly province operation plan.
4) The process of setting the strategy of provincial development has various processes, including the linked networks.
(1) There is a committee sitting.
(2) There are various participants in setting the strategy of the province's development.
(3) There is the evaluation of the satisfaction of participants.
5) The province has a fixed value, paradigm and culture of organization related to PG.
(1) The province sets the learning of the operating process for design and role in value, paradigm and culture building in PG as fixed.
(2) The province sets the plan, project, training course in 5.1 to build the understanding of the officers to have the skills to facilitate PG building.

Table 2.7 (Continued)

Description
(3) The province sets the procedures to building the understanding to officers who have the skills to facilitate PG building.
(4) The province has the instruments to evaluate the officers which participate in training courses.
6) The province has examples which demonstrate the opportunity provided to allow people and stakeholders to participate in PG.
(1) The province shows the process to select the project as the best practice of PG.
(2) The province shows PG projects which are from initiative level to collaboration level and the integration procedure between the public, civil, social, and related sectors.
(3) There are the examples of best practices.
7) The province has a coded learning process and summarizes the performance in provincial development which gives the opportunity for people to participate at the collaboration level which leads to developing management innovation.
(1) The province has an evaluation process.
(2) The province creates a summary of performance.
(3) The province creates roles to encourage public participation in governance.
8) The province informs and shares information between public sector, civil sector and other sectors and expands the fixed practices.
(1) The province sets the mechanism or channel for operations.
(2) The province ensures public relation and information.

Table 2.7 (Continued)

	Description
	<p>(3) The province ensures public relation and information to increase the successes throughout all targets continually.</p> <p>(4) The province sets the evaluation of the process of communication by measuring the understanding of the people.</p>
3rd dimension	<p>The civil sector strength encouragement.</p> <p>1) There is the understanding and encouragement of skills to strengthen the performance of civil, social, and related sectors in PG.</p> <p>(1) The province creates roles for research and practice to make a plan or activity for learning skills to strengthen and improve the performance of civil, social, and related sectors in PG.</p> <p>(2) The province sets plans, projects, and training courses for that purpose.</p> <p>(3) The province runs and participates in the activities to make for improved understanding.</p> <p>(4) The province evaluates the activity of participants.</p> <p>2) There are community, municipal leaders and local specialists involved in creating roles as the trainers for PG.</p> <p>(1) A percentage of the community, municipal leaders and local specialists who can train PG, identify local training needs.</p> <p>3) There are procedures which show the interaction between province official units and the civil sector or stakeholders in a multilateral character, for the province's development strategy.</p> <p>(1) There are surveys and analysis of the demands of civil, multilateral networks in interactive activities.</p> <p>(2) There are activities to create interaction between sectors.</p>

Table 2.7 (Continued)

Description
(3) There are activities run to monitor the development between sectors.
(4) There is an evaluation of the successful activity.
4) The province builds value and motivation to encourage and strengthen all networks.
(1) There are activities to identify the good procedures of networks.
(2) The province selects good projects which have good procedures from any networks in the province.
(3) The province summarizes the outputs from networks.
(4) The province expands and shares knowledge from the output of networks.
5) The civil sector and other sectors are given the opportunity by the province to participate in the province's plans, projects, or management from involvement level or higher. The percentage of participation rate, is to be calculated by the quantity of civil or other sectors which are stakeholders who participated divided by the total number of people from civil or other sectors who are stakeholders.
6) Satisfaction's measurement.
(1) The level of the satisfaction of civil and other sectors. The percentage of people's satisfaction, is calculated by the quantity of satisfied people who participated divided by total number of people in the province.

2.8 The Factors of Successful Cases

From the lessons of previous practices, 2009-2013 and using the excellent implementations, the OPDC conclusions resulted in finding key success factors. OPDC finds that there were 15 factors; leadership, trust in the leader, the understanding of PG and mutual adherence, all sectors pay attention to PG policy, network and integrated working systems and processes, sufficiency economic philosophy, practical, the public administration related to the citizens' ways and demands, resource mobility from public sector, the participation of all sectors, attitude to working as a routine and continuous for effective output, learning together, using social capital, effective internal communication, having shared values and coming from sufficiency economic principle and belief in teamwork.

The OPDC believed that the outputs from the program demonstrated that cooperation enhanced the learning processes to public and civil sectors when PG was used by the administration.

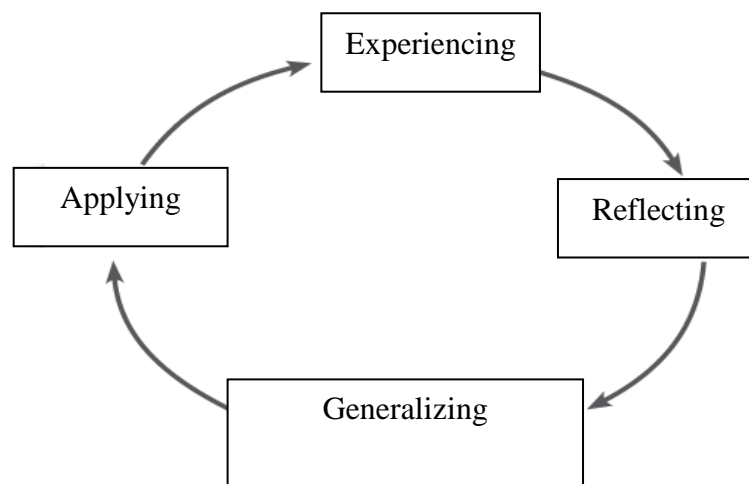


Figure 2.3 The Circle of Learning Processes

2.9 Summary

Successful public participation, in this study, which are the best practices, are the Excellent awarded provinces in participatory governance in the provincial administration.

There were many issues which drove PG policy, to make a better relationship between the public sector and citizens. The significant issue was the failure of the traditional public administration which was insufficient to meet citizen's demands. There were an increasing number of revolts and protests. So the government, in 1997, prompted by the situation, allowed citizens to gain more control of the public sector. This has consequently emerged as driven by the OPDC.

Although PG was emerging, it conformed to the foreign idea. The core concept is the policy which emerged to make better relationships between the public sectors and citizens. As the government became more liberalized, had a convergence and improved public service delivery, the policy was able to build the trust and foster a better relationship between the state and citizen, including sharing ideas, joint ventures and co-beneficiaries and to greater openness. Everyone needs good governance.

CHAPTER 3

LITERATURE REVIEW

3.1 Introduction

This chapter is intended to provide an overview of some of the theories which have been put forward as a means of understanding and appraising participation structures and practice models. In order to explain the origin of participation theory, how it can be used in governance, and in developing countries, how it can become a Participatory Governance policy to establish a relationship between the state and citizens. Comparisons are done with the use of with case studies. These are concluded in the findings from studying the literature reviews and related documents as;

The context of community; the characteristics of successful public participation; the factors of successful public participation; the strategies of successful public participation; the consequences; the approach of research methodology and finally, the conceptual framework of the research.

3.2 The Context of Local Community

Background in Western Countries

3.2.1 USA

Public participation is a social theory that is it is related to social capital. Firstly, in the context of the initiating country. The U.S. is a country that is characteristic of the nature of public participation. From its history, in 1840-1849, there was the era of expansion of The U.S.A. hundreds of the white settlers journeyed across the Mississippi river, heading for the west to seek a better life. This was because of the trouble and the poverty after the Civil War between the Northern

government and the Southern forces in 1861-1865. The people (pioneers) ventured into the land from the North to the West of the country where the Europeans had not previously dared to go because there was only arid land and the indigenous residents, who were not familiar with Europeans.

Meriwether Lewis and William Clark, two famous explorers, succeeded in traveling from the east of country to the Pacific Ocean on the west coast of North America, by the will of the, then, president Thomas Jefferson. Involving citizens in the governance process is rooted in the Jeffersonian tradition of American politics. Jefferson advocated locally based, bottom-up government that was responsive to citizens, and he viewed citizen apathy as dangerous to civic health. (Berner, 2001)

More people headed for the West. There were two kinds of people, ones who wanted to earn and own their own land, and the other kind were the criminals who were running from the law. Sixty years later, they had created the frontier in the western boundary, that increased the amount of spaces in the now integrated country of U.S.A.

In this situation, the Americans (the pioneers), entered the frontier and developed the area. The pioneers needed to join groups to rely on each other for survival. In 1867, not only had the railway expanded into the west but the livestock business had also expanded from the central to the western areas. But because the western lands were often far from central government institutions and were prosperous but lacked officials, then people needed to carry guns to defend themselves. Additionally, they often joined groups and relied on the interest groups, or sometimes relied on the influential locals to protect or help them.

The pioneers required that their government help and support them to provide items and services needed to sustain their lives. At that time their requirements were simple, such as; roads, railways or highway and representatives or laws. So that was one reason why public participation is the natural character of the U.S.A. It is not only the U.S.A. that has this character but also other countries which were frontier countries, such as, Canada and some European countries (Siisiainen, 2000) and Australia (Aulich, 2009).

One of the factors that pushed the people to join in the interest groups was to share the rights to access common goods and resource management in the land

(Wengert, 1985). The U.S.A. is a very large country, that could be divided to “States” to be governed. When the people had settled and the lands became towns and local cities, they would be more interested in local government policies than the state policies because these more closely influenced their lives.

3.2.2 Canada

In Canada, they were using participatory governance to build public participation by the government over a hundred years ago. This was being performed by the policies at the local government level to state level, like the U.S.A. The Canadian government had the objectives, to build public participation in the decision-making in matters of public policies. Focusing on the benefits of; 1) that will gain more agreement, more involvement from citizens, and greater acceptance for any projects 2) to reduce the tension in policy making and 3) to increase the opportunities for success in policy making. 4) to reduce cost and 5) it is the better way to make policy because the people, who are the stakeholders, know better what is suitable for them.

The Canadian government is the leader in the use of participatory governance, for the reason, at least in theory, that citizen participation is valued and beneficial to the government. Therefore, the government is trying to accomplish two main goals when they involve citizens: 1) to inform the public of government decisions and 2) to involve the public in government decision making (Berner, 2001).

3.2.3 Australia

In Australia, the gold rush in the South Australia state and the central of Victoria State brought many pioneers into Australia. The wealth from gold and wool caused massive investment in Melbourne and Sydney in 1880, the two cities have since become modern cities. Generally, the Australian citizen pays attention to the policies of the local governments.

The government in Australia have undergone continuous reform. The past two decades have represented the most significant set of changes since federation in 1901, with the transformation of the public sector being both swift and dramatic. In the local government sphere, reforms have been comprehensive at management,

legislative and structural levels, and have focused on two primary agendas: first, the improvement of the management of resources and second, governance issues – especially the redefinition of roles and responsibilities of the various actors in the local spheres (Aulich, 2009).

The recent resurgence of policy interest in more engaged, collaborative and community focused public policy and service delivery is evident in the international context, particularly in the United Kingdom and the European Union. The Blair ‘New Labour’ government in the United Kingdom has popularized several reforms centered on the ideas of ‘devolution’, ‘stakeholders’, ‘inclusion’, ‘partnerships’ and ‘community’ in responding to social exclusion and the disadvantaged. The notions of citizen participation and engagement, particularly in the context of the spatial dimensions of public policy, have had a considerable (if intermittent) history in Australia. In recent times, the Howard Commonwealth government has shown some interest in the notions of social capital, community, and participation as important, but often undefined the components of welfare reform, rural policy, and natural resource management.

From the report of IAP2 in 2012, this national perspective of Australia is also increasingly being reflected in state jurisdictions where a range of community-building, citizen engagement and joined-up government strategies have been developed. While the primary focus has been on state governments, the role of local governments should not be excluded. Human service planning, community development activities and citizen participation in land use planning are increasingly seen to be important directions for local government.

3.2.4 Thailand

In Thailand, in the time before the era of King Rama 5th, the country’s method of governance was absolute monarchy, but even at that time power was decentralized from central to local government. These local governments were created from any colonies which had a governor who governed each city and had the duty to pay the tribute to the capital.

Up until the early period of King Rama, the fifth’s reign, governance still was the traditional style as before. Thais lived in the groups or clans in their villages. This

was to strengthen the clan and the Thai culture. People helped each other in business in their community, to govern the members of the community and collaborated with each other to develop their community. The villages and the communities were governed by the local government. The power of governor was great because they were largely autonomous of the central government's control.

In the middle of King Rama 5th reign, there emerged the new method of governing. In 1874 the King created a privy council, copied from the European tradition, to help him rule his Kingdom. And his majesty made a new structure of government by dividing it into ministries, sub ministries and the departments. The ministry of the interior reported directly to the King and had the authority to appoint the provincial governors from the central government for each province. This was the strategy to reduce the power of the local rulers of the cities.

The government, by dividing into ministries, sub ministries and the departments reduced the collaboration from the residents in communities. Therefore, the social capital of any community became weaker. They may still collaborate but not as strongly as before. The people gave up developing their communities which was an important issue. Though, there were also other reasons such as; the community was restricted by a lack of a budget or a lack of authority from the central government. Social capital was also weak in conjunction with the local government. Even up until recently, the role of the government had not changed from at that time. This history is to provide a background to demonstrate the need for participation as a sign to show that social capital was strong before and how we can use the role of social capital to study the problem or lack or success of public participation (Jintana Amornsangaunsin, 2005).

3.3 The Characteristics of Successful Public Participation

3.3.1 Introduction

This is one of the protocols that can be used for the administration of the country. Participation in social science refers to different mechanisms for the public to express opinions and ideally exert influence. Participatory decision making can take place in any realm of human social activity, including economic. After World War II

public interest was a myth only to be found in the minds of the masses. Public participation must also pass the test of public interest. Therefore there is a need for a theory of participation which can be related both by normative and empirical conceptions of the democratic system and integrated with American pragmatic experience. For years, participation as policy, like most policy choices, was a normative conclusion - a goal to be sought (CAG Consultants, 2011).

A useful definition of public participation is that adopted by Stocker for ‘political participation’; members of the public ‘taking part in any of the processes of formulation, passage and implementation of public policies. This is a wide-ranging definition, which extends the emphasis of public participation beyond the development of the policy, to decision making and implementation.

The difference in meaning between “public participation” and “citizen involvement” is, “public participation” is the process by which a public concern’s, needs and values are incorporated into governmental and corporate decision making. It is a two- way communication and interaction, with the overall goal of better decisions that are supported by the public (Creighton, 2002). The “public participation” concept focuses only on why the government officials are the key personnel to make decisions.

By the same definition, the World Bank explains that “participation” is “a process” through which stakeholders influence and share control over development initiatives, decisions and resources which affect them. “Participation can take different forms, ranging from information –sharing and consultation methods, to a mechanism for collaboration and empowerment that gives stakeholders more influence and control (World Bank, Operations Policy Department, Learning Group on Participatory Development, 1994). Participation has an empirical value as measured by the levels of citizen involvement.

Then “citizen involvement” or “engagement” is an objective in the participation process; this policy needs people to be involved.

3.3.2 Levels of Public Participation

The theory of public participation has been a source of debate in USA since, at least, the 1960s. The participation phenomenon may be worldwide, but its meaning,

role and function vary from culture to culture and political system to political system. It also evident that the reasons for seeking more participation vary, depending on the perspectives from which the subject is approached, the institutional, political, economic context, and the personal interests and points of view of those opposing as well as of those supporting participation (Wengert, 1985).

Generally, the phase “participation” and “citizen involvement” has many meanings and connotations, depending on the situation to which it is applied and the ideology, motivation and practical orientations of the user.

3.3.3 Arnstein’s Ladder of Participation

A well-known theory of public participation is Arnstein’s ladder of participation (Arnstein, 1969), the particular importance of this work, stems from the explicit recognition that there are different levels of participation; from the lowest- manipulation and therapy of citizens - through to the higher levels, as follows, informing, consultation, placation, partnership, delegate power, and to citizen control which we might now view as genuine participation that Arnstein studied from American policies, corresponding to the extent of citizens' power in determining the end product.

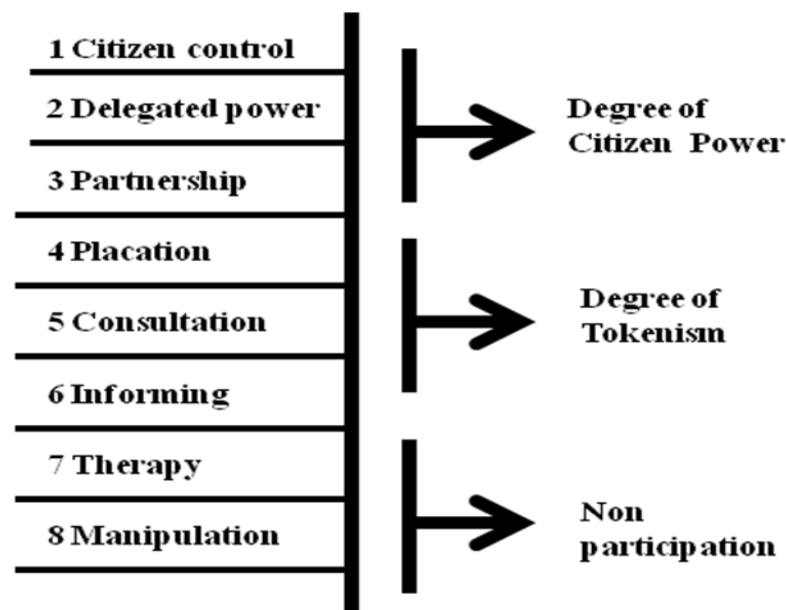


Figure 3.1 Arnstein’s Ladder of Participation

Arnstein explained that the lowest level of the ladder is non-participation, manipulation, and therapy. Manipulation is considered to be when the citizens do not have power and there is one-way communication i.e. the government makes all decisions. For the next, “therapy”, Arnstein explained, interestingly, that the have-not citizens not only have no power but they are also mentally sick and need to cure the “powerless” syndrome. This policy is dishonest and arrogant.

The tokenism level is to allow the have-nots to be heard and to have a voice, “Informing”, to inform citizens of their potential responsibility. They can be more impartial as a first step towards legitimate citizen participation. “Consultation” means inviting citizens’ opinions, similar to informing, but if consulting them is not combined with other models of participation, this rung of the ladder is still a sham since it offers no assurance that citizen concerns and ideas will be considered. The most frequent methods used for consulting people are attitude surveys, neighborhood meeting, and public hearing.

The next rung of tokenism is “Placation” which allows the have-not citizens to provide advice but the real power holders maintain the right to decide.

The highest level, “Citizen power”, has three rungs. Firstly, “Partnership”, where they agree to share planning and decision-making responsibilities through such structures as joint policy boards, planning committees and mechanisms for resolving impasses. Partnership will be work if the citizen leaders are accountable.

Secondly, “Delegate Power”, to resolve differences, power holders need to start the bargaining process rather than respond to pressure from the other end.

Finally, “Citizen Control”, where no one in the nation has absolute control. People demand the degree of power (or control) which guarantees that participants or residents are able to govern a program or an institution, and be able to negotiate the conditions under which “outsiders” may change them. For the last rung of the ladder, “Citizen Control”, even scholars have found it difficult to identify the control. And to the headline reading public, it is simply bewildering.

The limitations of Arnstein’s Framework are obvious. The steps represent a wide range of experiences, for example, at the level of ‘informing’ there could be significant differences in the type and quality of the information being conveyed. Therefore, levels of participation are likely to reflect a more complex continuum than a simple service of steps (CAG Consultants, 2011).

The use of a ladder will be to imply that more control is better than less control, therefore, increased control may not always be desired by the community and increased control without the necessary support may result in failure.

Arnstein's ladder is a principle which has been adapted to the other models. This will be helpful in understanding the IAP2 Spectrum and the measurement of public participatory administration.

In conclusion, any project will involve a mixture of interests which change over time (White, 1996). Various commentators have redesigned Arnstein's model. The Burns et al model, modified Arnstein's ladder of participation to his "ladder of citizen empowerment" This incorporates more details than Arnstein's ladder, Burns' "ladder of citizen empowerment" (Burns et al., 1994) attempts to incorporate the degree of participation and quality of engagement.

While Wilcox's ladder has five rungs that reflect various aspects of user involvement: deciding together (Wilcox, 1999), acting together and supported independence. Wilcox's work has arisen from the UK regeneration context and reflects a philosophical progression. In participation, there different levels of participation that are acceptable in differing contexts and settings, power is not always transferred in an apparent participation process, but the process still has value. As opposed to Arnstein's ladder, Wilcox had accepted a ladder that does not have a "citizen control" level (Wilcox, 1994).

3.3.4 IAP2 Model

In 2000, IAP2 developed a public participation model, "The spectrum of participation." The International Association for Public Participation's (IAP2, 2002) spectrum describes increasing levels of public impact: from information dissemination to an empowered citizenry (Carson & Hart, 2005), as in Figure 2.2.

3.3.5 Active Participation Framework: OECD

The Organization for Economic Co-operation and Development (OECD) in 2001, developed a framework for conducting comparative surveys and country case studies. This was developed by the OECD's Public Management Service (PUMA) Working Group on Strengthening Government-Citizen Connections (OECD, 2001). The framework defines information, consultation and active participation in terms of

the nature and direction of the relationship between a government and its citizens. There are 3 levels of citizen involvement and influence on policy-making (OECD, 2001);

Information: a one-way relationship in which a government produces and delivers information for use by its citizens. It covers both “passive” access to information upon demand by citizens and “active” measures by government to disseminate information to citizens. Examples include: access to public records, official gazettes and government websites.

Consultation: a two-way relationship in which citizens provide feedback to the government. It is based on the prior definition by the government of the issue on which citizens’ views are being sought and requires the provision of information. The government defines the issues for consultation, sets the questions and manages the process, while citizens are invited to contribute their views and opinions. Examples include: public opinion surveys and comments on draft legislation.

Active participation: a relation based on partnership with the government, in which citizens actively engage in defining the process and content of policy-making. It acknowledges the equal standing for citizens in setting the agenda, proposing policy options, and shaping the policy dialogue- although the responsibility for the final decision or policy formulation rests with government. Examples include: consensus conferences and citizens’ juries.

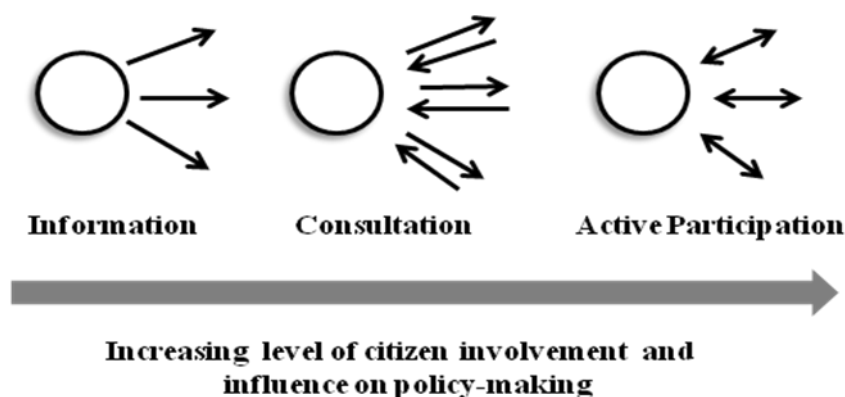


Figure 3.2 OECD Model

Source: OEDC, 2001.

3.3.6 Comparison of the Three Models of Participation

Worldwide, the policy makers will be recognizing three models of participation; The Arnstein's ladder of participation by Sherry Arnstein, the Spectrum of Public Participation by IAP2, and the Active Participation Framework by OECD. The following drawing compares the three models.

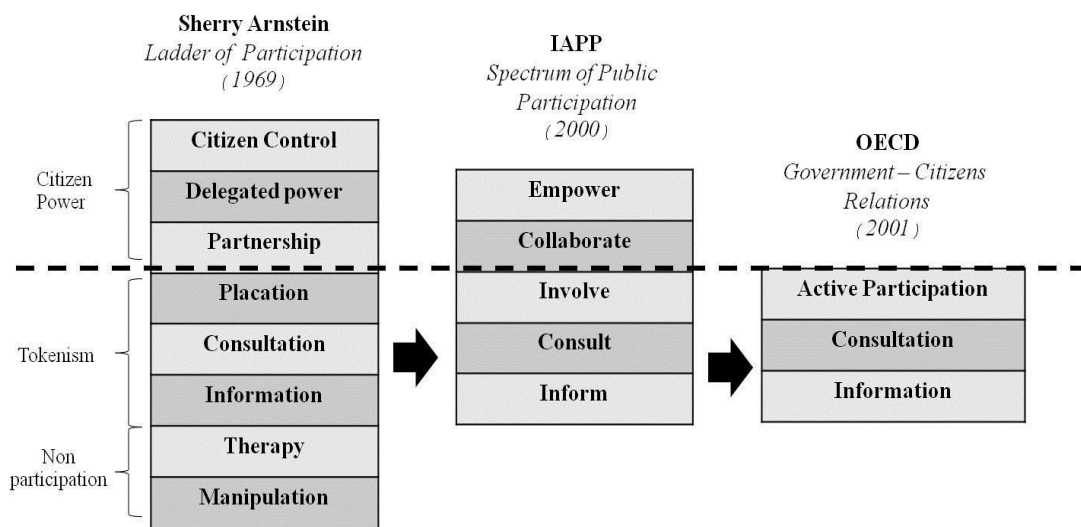


Figure 3.3 Comparison of the Three Models

The divided areas show the mean for the acceptance of a maximum level of participation, which is “to accept and plan for transfer of power and control”, which restates that “We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback as how public input influenced the decision.” (International Associate Public Participation, 2002)

3.4 Factors for Successful Public Participation

Social Capital

Social capital has three components: moral obligations and norms, social values (especially trust) and social networks (Putnam, Robert, & Nanetti, 1992). If a region has a well-functioning economic system and a high level of political

integration, these are the result of the region's successful accumulation of social capital.

Another scholar, Adam, also writes in the same spirit: "The emphasis in modern societies is on a consensus based on interconnected networks of trust - among citizens, families, voluntary organizations, religious denominations, civic associations, and the like." (Seligman, 1997).

Similarly, the very "legitimacy" of modern societies is founded on the "trust" of authority and governments as a "generalization". The same kinds of voices are heard among proponents of American communitarianism. The ideas of social capital are to a large extent – a continuation of a current within the American theory of pluralism. They are also reminiscent of functionalist conceptions of social integration from the 1950s and early 1960s. The theoretical contributions of the Putnam concept and the problems that arise about it are discussed in the paper. The paper starts with an examination of the three components of Putnam's concept of social capital (norms and obligations, trust and social, networks and especially voluntary associations).

The concepts of social capital and trust are directed to questions about mechanisms that strengthen the integration of the values of society, and of solidarity and togetherness; and that creates a consensus and sustains the stable development of society (moving towards an equilibrium). As already noted, it is difficult to deal with conflicts or opposing interests using Putnam's approach, or struggles about the stakes in different fields; forms of power or violence; and forms of domination and deprivation. Trust - in the Putnam sense of the word has no place in Bourdieu's theorization. In those areas where the two approaches overlap (e.g. social exchange, recognition/trust), the visual angles adopted are almost oppositional. From the concepts of the two famous scholars, Bourdieu and Putnam, Bourdieu focused on the structural dimension (Bourdieu, 1983) that meant, the standard unit; linking pattern and social organization in community. But in content dimension meant the normative patterns, trust, togetherness, and other variables to coordination.

So that, in theoretical terms, participation is an outcome of the social capital in a community. Only the community which has strong social capital could build citizen participation. The theory of participation is also related to other social theories.

To explain:

1) Leadership

Leadership of the leader in the group, this leadership will lead the people to collaborate with a willingness to achieve their goals.

2) Mass Persuasion Perception

Mass persuasion theory, from Maslow, means both saying or writing to make the belief or action. The leader should know the way to lead with a focus on the people's motivations.

Administration over method; the government will be use the administration to build collaboration by laws, roles, or protocols. At the national level, the participation is related to; National morale theory; the way in which the people in a community use to participate and which is a positive attitude.

Nationalism: the theory which relates to a factor which leads to participation, by creating a sense of nationalism i.e. the values based on the interests of the nation and to be the satisfaction of national honor and national ties (Akin Rabibhadana, 2014).

3) Power

Recent decades have seen the flowering of the empirical social theory. The normative theory as a pragmatic experience study has a fixed government and government processes, and references to those are made in an attitude spectrum of theory. The idea of citizen involvement and participation might be a benefit for specific attempts to relate them to the social theory.

From the change of belief, that the Founding Fathers held, to no fully articulated philosophy of government the scientific study of politics has attempted to develop a different way to order or explain processes and phenomena.

Therefore, American politics have been introduced to provide a backdrop for a review of politics in governmental processes.

Because of the belief is that participation is an important thing for governments to build and they must use the processes to build more citizen involvement. The government uses the process of the decentralization to create citizen involvement.

Using Wengert's exploration (Wengert, 1976), there is the following exploration of participation;

Participation as policy: An idea of a "right" to change the decision-making process to be not only "a single voice."

Participation as strategy: to accomplish other unstated or stated objectives. The way to manage change to, "power to the people" in a power relationship and not by revolution.

Participation as communication: To have more participation to improve information inputs into administration decisions. To solve the problem of a "bad" decision for people from a bureaucrat specialist, the better way is for people to make decisions by themselves. In this view, the policy makers should consider how to deal with dissent or with minority groups that are usually minimized and the importance of making choices and of determining how cost as well, as benefits, will be allocated maybe over-looked.

Participation as conflict resolution: Participation can contribute to conflict resolution only in highly structured situations with institutionalized procedures and be able to accept unfavorable decisions.

Participation as therapy: This meaning, from the US, is a social therapy that has been articulated about. The so-called "War on Poverty", on the premise that the urban poor are alienated from society. Opportunities for them to be involved in decisions with respect to programs which affected them were provided as a cure for this "social disease".

In US, variants of this approach have emerged in college campuses, leading to student involvement in academic decisions.

Political philosophy has studied the problems of relationships of government to the governed. Participation is the relation between the state and the citizen. These are concluded in two additional theories; firstly, the theory of the representation, which is the policy makers who seek for to formulate a political theory only, so participation is a way in which they seek to gain voting strength. And secondly, the theory of power in which political philosophers have been fascinated by issues of social and political power- the influence by some over the behavior of others. Concepts of public participation could benefit from efforts to relate them to theories of political and social power.

The following aspects would seem to be of relevance:

Firstly, the seizure of power: that was developed from French Revolution in 1789, “Power to the people” when the political situation is fluid, public participation, or citizen involvement, can become a revolutionary force seeking the redistribution of power.

Secondly, the community power: during 1920-1930’s, “middle town America”, found that the failure to deal explicitly with its issues were related to the community’s power structure when somebody was “The Influential” or power broker.

Finally, in community power, elite controls maybe inferred from certain formulations of how community decision are made.

3.5 Strategies

3.5.1 Participatory Governance

The relationship between the public sector and citizens will be explained in detail in this following chapter. The outline is based on PG in Thailand and, following this, examines how ‘participation’ has been constructed within a participatory policy, using examples of provincial areas and the best practices in successful projects, which have been implemented in the managerial framework.

In general, participatory administration consists of institutional processes that allow citizens to exercise their voices and vote, which then results in the implementation of public policies that produce some form of change in citizens’ lives (Wampler & McNulty, 2011). Those results show that the citizens are engaged in public venues, thus allowing them to be involved in policy formation, selection, and oversight.

The inclusion of citizens in state-sanctioned venues means that they are now in constant contact with government officials. These institutions thus generate new forms of interactions among citizens as well as between citizens and government officials.

Another is when Participatory Governance does not divorce participants from their local political environment; rather, these programs are specifically designed to give interested citizens the right to reshape local policy outcomes.

3.5.2 Consensus in Decision Making

To provide due process, protecting minority views, establishing responsibility and responsiveness, seeking equity, and striving for the public interest. One man-one-vote, the simple statement for majority decision isn't determined by those shouting loudest for participation, which have generally been minorities.

3.6 Consequences

3.6.1 Sustainability

By the policy, civil society and citizens both have the perspective view that the government should manage local areas by democratic governments, which give regard to citizen participation to increase social tensions and strength and for sustainability. These is the long-term prospects of democracy through dialogue and involvement building at the municipal level. Citizen participation was also seen as a way of better decision making, introducing greater transparency into municipal resources allocation to better reflect the broad interests of the population (Wampler & McNulty, 2011).

There are two criteria for evaluating participatory governance, which are important for social capital to the healthy functioning of the administration, politics and economy that have gained publicity. Participatory governance might be valuable if it builds up social capital (Putnam, Robert, & Nanetti, 1992).

Table 3.1 Summary of Public Participation Literature

Author	Finding	Context of the Study	The Way to Use the Public Participation
Arnstien, 1969	The level of public participation was the scale to measure the relationship and characteristics of public participation.	Public services in USA.	Public participation could be better with more control than less control but is dependent on the desire of the

Table 3.1 (Continued)

Author	Finding	Context of the Study	The Way to Use the Public Participation
			community with required control with necessary support.
Wengert, 1976	Explained the initiation of public participation in USA. to support the principle of people centric policies.	The theory of development for natural resource management in USA.	It was better for collaboration between the people and the public. It was better to empowerment.
Akin Rabibhadana, 2014		Thai community's context	The participation of people in the community impacted on the achievement of the development.
Putnam et al., 1992	The importance of social capital in development management. Social capital has 3 components; norms, social value, and social network.	The exploration of social capital in an Italian community.	The strength of the community was from social capital and social capital could support collaboration.
Burns et al., 1994	The level of citizen empowerment was the scale to measure the attempt to incorporate the degree of participation and its quality.	Public services in USA.	Added the degree of engagement of the people.

Table 3.1 (Continued)

Author	Finding	Context of the Study	The Way to Use the Public Participation
Wilcox, 1994 & 1999	The different ideas of 5 rungs of a ladder of public participation, with a requirement of apparent participation process.	The UK regeneration context	His ladder did not have the level of “citizen control” rung.
White, 1996	The tactics of public participation.	The practices of public participation with the stakeholder demands in USA.	Using a mixture of interests by change management.
Seligman, 1997	The emphasis in society on consensus based on interconnected networks of trust.	The American context	To discuss the three components of Putnam’s concept of social capital by examination. Problems of trust, between the government and the communities, was a sample in the context of the American communities.
Siisiäinen, 2000	The concepts of social capital and trust	Compared study of Bourdieu versus Putnam	Different structural approach of social capital.
OECD, 2001	Active participation framework is a relationship based on partnership with	The principle for policy makers in the world.	Only three models are needed to evaluate the relationship for any

Table 3.1 (Continued)

Author	Finding	Context of the Study	The Way to Use the Public Participation
	government of policy making.		policy makers.
IAP2, 2002	The spectrum of public participation describes increasing levels of public impact from information dissemination to an empowered citizenry.	Case studies for many member countries around the world.	To be the principle for practitioners around the world.
Creighton, 2002	The difference of “public participation” and “citizen involvement”. The practices of public participation.	The example of public participation projects in many countries.	A practical guide to designing and facilitating public participation in environmental and public policy decision making. Written for government officials, public and community leaders, and professional facilitators
Jintana Amornsanguansin, 2005	The sample had community social capital embedded in the structures of community and used for natural resources management	The local community in Northern Thailand	The strength of Thai’s local community and the social capital

Table 3.1 (Continued)

Author	Finding	Context of the Study	The Way to Use the Public Participation
Aulich, 2009	The achievement of using public participation	The implementation of local government management in making service delivery policy in Australia.	Using public participation in policy making
Bidhya Bowornwattana, 2010	The transformation of the Thai bureaucracy to NPM.	Thailand's politics	NPM for Thailand's public administration.
Berner, 2001	Public participation is the good thing for both citizen and government.	The implementation of local government management in budgeting in Canada.	Using public participation in budgeting management.

3.7 The Approach of Research Methodology

3.7.1 Qualitative Research Design Using the Grounded Theory Approach Could be Implemented in the Study

This section explores the use of qualitative methods in policy evaluation. In this section, we examine when and how to use qualitative methods in evaluation. The reason for examining qualitative methods is because the research questions in this study require qualitative approaches to study. As an implementation study, this study also has an evaluation component, which requires qualitative approaches to inquiry. Additionally, to review qualitative approaches with grounded theory methods provides a better understanding to inform the research methodology.

3.7.2 Documentation

policy evaluation has the history of evaluation three times from 2008-2013, and there are some Best Practices which received the awards in each of these three

times. Those are of interest to analyze their continuum. This study will use the latest of those awarded in 2013 to study.

3.7.3 Use of Case Studies

That is the best way to analyze the success, case studies are used in evaluation as approaches to documentation.

3.7.4 Interviews

The interviews are the core methodology of this study, the interviewees are divided to 2 or 3 groups; the executives in mission and the people who were involved in the mission and the civil society they related to.

3.7.5 Observations

Both direct observation and participation observation.

3.8 Conceptual Framework

3.8.1 Introduction

Literature shows that policy implementation success can be caused by interrelated factors. As shown in figure 8., the heart of this research is to analyze the factors affecting successful participation. Actual policy delivery with regards to bureaucratic capacity and resources, as well as contextual realities with the social capital in the community, are the main components that can influence the implementation of the relationship to build public participation to a higher level of participation.

The purpose of this study is to analyze the success factors affecting public participation by analyzing the provinces which were awarded the excellence awards for participatory governance in each year. The design of the conceptual framework needs to consider the evaluation process, the criteria for success, the critical factors which are both common and specific factors, and the connections between the level of participation and the mission.

Variables selected from the literature are those that are core to policy success, particularly in the common and specific factors. The variables are based on the logical relationship.

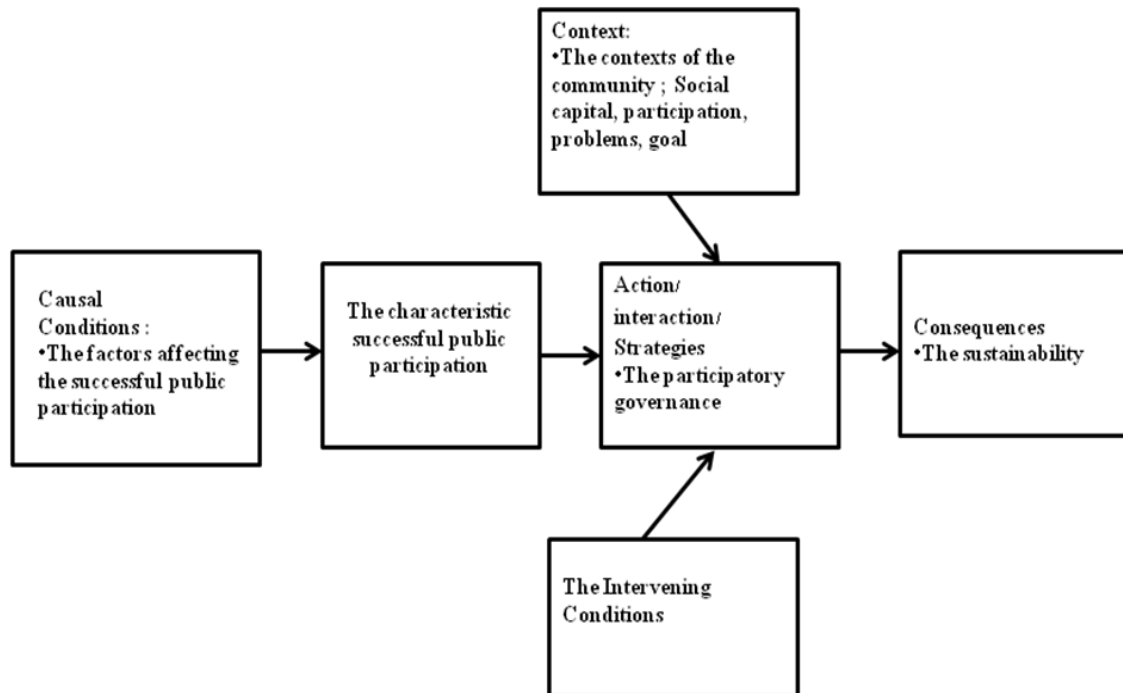


Figure 3.4 The Theoretical Generation Model of Successful Public Participation

Source: Strauss and Corbin, 1990.

3.9 Summary

This study is to understand factors that influence the participation of the public, civil, and social sectors for success.

CHAPTER 4

RESEARCH DESIGN, METHODOLOGY AND FINDINGS

This was a qualitative study using case studies and grounded theory methodology as methods to investigate the thesis. Grounded theory can explain factors in the social world (Glaser & Strauss, 1967) systematically. It meets the need for more middle-range theories. Grounded theory uses data collections related to social research, for example, the in-depth interview, participation observation and focus groups, therefore the data would give the description of social elements in all dimensions. This collection is necessary to use narrative descriptions, human experience and social statements. Detailed description is the way to understand the meaningful experiences and events in order for the researcher to be able to interpret the factors clearly. In this research grounded theory was used to conduct objective research to define the theoretical models by studying the elements of successful public participation in Thailand by understanding the factors of successful projects.

4.1 Research Design

4.1.1 The Purpose of the Research

The purpose of this study is to bring the knowledge, which is an element of the study, by analyzing contextual factors influencing three sectors; the public sector, the civil sector and the social sector that participate in the public projects. With a view to creating the successful model of successful public participation. This research question also requires the factors affecting the successes.

The factors; this study wants to know what basic factors influence successful public participation? There were many participatory projects which happened with the public but not all of them were successful, and each project was different from one another. Is the basic factor of successful participation identical to or divergent

from to influencing the three sectors to participate?

4.1.2 Research Design

This research is a qualitative research design. Qualitative design fits this study because the study requires an analysis of the area of social life - the backgrounds, interests and broader social perceptions (Holliday, 2007). Qualitative research does not pretend to solve the problems as the quantitative research does, rather qualitative research tries to seek the ways to reduce the effect of uncontrollable social variables, it investigates them directly. Qualitative research has an important place because not everything about human beings can be understood by measurement, or laboratories (Joubish, Khurraam, Ahmed, Fatima, & Haider, 2011). Nevertheless, this study will provide explanations based on the interpretation of relationships. Since this study focuses on the factors which influence participants, and needs to gain more insight into people's attitudes, behavior, value systems, concerns, motivations and aspirations (Joubish, Khurraam, Ahmed, Fatima, & Haider, 2011), a qualitative design provides the best approach for the study.

4.2 Research Paradigm

Research has been explained as a systematic investigation (Burns, 1997) or inquiry whereby data is collected, analysed and interpreted in ways in an effort to "understand, describe, predict or control an educational or psychological phenomenon or to empower individuals in such contexts" (Mertens, 2005, p.2). The argument that what was relatively simple to define thirty or forty years ago has become far more complex in recent times with the number of research methods increasing dramatically, "...particularly in social or applied sciences..." (O'Leary, 2004). It has been suggested, however, that the "exact nature of the definition of research is influenced by the researcher's theoretical framework" (Mertens, 2005, p.2) with theory being used; "to establish relationships between or among constructs that describe or explain a phenomenon by going beyond the local event and trying to connect it with similar events" (Mertens, 2005).

This study is utilized constructivism and interpretive models as the research paradigm in order to construct the theory and knowledge. The interpretivist and constructivist paradigm grew out of the philosophy of Edmund Husserl and Wilhelm Dilthey's, and other German philosophers' study of interpretive understanding called hermeneutics (Mertens, 2005). Interpretivist and constructivist approaches to research have the intention of understanding "the world of human experience" (Cohen & Manion, 1994), suggesting that "reality is socially constructed" (Mertens, 2005). The interpretivist and constructivist researcher tends to rely upon the "participants' views of the situation being studied" (Creswell, 2003) and recognizes the impact on the research of their own background and experiences. Constructivists do not generally begin with a theory (as with post-positivists) rather they "generate or inductively develop a theory or pattern of meanings" (Creswell, 2003) throughout the research process. The constructivist researcher is most likely to rely on qualitative data collection methods and analysis or a combination of both qualitative and quantitative methods (mixed methods). Quantitative data may be utilized in a way, which only supports or expands upon qualitative data and effectively deepens the description.

Readers are advised by the literature that research, which the interpretivist and constructivist paradigm, generally operates using predominantly qualitative methods (Silverman, 2000; Burns, 1997; Cohen & Manion, 1994).

4.2.1 Qualitative Ontology & Epistemology

The qualitative researchers assume multiple and dynamic realities that are context-dependent. Therefore, qualitative researchers embrace an ontology that denies the existence of (or at least the efficacy of arguing for the existence of) an external reality. By external reality, we mean one that exists outside and independent of our interpretations of it (Searle, 1995). As such, qualitative researchers value the participant's own interpretations of reality. These individual interpretations are deeply embedded in a rich contextual web that cannot be separated and generalized out to some mass population. The importance of context when examining a subject, participant or even one's self.

The qualitative researcher assumes multiple and dynamic realities that are context-dependent. Therefore, qualitative researchers embrace an ontology that denies

the existence of (or at least the efficacy of arguing for the existence of) an external reality. By external reality, that means one which exists outside and independent of interpretations (Searle, 1995). As such, qualitative researchers value a participant's own interpretations of reality. These individual interpretations are deeply embedded in a rich contextual nest that cannot be separated and generalized out to some mass population. The importance of context when examining a subject, participant or even one's self.

If the researchers study lives, including selves, in social interaction, they must study the social interaction from within the social contexts they unfold. Human beings don't settle their affairs with meaning once and for all. Rather, they continually engage the interpretive process, including the interpretation of what they mean to themselves. The methodological directive here is to document the articulation and emergence of meaning in rich detail as it unfolds, not in lifeless analytic categories and statistical tables. (Holstein & Gubrium, 2000)

A paradigm viewed ontology is a set of basic beliefs that deals with ultimates or first principles. It represents a worldview that defines, for its holder, the nature of the "world," the individual's place in it, and the range of possible relationships to that world and its parts, as, for example, cosmologies and theologies do. The beliefs are basic in the sense that they must be accepted simply on faith (however well argued); there is no way to establish their ultimate truthfulness. If there were, the philosophical debates reflected in these pages would have been resolved millennia ago (Denzin & Lincoln, 2008).

Thus, qualitative inquiry assumes that reality is socially constructed by every unique individual, from within their own unique contextual interpretation. Maintaining an internal, socially-constructed ontology effects the epistemic foundations of qualitative research.

Denzin and Lincoln demonstrate how a paradigm's ontology invariably affects its epistemology. For the epistemological question, what is the nature of the relationship between the knower or would-be knower and what can be known? The answer that can be replied to this question is constrained by the answer already given to the ontological question; that is, not just any relationship can now be postulated (Denzin & Lincoln, 2008).

That is, one's views on the nature of reality, in turn, influenced how they come to gain knowledge of their reality. Since, qualitative researchers embrace internal reality, they were not able to embrace an objective epistemology. Therefore, qualitative researchers, valuing a participant's own interpretations of reality, maintain that knowledge emerges from achieving a deep understanding of the data and the context it is embedded in.

4.3 Research Type

This study constitutes two research types. The first research type is documentary research, while the second research type is field research.

4.3.1 Documentary Research

Documentary research involves collecting data from secondary sources as; records, books, journals, documentaries, symbols and art. The researcher uses the documentary literature review and analyzes other secondary sources of data as conceptual tools. This method will be used to collect data that compiles the school of thought about the participation, the context of study, the related sectors and the process.

4.3.2 Field Research

Field research involves collecting primary data from the field which means the place where the researcher meets the participants and the site of the projects which the researcher visits for surveys and observations. Field research concludes with the interaction between the researcher, the context, the phenomena, and the participants. It collects information by interviews, issues and situations by experiencing the phenomena, and by observations and the field notes as per the grounded theory method. Case studies and the grounded theory approach will be used in the field research.

4.4 Qualitative Approached

This research uses qualitative research design which comprises of case study research methodology and grounded theory because these are suitable for researching new knowledge in the context of real life and is natural to the target groups. (Glaser & Strauss, 1967; Strauss & Corbin, 1990; Stake, 1995; Creswell, 2003).

Methods and Procedures of the study

The researcher methods and procedures employed in this study based on Strauss and Corbin's (Strauss & Corbin, 1990) and Case Study (Yin, 2004). The following identifies methods in study the implementation of the successful public participation in Thailand.

4.4.1 Case Study

This study consists of three case studies of successful public participation projects at provincial level which were awarded by the OPCD 2 times, in 2009 and 2010. The case studies focuses on where access to the factors for successful participation affected the success of participation, in different contexts.

Three case studies are;

Case study no.1: The new theory for agriculture under the Royal Initiative of His Majesty the King at Khao Wong district in Kalasin province in the northeast region of Thailand. It was a project to reduce poverty in communities by the use of the agriculture.

Case study no.2: Long-Kaek -Long- Klong project at Tambon Maung Mai in Ampawa District, Samut songkram province, in the central region of Thailand. The project to reduce poverty in communities.

Case study no.3: Sri Don Chai village, the sufficiency economy village at Tambon Ban Thi, Ban Thi district in Lumphun province in the northern region of Thailand. A project to develop the province with the best towns for living in.

4.4.1.1 Multiple Case Studies

This study will utilize a multiple case study design. Case studies are “an exploration of a ‘bounded system’ of a case or multiple cases over time through

detail, in depth data collection involving multiple sources of information rich in context” (Creswell, 2003). Stake explains that case studies are investigated because,

We are interested in them [case studies] for both their uniqueness and commonality. We would like to hear their stories. We may have reservations about some things the people tell us, just as they will question some of the things we will tell about them. But we enter the scene with a sincere interest in learning how they function in their ordinary pursuits and milieus and with a willingness to put aside many presumptions while we learn (Stake, 1995).

The multiple case study design or collective case study, investigates several cases to gain insight into a central phenomenon (Creswell, 2003; Yin, 2004).

4.4.1.2 Case Study Site Selection

The research studies three successful public participation projects in participatory governance policy from three provinces in Thailand. The cases are chosen based on 1) the participation of three sectors; the public, the civil and the social sector, 2) the variety of the contents of the project; the objective and outcomes.

4.4.1.3 Case Study Research Design

As indicated earlier, this study constitutes three case studies. All case studies are analyzed to understand their factors in influencing the three sectors to participate with each other. Each case is different in its context and the demographics of the participants. Case studies in this research are directly linked to the following research questions. What is the cause of successful public participation? What are the characteristics of successful public participation? What are the common factors promoting successful public participation? And, what are the specific factors affecting successful public participation?

4.4.2 Grounded Theory

The aim of grounded theory is: ‘to generate or discover a theory’ (Glaser & Strauss, 1967)

Grounded theory may be defined as: ‘the discovery of theory from data systematically obtained from social research’ (Glaser & Strauss, 1967).

The focus of the methodology is uncovering basic social processes. It is ideal for exploring integral social relationships and the behavior of groups where there has been little exploration of the contextual factors that affect individual's lives.

get though and beyond conjecture and preconception to identify the underlying processes of what is going on, so that professionals can intervene with confidence to help resolve the participant's main concerns (Glaser, 1978)

Developed at the School of Nursing University of California, San Francisco by sociologists Glaser and Strauss – Awareness of Dying.

The development of grounded theory is that there are 'probably as many versions of grounded theory as there were proposed to be the basics of qualitative research (Strauss & Corbin, 1990). Glaser suggested this did not extend understanding of grounded theory but had gone on to develop another method entirely - a full conceptual description in 1998, 2nd edition, whilst not responding directly to Glaser's criticisms, was less prescriptive.

It is not clear whether these two schools of thought are actually different, or whether they are just expressing a similar idea in different ways (Melia, 1996)

Constructivist grounded theory by Charmaz, adopted a constructivist grounded theory approach, the researcher can move grounded theory methods further into the realm of interpretive social science consistent with a Blumarian emphasis on meaning, without assuming the existence of a unidimensional external reality (Charmaz, 2000).

This theoretical perspective may then be able to answer some of the criticisms of modernist grounded theory. As in other constructivist methodologies, a constructivist grounded theory arises from the interaction between the researcher and participants, the researcher's perspective being part of the process.

Unlike many other qualitative methods, some ideas of grounded theory are explained by the following three questions; how to start the research - by identifying areas of interest, avoiding theoretical preconceptions and using theoretical sensitivity; how to do it - through analytical procedures and sampling strategies and finally; how to stop - actually, the study will stop when theoretical saturation is reached.

This methods is appropriate for this study because it will improve the understanding of the factors influencing the sectors as a whole. This study will be use grounded theory for each case.

4.5 Key Participants

Key participants in this study will be the people who participated and were involved in the successful projects. They are the officials in the public sector, the people in communities and the social networks related to the project. These include;

- 1) central government officials
- 2) local government officials
- 3) people in the communities
- 4) mentors in the villages
- 5) social networks or publicity

4.6 Gaining Access to Participants

- 1) Gate Keeper.
- 2) Use of Personal Connections.

4.7 Tools for Data Collection

In order to gain multiple perspectives in the area of public participation ,this study will use the theoretical sampling strategy as is appropriate in the in-depth interview from the participant and can explore an obvious performance which designed for the appropriate theories (Patton, 1990). In case studies, this research uses three principles of case study for the collection data which are;

- 1) use of multiple sources of evidence
- 2) create a case study database
- 3) maintain a chain of evidence

This research is based on the case study which recommends six sources of evidence (Yin, 2009) and grounded theory research strategies. The interview guide and the records of data collection will be based on information from the in-depth interviews and the participants (Creswell, 1998), data from focus groups, the documentation and archival records, site surveys, direct observations and physical artifacts.

Three interview groups were developed for this study. The first group is the public sector - policy makers, the province executives; the public sector employees and the second group is made up of the public and the last is the social networks sector.

Design and ordering of questions is based on the Patton's six types of interview questions (Patton, 1990).

Table 4.1 The Patton's Six Types of Interview Question

Type of Question	Information Collected	Example
Experience/ Behavior	What did respondents do?	"The last time you surveyed to evaluate the project, where did you go to get it?"
Sensory question	What did respondents experience through their five senses?	"How did the officer act when you showed him you disagreed?"
Opinion/ Value questions	What do respondents think or believe to be important?	"What do you like best about your project?"
Feeling questions	What were respondents' emotional reactions?	"How did you feel when you could not find information about your impact's affect?"
Knowledge questions	What factual information does the respondent know?	"What are longest times for the process?"
Background/Demographic	What are the characteristics of your respondent?	"What did you do before, why did you do this field?"

Design and ordering of questions is based on the concept of theoretical terms of participation (Stoker, 1997; IAP2, 2002) and social capital from Putnam (Putnam, Robert, & Nanetti, 1992) and from the OPDC's criteria in three dimensions. This study uses the different question set for each group.

Table 4.2 Criterion of Thailand's Participatory Governance

Criterion Thailand 's PG
The Performance of the public sectors
The Facilitated processes to building participation
The Civil sector strength encouragement , the understanding and skills

4.7.1 Key Informant Interview Case Study no. 1

The New theory Agricultural under the Royal Initiative of His Majesty the King at Khao Wong district in Kalasin province in the North east region of Thailand.

Table 4.3 Key Informant Interview of Case Study no. 1

Group	Amount (Person)
The Public Sector	Mr. Samnak Kayaphad The Director of the Provincial Agriculture Extension and Co-Operative office 1
The Civil Sector	The Head of Khao wong district's farmer group 1
	The leaders of Khao wong district's farmer group 2
	The farmer 1
The Civic Society	Phra Maha Suparp Budhawiriyo 1
	The abbot of Wat Pah Na Kam The officers of Phra Maha Suparp Budhawiriyo's team 2

Table 4.3 (Continued)

Group	Amount (Person)
The vice chairman of the provincial commerce	1
The teacher of Kalasin university	1
The politician in Kalasin province	1
The officers of Physical therapy section in Kuchinarai hospital	3
Total	14

Table 4.4 The Documentations and Archival Records of Case Study no. 1

Item	Description
1)	The role model of excellence awards B.E. 2554.
2)	Documentaries of the sufficient economy projects under the Royal Initiative of His Majesty the King

4.7.2 Key Informant Interview Case Study no. 2

Long-Kaek-Long-Klong project at Tambon Meung Mai in Ampawa district, Samut songkram province, in the central region of Thailand. The project is aimed at reducing poverty in communities.

Table 4.5 Key Informant Interview of Case Study no. 2

Group	Position	Amount (Person)
The Public Sector	Ms. Nattakorn Konkamnerd Social Developer, Professional Level	1
The Civil Sector	People in community	1

Table 4.5 (Continued)

Group	Position	Amount (Person)
	Meung-mai coordination centers' member	2
	The Chief of Meung-mai Subdistrict Administrative Organization	1
	Mr. Suthep Peng-udom	1
	The Sub-district headman	
	The Village headman	1
	The secretary of The coordination center	1
	Total	8

Table 4.6 The Documentations and Archival Records of Case Study no. 2

Item	Description
1)	The role model of excellence awards B.E. 2554
2)	The videotape of Khun Prapat Boonyindee : The post of Samut songkram province From Panya phiwat NIDA website Title : Alumni of NIDA – A governor for People Broadcasted on December 15, 2010. http://tv.nida.ac.th/nidatv/videodetail.aspx?vid=138
3)	The videotape of Long Kaek Long Klong activity

4.7.3 Key Informant Interview Case Study no. 3

Sri Don Chai village , the sufficiency economy village at Tambon Ban-Thi , Ban Thi district in Lumphun province in the northern region of Thailand. A project aimed at developing the province to become the town best for living in.

Table 4.7 Key Informant Interview of Case Study no. 3

Group	Position	Amount (Person)
The Public Sector	Provincial Policy and Planning Analyst, Senior Professional Level, S	1
	Chief of Community Development Banthi District Office	1
The Civil Sector	Sridonchai's Village Headman	1
	The village committee	1
	Total	4

Table 4.8 The Documentation and Archival Records of Case Study no. 3

Item	Description
1)	The role model of excellence awards B.E. 2554
2)	The interview of Khun Direkkod Khonkleb: The posted governor of Lumphun province (Direkkod Konkleb, 2010)
3)	The videotape of the interview the head monk of Wat Guh Pah Lan about the bank of goodness by Siripong Tawichai and team, the student group of Public administrative faculty of The Rajabhat University Chiang-mai 11/ 9/ 2013 (Siripong Tawichai, 2013), The feature of local wisdom about the welfare: The bank of goodness
4)	The videotape of the introduction to Sri Don Chai village, produced by the village's committee, Support by Banthi SAO. In the celebrity of sufficient village awarded. Production by Mr.Rawat Somboonchai, the member of Banthi SAO on 5/6/2014 (Rawat Somboonchai, 2014)
5)	The documentaries of the village, the rewards

4.7.4 Key Informant Interview of Policy Maker

The policy maker here was the OPDC agency and the committee who participated with the policy maker during the initiative period.

4.8 Data Analysis

Before the data is analyzed, the researcher will transcribe all interviews, observations, documents, journal entries and field notes. The process of transcribing allows the researcher to become acquainted with the data (Riessman, 1993). The researcher will create Microsoft Word files for the interviews, observations, documents, and journal entries. All files will be protected by setting a password. All files will be saved in the researcher's portable computer for which only he or she has access to. The researcher will use the meaning of the analysis context as the unit of analysis for coding concepts; conceptual categories and themes, and also identifying descriptions. This means that the data is not coded sentence by sentence or paragraph by paragraph, but coded for meaning.

This study will follow the multiple case study design where the data is analyzed case by case through thematic analysis and later by cross-case analysis (Stake, 1995). Thus, interviews, observations, documents, and field notes will be analyzed for each case. Following the case-by-case analysis, all themes are used to conduct the cross-case analysis. Themes salient across all cases were kept as well as those that were extremely different. For the thematic analysis, the researcher will follow Braun and Clarke (Braun & Clarke, 2006) step-by-step guidelines. The authors used the word guidelines to highlight the flexibility of this qualitative analytic method. These guidelines are; 1) familiarizing yourself with your data, 2) generating initial codes, 3) the researcher reads throughout each transcript to be immersed in the data, 4) reviewing themes, 5) defining and naming themes, and (6) producing the report.

Stake describes three different cross case procedures for a multiple case study. For this qualitative study, the researcher will follow the merging findings procedure (Stake, 1995). According to Stake, the researcher whose priority is to merge the findings across cases should use this particular method. This method also allows the

researcher to make generalizations about the cases.

Finally, the data will be written with the conclusion and will provide the evidence to develop the knowledge and model.

This study is based on grounded theory approach, in addition the researcher will provide emphasis to the sounds and words of all key informants. The analytic process will frequently be done using the theoretical sensitivity of the researcher.

That data will be appended to the process of selecting the core category and systematic relationships (Strauss & Corbin, 1990) using their wording to improve the findings to improve understanding (Maykut & Morehouse, 1994).

Grounded theory, data collection and analysis happen concurrently and are based on the constant comparative method (Baker et al., 1972). The constant comparative method is a central tenet of grounded theory because it concludes comparing incidents, informants or segments of data within and between groups to generate categories, concepts or hypotheses relevant to the study area. It is intended to support the identification of the properties of categories and also the links and relationships between categories. Constant comparative analysis involves the use of coding and analytic procedure (Glaser & Strauss, 1967). The three levels of coding process are open, axial and selective coding.

Suitable case studies were found using, finding reports of multiple case studies which contain both the individual case and some cross-case analysis. The method for finding case studies will be to use the question-and-answer format (Yin, 2004) and additional explanations to provide greater clarification (Glaser & Strauss, 1967). The analysis will be start from within the case in each individual case study and be followed by cross case synthesis (Yin, 2004).

4.9 Research Ethics

The research will have the permission of key informants. The researcher will avoid questions about political issues, if necessary. Anonymity is not necessary informant may be named but attributing informants to any particular point of view or comment will be avoided, thereby allowing the case itself to be identified accurately (Yin, 2004).

4.10 Validity Strategies

As the area of qualitative research increases, social and behavioral scientists critique on the validity of studies that use such methodology. Thus, qualitative researchers utilize various validation strategies to make their studies credible and rigorous (Creswell & Miller, 2000). Credibility for this study was achieved using the validation strategies of Data triangulation.

The data will be triangulated with the various forms of data that were collected in this study i.e. interviews, observations, documents, researcher reflexivity, reflective journal entries, focus groups and field notes.

FINDINGS - CASE STUDY 1

The New Theory of Agriculture Project Related to His Majesty King Bhumibhol's Initiatives at Khao Wong District, Kalasin Province

Introduction

In 2011 the governor of Kalasin province received “The Excellence in Participatory Governance Award” from the 2010 operational results. This was a national level award from the Ministry of the Interior. The objectives praised the provinces operational executives and officers by considering each project that was sent by each province using specific criteria, related to the participation process of the civic sector and civil society that were involved, brain storming, common action and combined decision making. All sectors had the same goal, to help people have access to better living. Because of the good results from using the New Theory Farming Project Related to His Majesty King Bhumibhol’s Initiatives, Kalasin province received the award.

This project encouraged Kalasin province’s performance to receive the national award because the province focused on agriculture, which was at the heart of the province’s economy and conformed to the province’s vision to be a developed agricultural city, and province’s strategy of agricultural product development. This project received good support from the province’s executives. The participatory project was a success because the executives paid attention to the support and their approach to the public, and people were enthusiastic for a better quality of living and the civil society helped people and the public officials to participate in the involvement and encouraged participation from all sectors.

From the OPDC’s evaluation, OPDC decided Kalasin province should receive the excellent award. Kalasin had received the honorable from this project the previous year (2010). In 2011, the continuum showed better results so that the new theory agriculture was expanded in a number of provinces and it could be adopted for use in

many ways, from the first way to develop people's lives to be better. The innovation of sharing the new theory agriculture was adopted from the local wisdom that had invented the "Sufficient hole" which solved the toxic soil problem. Planting was also a kind of physical therapy for patients and the products from the garden could be sold at the local markets. Recently, there was also demand from department stores to sell their products. Their products were in demand because they used no fertilizer in their farms. So, it developed from the small local market to a "Green Market" every Friday at the Kuchinarai Hospital, to sell the safe and good quality vegetables and foods, and further expanded to Q-Shop and Q corner private super-markets in the province.

And all because all of the public unit offices, Kalasin's commerce and local communities focused on the principle of the sufficiency economy theory, which some communities had already implemented. The public and private sector joined in to encourage and help the communities by sharing knowledge and supplying materials. The province pushed forward to build integrated working and public participation in order to have greater efficiencies. The province used the strengths of each organization to provide support and increase the productivity of their work. For example, the public sector had a strong operational structure but was not flexible, that made the public units work slowly and without creativity. This was different from the people's operation, which was flexible but lacked a strong structure. So, if they worked together, it was easier to achieve a good result, work more quickly and created more opportunities to build in greater efficiency and effectiveness.

In 2010 the expansion of the new agricultural theory achieved concrete results. The provincial agricultural and cooperative office was the leader of the project of "1 Rai mai Yak mai jon" which meant "A 1 Rai land can solve the poverty", by coordinating with the office of the Royal Development projects board, public units personnel and related civil societies since 2007. To develop the steering project was "Lhum Phor Pheng" or "Sufficient Hole". It was an easy step and appropriate for the farmers who were new to the project. That then built more collaboration, and built the people's network called "Hak- Pang -Bang -Pan" in Khao-Wong district.

"Hak- Pang -Bang -Pan" was the strongest farmer's group in the district and increased its number of members every year. From 417 initially increasing to 697 and then 720 people in 2010. This group were able to build the sufficiency economy's

knowledge by sharing in each Tambon. And this group could collaborate with the networks of community products planning. They had a leader's association monthly meeting in order to develop the group's administration. "Hak- Pang -Bang -Pan" group was appointed from the provincial agricultural expansion to be local specialists. The farmers group's administration then assigned the duty and responsibility for knowledge sharing to other farmers and to the members in each Tambon's group. Each group was a center for the sufficiency economy's knowledge sharing, their specialty was as follows, rice, soil, fertilizers, fishing, planting and cooperation.

The new agricultural theory expansion approach then conformed to the provincial vision of focusing on being a developed agricultural city, and conformed with the provincial strategy, the development of agricultural production and the development of economy and tourism. OPDC considered the excellent results of this project, which had made an important statement for a long time (17 years since 1992).

After the success of the 2010 implementation, the provincial Agricultural and Cooperative office presented this project "The expansion of New Theory agriculture related to His Majesty King Bhumibhol's Initiatives" to OPDC for evaluation in the participatory governance award and Kalasin was awarded for excellence.

The Director of the provincial agricultural and corporative office, Samnuk Kayaphad, the person who proposed this project, had the objective to expand the New Theory agriculture to farmers to increase the number of practicing farmers and needed a concrete accomplishment after the long time he had been involved in this project. He did this because he thought this approach could solve the farmer's problem with sustainably, create a provincial strategy, and with the possibility for success.

Analysis of the Implementation with Participatory Process

In this part, we will present the study results of case study 1, which were obtained from the following 2 research questions i.e. 1) The situation of the participation of the people in Thailand and 2) The factors that empowered the achievement of people's participation in this project.

Project Operation

Project Principle “Participatory Governance”

In 2008, the government by the Ministry of Interior launched the “Participatory Governance” policy as described in the previous chapter. And that was the time to start to develop Thai officials to conform. In 2008, the Ministry of Interior controlled the provincial governor, then the ministry assigned the governors, whose role as “Governor”, had the duty to facilitate participatory governance in provincial operations and community development with the people, in social and economic development. Participatory governance principles were applied to solve these economic and social problems.

The policy aligned to the practitioners, the public executives and officers in all units. Thereby, the director of a group in OPDC, Pornthip Kaewkhammoon, said in 2006, after the role of “CEO governor” was implemented, in order to change the executive paradigm of the provincial governor to conform with the participatory governance principles, OPDC organized a participatory governance training course for all provincial governors, to change the attitude of the administration. OPDC coordinated with King Prajadhipok's Institute and the professors from NIDA and Khon Khaen University to set a training course at Khon Khaen University in order to instruct the governor how to understand the theory and to be able to use the tools of participation building.

The governor received the policy and had the key indicators of evaluation. Therefore, as the government required evidence of concrete accomplishments, the government created a project competition for provinces known as “The Excellence Participatory Award”. This award focused on projects of community development towards solving poverty.

Not only was it the provincial governors who were instructed, the OPDC also instructed the local officers, the sub district headmen, village headmen and academics. The provincial office coordinated with the public and local officers many times to build understanding in participation at all levels and sectors. Including organizing training courses and distributing media to public officers in all ministries.

Because the provinces are the biggest administrative units, the OPDC expected that the provincial governors would inform all related offices in the provinces about the principle. In order to facilitate the building of public participation by any method the OPDC would award the role models by selecting the projects to be involved in the competition.

New Theory of Agriculture Project Related to His Majesty King Bhumibhol's Initiatives

In 2009, Kalasin sent the project for the development of the occupying groups and cooperatives to the competition and received an honorable award. By 2010, a lot of units had projects to present. These including the project, from the provincial agricultural and cooperative office, a “New Theory of Agriculture Project Related to His Majesty King Bhumibhol's Initiatives”, which the director considered was effective and appropriate to represent the province. If that received an award, it would be the pride of the officers who did the project and this project received an excellent award. Actually, during the time, no one was focusing on the award it was just “work”.

The Proceedings of His Majesty King Bhumibhol.

In 1992, on 25th November, His Majesty King Bhumibhol visited Ban Kud Toh Khan, Khao wong district, Kalasin province, and saw the problems. The drought, and the lack of water was a severe problem for the farmers who could not plant enough even for eating. The farmers were so poor. His Majesty King Bhumibhol initiated aid for the farmers to have enough water and appropriate agricultural methods for the plants. His Majesty King Bhumibhol talked about this story at Sala Dusitalai, Jitralada Royal Garden, in 1992, on 4th December, as follows;

Thereafter I asked the villagers in the neighborhood about the past year. They said that they had got in the harvest and pointed to a heap of rice. We went in for a closer look. The rice had grown well but did not produce so many grains,

about two or three to an ear. The production could have been estimated at about one "bucket" [15 kg] or less than that per rai [1,600 sq. m]. On inquiry, the villagers explained that it was due to the lack of rain. They had sown the rice, but when it came to transplanting the seedlings, there was no water. They had to make holes in the sand and stuck the seedlings in them. In the daytime, the plants withered and drooped, but at night they straightened up with the dew. In the end, they developed ears but not so many grains of rice. That was a very revealing lesson and they spoke to us very straightforwardly. This is a proof that rice is a very rugged plant, surviving with just a little humidity from the dew. Although that was ordinary rice, not upland rice, it could survive. If we only gave a little help, there could be an improvement and the people could survive. The project to be done need not be a big one to meet with success. It could be a modest project. So, it dawned on me that in such a place rainfall is not small, but that it did not come at the right time. When it rains, it is not needed, when it is needed, it does not rain. So, rice is not plentiful. To remedy the problem, we must save the rain water that comes down. An idea came to me, we must do an experiment using 10 rai of land typical of that place. Three rai will be used for making a pond that would keep the rain water, and if it is necessary to use plastic sheets to prevent seepage, we will use plastic sheets; we must try. And a further six rai will be used to plant rice. As for the remaining rai, it will be used as a "service area", that is for paths, huts or other things. To sum up: water, 30 percent; paddy land 60 percent. I believe, with the water thus saved, the production of one or two "buckets" of rice per rai could increase to 10 or 20 "buckets" or more, perhaps 30. Suppose we have a harvest of 10 times the original amount, that would be 20 "buckets" per rai, with the improvement of at least 60 times the present rai. That should be worth it. We have to try to implement the project. (Foreign Office, The Government Public Relation Department, 2016c).

In 1992, on 25th November, His Majesty King Bhumibhol had the royal thought of the idea to supply the water for planting. Then the public had an idea of digging a pool to collect the water for planting as the new theory of agriculture. On

that day, a farmer, Mr. Kaikam and his family, gave his land to be the experimental field, approximately – 13 rai and 3 Ngan. His land was in Ban Dan Samakkee at tambon Kumkhao, Khao Wong district. Mr. Kaikam and his family still plant in the experimental field. The public unit which was responsible for the collaboration was the executive committee of the office of the Royal Development projects, to coordinate with the related provincial agricultural units to develop the experimental field.

One year later, in 1993, November 30th, Her Highness Royal Princess Chakkri Sirinthorn visited the pools area. Her Highness had the royal thought of an idea to expand the accomplishment to the nearest areas by digging the pool for their benefit. The provincial agricultural units managed this project, continuing in 1994 with the collaboration of the farmers in Ban Dan Samakkee, who were interested in and volunteered for the project. Their task was to dig 1 rai to a depth of 4 meters, creating a collection area of 4,800 square meters. The public sector provided the budget, and the farmers who owned the pools joined in for the supply of the equipment by donating 5,000 baht per family. There were 35 families who participated in this project and went to visit the knowledge center at Phuphan Ratchaniwhet Palace.

During 1996-1998, the project continued to dig pools for farmers until the number of pools in Khao Wong district totaled 223. In 1997, the office of the Royal Development projects coordinated the public units to collaborate in the development of the experimental field, Ban Dan Samakkee, initiated the next step, to plant as the new theory of agriculture suggested, by separating the land to rice planting, fruit and vegetable planting, living areas, walk ways, buildings, raising animals and fishing.

During 2000-2001, the experimental field of Mr. Kaikam and his family was completed. The land was fully productive, the water was enough for consumption and planting for a year. The rice which had previously only ever able to produce 20 tanks per rai, increased to a minimum of 40 tanks per rai. The maximum was 70 tanks per rai. The farmers had increased their production, to manage their additional products of planting, fishing and animal raising.

For the budget to support the generation of the farmers' collaboration in pool digging, the office of the Royal Development projects coordinated with the related public units to continue operating. That increased the number of participating farmers

every year. In 2005, after the review of all implementations, they saw that the project had built a lot of benefits for farmers in managing the maximum benefit from small land and water supply. It was the approach to develop the farmers towards self-reliance. Although, some pools could not collect the enough water for the drought period because they had no water filling system and the pool border was destroyed. Moreover, the soil had the problem of toxicity from the use of too much chemical fertilizer. Some farmers were not strong. To follow the new theory of agricultural to advance levels, and the develop the farmers, it was necessary for groups to share knowledge and organize cooperatives in the future. But from 1993, the results showed that farmers were not be able to create a strong grouping because they lacked the knowledge of organizing and the marketing of their products for sale.

In 2007, the related public units set up operation teams for the expansion of the new theory of agriculture in each tambon in Khao Wong district, to be a center of learning and correct skills practice for local farmers. This year, the farmers visited Phuphan Ratchaniwet agricultural development learning center at Muang district, Sakon Nakorn province and a community mill was built to found their own community's co-operative. But the result was not satisfactory because this project only recruited a few farmers.

In 2008, the office of the Royal Development projects tried to develop by coordinating with the provincial agricultural and co-operative office to start the project in order to increase the number of farmers who would join in. The total number of the farmer households in Khao Wong was 8,516. The households who knew the New Theory of Agriculture still were not many. The provincial agricultural and co-operative office saw the opportunity to expand, as a new choice.

The Problem of Poverty in the Community

Poverty in the community was also a problem that needed to be solved. The poverty, as mentioned earlier, was caused from the excessive use of chemicals and subsequently the soil was damaged. The farmers, then, could not plant anything and had no income and sank into debt. Local people left their families and hometowns for 2 reasons, to run away from their creditors or to work in another town. Those were the

reasons for broken family broken problems. The parents left their children, the young left their elders, or both the father and mother left each other. Another social issue was that while growing up, young people did not want to continue their farming careers. They thought it was a humble, difficult and low paid career. They had no love for their hometown. They will sell their land if they can. An information provider said, “I used to ask them, if I want to buy their land, they will sell it to me or not”. Everyone said they will sell it definitely, at this and that prices.”

Driving the Project with “1 Rai, not Being Poor”.

At the same time, when the Kalasin Agricultural and Cooperative office started to work with the office of the Royal Development projects, the Kalasin Agricultural and Cooperative office initiated a project called “1 Rai mai yak mai jon” with the farmer’s networks and the monk group of Wat Pah Na Kam. The monk group was led by the abbot, Pra Maha Suparp Budhawiriyo. He was a developer who studied the New Theory Agriculture and had practiced it since 1997. The Director of Kalasin Agricultural and Cooperative office met him one day for the reason that they both had the same determination. Both were Kalasin people, desiring to develop their province and help the villagers and that made them understand each other and collaborate. The director knew that Phra Maha Suparp planted in the temple’s garden using the New Theory Agriculture approach. So, he visited the garden, “1 Rai mai yak mai jon”, which Pra MahaSuparp had adopted. He considered that it was appropriate for people to practice because just 1 rai, using the New Theory Agriculture approach, it would not be difficult for one person’s capability but it would produce products from the first month. The rapid results would motivate the people to join in. The director thought there was a chance for success.

In 2008, the direction to expand the projects of the office of the Royal Development still encouraged knowledge. The office set the budget amount of 2,848,320 baht for the support of instructing 165 households, who were the target farmers in the project, to practice the New Theory Agriculture. These farmers were, 28 households of the Royal Irrigation’s members, 152 households of the group for the promotion of the New Theory Agriculture, 99 households of the agriculture and

cooperatives bank's customers and 1 household of the mill owners group. Some households participated in more than 1 group. They visited the learning center of New Theory Agriculture from 15-17 September, 2008 at Kalasin Rajamangala University of Technology. The cost of this visit was 163,950 baht. After the visit, the office provided funds to all 165 farmers, at a cost of 2,639,370 baht. The fund was for purchasing tools, digging of pools or plant purchase, depending on each farmer's requirement.

The size of the land under the "1 rai, Not being poor" project is in fact one rai (1,600 square meters). It was a small model of the New Theory Agriculture which the public officers created for farmers to follow. But for many farmers "just one rai" was still beyond the capacity of one household. One pool only used 30% of land, and it cost 12,000 baht per a pool. That was too much for the farmers to invest in because they lacked the funds. So, there were only a few people who could do that. Therefore, if the farmers did not start with digging their own pool, they would not have water enough for annual consumption. The public-sector units could not give funds for all farmers because there was a limited budget. The problems were some farmers could not pay without funding then they could not dig their own pool. Or some farmers dug the pool but they could not keep enough water. For these reasons farmers became discouraged.

In 2009, from the initial implementation, it had not progressed and was unsatisfactory. The expansion of the New Theory Agriculture developed slowly. The director of the provincial Agriculture and Cooperatives office, Samnuck Kayaphad, desired to do this project again, with a new approach to continue and integrate it. The director asked for support from 10 agricultural public units in the province to collaborate on this project, then the provincial Agricultural and Cooperative office would respond by being the center for data and information sharing. Because the New Theory Agriculture was integrated agriculture, the responsible unit would also support the related issues; the inland fisheries would be supported by the Kalasin's provincial fishery office, planting would be supported by the Kalasin's provincial rice grain office, livestock would be supported by Kalasin provincial livestock 's office, and the Provincial Agricultural Land Reform office, The Office of Kalasin province Research and Development of Agricultural, the officials of the Agriculture and

cooperatives and Kalasin Royal irrigation, office number 6 would support the information of land, agriculture and cooperatives.

The Demand from the Public is the Requirement of Achievement

The demand for concrete, successful results was a driving force for the officials. Because the officials were evaluated every year, the process was to close the projects every year too and present a new project for the next year, and the achievement was the key indicators to evaluate their performances and the development in their occupations. The Director of the provincial Agriculture and Cooperatives office, Samnuk Kayaphad, decided to present the New Theory Agriculture, which had been practiced for a long period but its results were not good, because he thought that could continue working but this time it would be integrated working for better results, “Then everybody would not work carelessly. We would work for sustainable results. If this project is finished, next year we will have another new project. Next year, if we don’t want to repeat the project, how can we progress? Do we want to try every year? No, we don’t. Then we must be successful this year, if we have some problems, we will solve them. But if this year we are not successful, next year we have to try harder.”

The integrated work must collaborate with other public units in order to support each other, both with personnel and information. The Director encouraged the government sectors by showing to them that grouping means working together.

Agricultural operation needs cooperation. I came here to help. You should give us your cooperation. I am implementing King Bhumibol’s project idea. We should cooperate with each other..., You could not refuse to get involved.

He said he had to use this in order to coordinate with other units. When he received the coordination, then the project was integrated. Every unit was motivated by “it’s success together”. He said that the achievement of this participatory project was a common success. More or less participation delivered was not the issue, “I said, this success belongs to everybody, we received equally. Don’t be divided by one. If

you (the other public units) have to claim that it is your success, you claim that at the expense of the others”.

The Director of Provincial Agricultural and Co-operatives Office, the Project Leader

In this period, the government required the integrated working of the officials, and needed the leaders who had knowledge, capability, and understanding in the public operation system. The leaders must be able to create collaboration.

Being a Local Man

The expertise in the geographical area of the Director of provincial Agricultural and Co-operatives office came from being born locally, he, therefore, knew the area well including its geological characteristics. The Director was born and graduated from primary school from another district, but he was able to gain admittance to the secondary school in Muang district. His house was far away from his school so he had to stay in the temple. When he graduated from the lower secondary school, he moved to an upper secondary school in Bangkok. He had to stay in the temple in Bangkok as before. Next, when he graduated from the upper secondary school, he was admitted to the faculty of Agriculture in Kasetsart University. Khun Samnak, the director, said he was not a clever student, but he worked hard. He said that it was because “I was used to living in difficulty.”

The Bachelor who Returned Home

After he graduated with a bachelor’s degree. Khun Samnak returned to his hometown immediately. Because he was a local man, he was called the bachelor who returned home. He got work which matched his degree, then he developed himself.

When there was a vacancy, I applied to be a teacher at the Rachamongkol Isan University which was called Kalasin Technology. After graduated I chose to work in my hometown. I have been here for 40 years. I used to be a teacher but after that i worked here (The Agriculture and Co-operative Office), I have done a lot of research. When I feel uncertain of anything, I started to do the research. I used to work with the farmers in the irrigation area. After I passed the exam to be an officer, I knew a senior here as I used to be an intern at the office. The senior asked me to work with him.

Next, when I was here, (the Provincial Agriculture and Cooperatives office) I studied and researched many more problems. The issues which I suspected I researched and aligned the knowledge to the farmers in Royal Irrigation's area.

He had many years of experience, then he was respected and he approached the community by expressing his intention to develop his hometown. He understood the community with his local Isan blood. "This province, I have known its background before, I have the knowledge. To use this and that...find somebody to help, to make some friends, some people. Understanding is possible and being enable to approach them is not difficult if we know one's mind." He told Isan person could understand Isan people. "I think, Isan people are simple".

In order to lead the project to success, he tried hard to deal with the traditional beliefs of some of the officers. They thought that to work with the villagers was "nonsense". In the early stage of project, it was hard to gather related public units to collaborate. He defended this with the traditional belief of some officials who needed to work just to please their boss, in order to get the opportunity to progress in their occupations. They thought working with people was counter to their progress.

Many officers said that I was stupid for working with the villagers as I would gain nothing. It was hard to satisfy the villagers. Working alone, I might not progress far. But he who works only to please just his boss, he was the one who is far away.

The director explained the new agricultural theory related to His Majesty King Bhumibhol's initiatives. Kalasin had done this for many years but did not receive any good results because the public units always liked to give the materials just to motivate the farmers to come to learn the theory, but they did not understand or gain practice. Then when they did it themselves, they had no success.

The traditional implementation moved slowly. It was started from the request for the budget. Requesting for a budget for King Bhumibol's idea implementation project was very easy. And after receiving the budget they just used it carelessly because nobody cared to ask about it. Later when they needed anything and they did not get what they wanted then they, complained about it. They were taught to be beggars.

I had used strong words with other agencies. When the trees were distributed, the people just received it and keep it, they did not take it to grow and they died. It was shameful. So, I then, thought about how to make it better. The budget should be used with integration. But sometimes the provincial office made it too complicated, while the villagers did not pay enough attention. They just wanted the free offers but did not want to be involved in the activity.

Khun Samnuck worked with his principle to approach the local people. And because he needed more people and agents to approach the community he looked to the academic and community capital. "When I coordinated with the villagers, I observed their community quietly, I looked for the local people, their wisdom and for volunteers to help, I must look for the high-performance people like these first." For the project which required involvement, the officials looked for the community's capital for the useful benefits.

To get the local wisdom to help willingly was better than having the officials come to teach them everything...As... they had the monk, I also invited him. I used this, to find the local people, local wisdom, people keen to help me, and also volunteers...

The Factors Affecting the Successful Participation between the Community and Public Sector

The New Beginning, the Public Sector Approaches the People

Approaching the community, at this time was so to move to fully integrate the area. The number of farmers in Khao Wong district was almost 8,000 households. Khun Samnak assigned officials to search in the province to select a target group such as, the village or the farmer's group which it was possible to coordinate with successfully. The target group must have strong leaders, the leaders were acceptable to the group and that group must have a number of members who have the positive attitude to work with the officials and finally, that area must also have the intellectuals. After consideration, the public committee chose Khoa Wong farmer's group to be the operations field.

To Solve the Problem of not Understanding Each Other

The public office decided to start the project by a public hearing, talking together and providing information about the project. The public office planned to set a conference to the group of farmers in Khoa Wong district to inform them of the plan to use Khao Wong as the New Theory Agriculture's center. The Provincial Agriculture and Cooperatives office started sending out invitation letters to the farmers in Kalasin Province to invite them to attend the meeting to explain the policy. But the sending out of some letters was delayed and some did not reach the receivers. Another reason was that some farmers preferred to live independently. So, at this meeting only about 47 farmers attended

Then, the misunderstanding between farmers and government sectors happened. The government sector blamed Khao Wong farmers for their lack of participation. The 47 attending farmers, therefore, discussed and concluded that they found it difficult to collaborate so they decided to ask the provincial office to arrange a new meeting.

They set up new conference on December 4th, 2009. This time 417 people attended, estimated as 60% of Khoa Wong's farmers. The farmers formed a group and named it the "Hak Pang Bang Pun". The majority of farmers were satisfied with the group and to demonstrate to the public sector that they were not "losers".

The Readiness of "Hak Pang Bang Pan"

The number of farmers who were in "Hak Pang Bang Pun" group in the project amounted to 299 households. The people had the same economic and social problems as the people that had been in debt for a long time. Due to the debt, the family relations were damaged. When they had no money to pay off debt, they chose to run away. The parents and the children were separated. The debts resulted from the use of chemicals, as a lot of money was required to buy the chemicals for cultivation. It was even worse as subsequently the soil was damaged and saline. This project was aimed to apply the sufficiency agriculture concept to encourage the villagers to do mixed farming. When they could operate their farms effectively, their lives were better. The project was initiated because of the need to drive the participatory administration policy of the government sector. The participation of all parties was required to achieve the policy objectives. So, the achievement of this project will be beneficial to both the government sector and the community. It will demonstrate success of the government and the sustainability of the project.

The farmer's group had community capital in planting knowledge. Farming in the community was an inherited occupation, from parents to children. And mainly, rice farming was favorite for manpower in planting and harvesting. They did not like to use any machines to harvest the rice. Khoa Wong sticky rice was the characteristic local product, high stem and strong "Khao Wong sticky rice is our identity, it smells good and, isn't dry or hard and keeps for a long time". It was a favorite to eat.

Therefore, the farmers in the group received little education, but they could respond to the change and opened their minds to receive the new knowledge. They joined in the project because they needed the correct knowledge of the New Agriculture Theory in order to use it as a choice to change from the traditional method which used a lot of chemical fertilizers.

The Leaders Dedicated to the Community's Benefits

Mr. Wiset Khamchaiyo, the chairman of a farmer's group using the New Theory Agriculture in Khoa Wong district, "Hak Pang Bang Pan," was 45 years old when the researcher met him. He named the group "Hak Pang Bang Pan" that meant "Friendship and Sharing." He was elected to be group's chairman on 4th December, 2009.

Mr. Wiset Khamchaiyo was born into a farmer's family in Khao Wong district. He was a Phu Thai. While studying, he needed to help his parents in the rice field. His family grew sticky rice in the annual cultivating season by using some fertilizers and chemicals. During his teenage years, he was the head of a northeastern music band that won a national contest in 2000.

Later, he studied for an undergraduate degree in communication and quit the band after he completed it. He started working in Na Wong Hospital as a public relations officer for health. He used to use his ability in playing northeastern music to play songs for the public relations campaign about dengue fever. He worked at the hospital for three years and resigned for an economic related reason as he was only temporary staff at the hospital. Another reason was he wanted to work in his land. His wife continued working in the hospital. After visiting the villagers by himself he learned about the problems that needed to be solved. They were the usual problems about household debts, poverty and the sickness caused from the consumption of food grown using toxic chemicals.

Mr. Wiset had studied the New Theory Agriculture since 2006, regarding the land's need to be separated into several parts to grow rice, dig a pond, and grow some other plants, and for feeding some animals. He went to the training sessions conducted by various specialists and read from the PR articles published by the provincial and district Agriculture Offices. However, he was not successful then, because he had done it "without proper directions."

For more information, He and his members attended the training sessions led by "Father Kham-duang Pasi" at Dan Dong district, Buriram province. The training was worth it in gaining more knowledge and eradicating some of their doubts. The members were more active and started to grow more variety of plants including rice,

fruit, vegetables and garden plants in their land. They could use those plants for consumption while waiting for the rice harvest. It was good even though they had started with something they did not actually know about. And when the Agriculture and Provincial Office formed the New Agriculture Theory project, his group then became involved.

After the conference, the Provincial Agriculture and Cooperatives office invited his group to train at Wat Pha na Kam, Pra Maha Suparp's knowledge sharing center. Previously, Pra Maha Suparp was known for creating "1 Rai, not being poor," and for inventing "Lhum Por peang" which was the smallest scale imitation of the New Agriculture Theory. "Lhum Por peang" used to be a physical therapy for the patients who was recuperating at home. It was the project of Kuchinarai Hospital and the project's results was good. The patients recovered rapidly. Then Mr. Wiset and all farmers in his group got involved in the training course which the Director initiated.

It started when I worked for the Khao Wong hospital and kept doing it because I saw people in poverty, in Khao Wong, at the same time I saw what the King had done for the people in Khao Wong.

Developer's Vision

Mr. Wiset adopted the role of leader, Mr. Wiset tried to develop the ability of the farmers in his group in many ways. He had the vision to develop the ability of the farmers in:

One: computer competency, two: use of social media applications such as LINE. Everyone should change to use the telephone with LINE applications, and three: they should, at least, admit the industrial concept.

To Receive Full Respect from the Members

Mr. Wiset received full respect from the members and the community. The working groups accepted that Mr. Wiset was suitable for the role as he had a higher-

level education, was friendly and competent in his work. He was reliable and stuck to his words stated at committees and the community.

Mr. Wiset was friendly, easygoing and reasonable. Even when he did not talk much when attending the training, we relied on him for the implementation of the development. We had the same intention that we did not want to do it for anyone but the country. He had got a higher education than me. He finished from university but I just completed grade 6. He could do better than me.

There were some people who were older than him, one elderly man, 70 years old, Khun Wiset visited him, he said, “You, it took time before I would respect you, that showed you must have the good idea for development. Even if, I did not support you. I will do the Royal initiatives project until I die.

Regarding his dedication after being the leader, Mr. Wiset told us that he had been the chairman of the group since 2006. Even though he did let the members choose a new chairman, there was no one who could replace him as nobody was as devoted to the work as him.

I can say that what I am doing today, I do it to establish the self-reliance of the farmers. I want the sustainably to continue the precious projects initiated according to the King’s idea.

The Process of Building the Common Belief of the Group

The farmer groups who planted following the New Agriculture Theory had a belief that the New Agriculture Theory was not just a choice but a matter of survival. Since the goal of the community was to eradicate the poverty. They decided to join the project because they believed that “It will be good.” If they did it, they would be able to leave poverty behind.

The difficulty in building up the common belief was the change from the traditional belief. For example, the farmers had the belief that “if we do not use any chemicals, it is not possible to get good crops.”

Later, they joined together and we made them believe in individual, self-reliance. I implemented my self-reliance project. I created my personal, protective immunity. I could have enough to take care of my family and I could give the surplus to my friends or just sell them.

We started from a minimum and kept expanding the market for our products. It was worth nothing, the farmers often joined together but never understood the concept of participation.

The farmers when they came to join, they asked him a lot of questions. They were not confident that they could achieve the ideas. Mr. Wiset then showed them how to do it successfully. The New Agriculture Theory approach was strong in his experience. Even in the way of coordinating with the public and following the group's conduct. Do nothing exceeding one's ability, or step forward, such as, when the public sector considered to increase the level of his group to be the cooperative, and supported the grant to build a large mill. They forecasted the budget to build the mill to be almost 12 million baht. In order to increase the quantity of products produced, to respond to the market's demand. But Mr. Wiset's group just needed a small one, not a large one because they did the premium cultivation. They limited the production quantity. Their industry was a small one so his group decided to refuse the large mill. "Sometimes we just refused the official ideas as we wanted to follow as the King's theory advised to go step by step, do one by one and develop it little by little."

Governance of the Group

Hak Pang Bang Pan Group had 3 restrictions about finance, namely:

- 1) The group did not execute the official project on the saving of 1 baht per day, as somebody had mentioned that this project had created debts to the farmers rather than giving them additional cost for investment.

I joined this group in 1997. I have tried to make the project progress but when we set up this group, many people tried to get involved. The officials came to propose a savings project, offer guaranteed loans and the investment cost

granted by the government for nothing. We did receive the fund but it didn't help. On the contrary it increased our debt. I, then, talked to Mr. Wiset, that if I accept to be the secretary of the group, I will not be involved in any money issues. Our group should not accept the guarantee loan or the savings project. We should rely on our knowledge only."

2) The members should not give or receive loans from each other. 3) The members should not conduct any direct sales. They had the experience about the direct sale of fertilizer conducted in other villages.

They operated the direct sale of fertilizer and chemical and it caused many people to fall into debt and create broken home situation

They, then, agreed to 1) prohibit the operation of direct sales, 2) prohibit to bring any direct sales to the group, 3) be honest with the group 4) to live in harmony and 5) not offer or receive any loans. They could only borrow rice from others for eating. (The secretary of the group)

The Community's Self-Management.

For internal management, the community held meetings for mutual understanding on the methods for problem solving, goals and common practice establishment. The group had rules and regulations that the participants needed to follow. The rules and regulations were set up to avoid personal debt creation or cause any debt to colleagues. There was an election of the committee to operate the group's activities. The roles of the community were defined for execution accordingly. The leaders were well educated and could liaise with the public sector appropriately. Mr. Wiset said about the management of the group that;

People who came to join the group will follow the rules and regulations. The group needs to be controllable.

Each could operate their tasks independently but if they joined our group, I had them register. I was responsible for managing the sales and the

prices of their products. Every country has a leader in charge of controlling the country, then, so, the same, the group should have a chairman to control the group. We should not allow uncontrollable people to join our group.

Without a clear strategy, the group could not move on. The district office defined our group as a local wisdom, so I established various centers and when the public sector got involved, they could move on quickly. I had a strong members' cooperation so we worked together integrated.

For land development, we coordinated with Song Pluay group about fertilizer production. Then, Song Pluay held a meeting for discussion. We had plant centers and various rice centers in the district. The execution process was fast. The provincial irrigation could work more easily as they just coordinated with Khao Wong, then everything will be processed quickly.

The Internal Activities in Group.

The activities of the group were cooperatively determined, and acted responsibly and assessed according to the participatory principle. There were 4-5 farmer groups in the district. The study group was the biggest "Our group had a chairman and committees from 6 sub-districts of the district. I was the secretary and we had regular meetings." And "The farmers came to apply to be the members. Now we have around 700 members. After discussing together and making decisions, the members accepted."

The group held meetings at the house of the chairman. There was an open-air sala in Mr. Wiset's house. The members shared their ideas cooperatively and made decisions together and respected the decision of the group "The members listened to the group." The members who did not listen to the group, they would not receive any support. The example was, the policy about rice seeds for planting, it must depend on group's decision. Group would spend the money to pay for, "The groups that prepared the seed by following their group, we bought the seeds for them. They would be left alone if they acted individually."

This group worked integrated and collaboratively, when the officials came, the official could support them and then it worked successfully. "With something like

that, the public sector should use our group's ideas as the direction. As, all projects, must happen from the farmer's ideas and not depend on the public sector's ideas. We had worked from 2011-2012, we saw the results, because the projects were happening from the farmer's direction, and the Director agreed. We wanted to do what the public sector supported and continued to support". He talked about a sample that the Provincial Agriculture and Cooperatives had supported them to develop called "Hole Pigs", to inform the farmers in their group how to make the fertilizer themselves. From the beginning, "Hole Pigs" were the rewards of the activities in "Sufficient hole". The group developed its benefit, they could use the pig dung to be fertilizer and not have to pay for it, so it was a benefit to support the farmers to raise some pigs. This group informed and required some grants from the Provincial Agriculture and Cooperatives office. Then the office coordinated and they received a grant of almost 100,000 baht to launch this project of pig raising, in order to purchase the piglets to give the farmers. When the piglets grew, and the pigs gave birth, the farmers would return 2 piglets to the group. These were for giving to others.

The Group Defined the Role of the Participants

Community role determination: It was found that the role of the members who participated in the project was clearly identified from the first stage. The chiefs of sub-divisions were appointed according to the capability of each area. The chiefs and the public sectors could contact the chairman directly for accurate dissemination of their information to related parties.

The community allowed the chiefs to recommend the direction of the group. There were working groups and the members who could agree with the decision of the leaders. However, the leaders were not in charge of making decisions for everything. The members and the committees took part in providing opinions and decisions. The farmers' group of Mr. Wiset, the "Hak Pang Bang Pan" group was the biggest group and had achieved good progress. As it included hundreds of members, the allocation of individual roles were therefore, very important and could be managed to obtain effective results.

The acceptance in the role of the chiefs could be seen from the example that, when appointed to be a chief, they had no time to work in their land, the members understood and willingly offered to help without asking for payment.

This group can exist because we joined together and helped each other. We need these kinds of people. The chairman has started the planting but he has no time.

He has to work for the group. So, the members help him to take care of his crops.

I do not have time to work in my paddy field so the members come to help. We helped each other. Even Lung Por said that our group is great at helping each other.

The leaders and the members gave their opinions, and got involved in the activities and the assessment. The leader was not left alone to take responsibility. However, all actions needed to be executed under the control of the group. Responsibilities also had been distributed to other sub-districts.

There was a soil center, a fisheries center, and a plant center Mine is a rice center. At Songpluay there is mixed farming, each has their own responsibility. It is agricultural integration. It is easy if the government agencies want to coordinate with us. If it is related with rice, they can come to me and I will help distribute their requirement. It is faster as they do not need to go to many places. I have the entire data base here. We can work integrated with the officials.

The People were Enthusiastic for Community Development

The people in the community were enthusiastic for community development. They knew about their problems and wanted to solve them. The interviewees who participated in community's activities began their reply, when asked about the reasons

for participating in the project, with the sentence stating that Khao Wong people had problems that needed to be solved, "The Khao Wong community has some problems." The farmers in this group were enthusiastic to learn more about agriculture, particularly the New Theory Agriculture, which only a few farmers did in their district. They always joined in the seminars given by the public sector, or occasionally, Kalasin University. They joined a group because this group's principles aligned to their thoughts. Previously, nobody progressed and their lives and families were not better. When they joined in the "sufficient hole" activity, they were serious about their involvement. The people who did not do so good, they tried to develop themselves to do better and not give up. Then, when they were evaluated, the people who received high grade increased, the lower grade receivers reduced. The people were interested in, studied and asked questions to follow the people who were better than them. The farmers in this group supported their children to have a higher education than them because they thought a good education was an opportunity for their children.

Local Philosopher Who Took an Important Role in Encouraging the People

The government sector coordinated to get assistance from Pra Maha Suparp as people respected him and his success could be used to encourage those people. Pra Maha Suparp was a local philosopher with a high potential of being respected by high ranking people in the province and the people outside. Even though the officials were local people, they could not encourage the villagers to join. The villagers, themselves, even they were all local people, they could not permanently join together.

To get the people's participation an attitude adjustment was necessary. The Director had listened as Pra Maha Suparp lecture one day and he got the idea of using training or seminars outside to encourage people to join in the activities, to adjust their attitude and with the tools and the knowledge to motivate them to look at the positive side. The information from the providers indicated that the effort to change their attitudes was not always successful, it sometimes, depended on the method, contents, and the instructors. Mostly, it required a lot of effort and serious attention.

They could not just give up. The first project, “1 Rai not being poor” used the idea from Pra Maha Suparp’s experimental field.

Pra Maha Suparp was a young monk. He was good at teaching, thinking and presenting. I can say that he helped me think and helped me work. He was my key mentor. I could only support what they were doing but could not think of anything. He was very good.

I went to observe him at his temple. It was wonderful. The temple was tidy and conceptual.

The Monk Who was a Developer

Pra Maha Suparp was the Pra Kru and the abbot of Wat Pa Na Kham. He finished the fourth grade of the monk education. He was about 40 years old and became a novice monk at the age of 12 -13 years old. His hometown was in Thonburi, Bangkok. There was no clear information about his settlement in rural province. As far as they knew, he had walked there together with his mother, who was ordained as a nun at that time. He was only 17 years old, then. He took about 1 month to walk to the graveyard at Kuchinarai district where Wat Pa Na Kham is located at present. He stayed there until his mother passed away and became a monk there, as well.

Pra Maha Suparp talked about his intentions since he was a child so that it could not be confirmed that it was his intention or his destiny. He intended to 1) become ordained and 2) travel to the Northeast where people said it was dry and difficult to live. He decided to travel with his mother.

When he was a novice, he saw the people in the community were poor, had a difficult life, suffering with debt and the families were separated. He wanted to help the people and began with his “prediction of lottery”.

His predictions given with the story about his dreams made him very famous when there were the winners of the lottery. But after a long period of time sometimes his predictions were correct but sometimes was not and the latter made people lose their money. Mostly they lost much more than they had gained. He realized that it was not the way to help them solve their problems. So, it was considered as his failure.

Later, he began to teach people to practice according to the Buddhism teaching or Dharma to help end their suffering. He found that the villagers were physically suffering with poverty and family problems. Dharma was only like a drug to relieve their pain. Doing meditation for thirty minutes could help end their suffering for thirty minutes. But the suffering came back after the thirty minutes. "... It helped but it's not the way ... "This was his second failure.

As Dharma was not the way to dismiss poverty, he sought more knowledge in every way. He attended all the training related to economics and new theory farming. Once he attended the training on the New Theory Agriculture (Sufficiency Agriculture) according to His Royal Majesty King Bhumibol's initiatives; mixed farming by dividing the operation with the ratio of 30:30:30:10, he knew that it was the way he had been looking for.



Figure 4.1 Shows the Division of the Farming Land According to the New Theory

Pra Maha Suparp usually stated that New Theory was not an alternative, but survival. As the method for survival had been found, he decided to do more than just survive. The knowledge acquired has been taught to the locals. He called the people to attend his teaching about the New Theory. However, there were no villagers interested to attend, then. He suffered from this third failure so much. ... "It really hurt. I was so exasperated I blamed the locals, they were "Not good"..."

By carefully considering the characteristic of villagers, actually there was no solution to solve the problems. He thought the reason that villagers did not attend to develop themselves was maybe because he had “No appropriate process.” The process to convince people was important. The first issue was the instructor should be able to do what was he taught to others. If the person who speaks could not do as he said, the villagers would not believe in him. The second issue was the villagers were like children. They did not like to think. They liked to STEP and each STEP should be clear and result in clear outputs.

He, then, prepared 1 rai of land and had the temple boys help him operate sufficiency farming in the 1 rai of land. When the villages came to the temple, he showed them the farming. The villagers were impressed as the farm comprised of a pond, a planting area, big trees and a rice field. However, they could not do as he did, even in 1 rai of land.

The saying “I cannot do it” reflected the attitude of the locals. Despite the good example could be seen, they just did not want to try. Then, Pra Maha Suparp tried to find a strategy to deal with the problem. He found the ‘starting point’ for the New Theory was an ‘attitude adjustment.’

The starting point was the attitude. If I did not adjust their attitude, they could be misled and do the wrong thing.

When teaching people, we should do it positively rather than make it negatively.

If the attitude is not adjustable ... they cannot achieve self-reliance but only think to ask for help. They will only take but do not give. The people do not help each other.

Attitude adjustment is an important step of the participatory process. The methods, techniques can be learned You can learn how to grow vegetables anywhere. It is not necessary to study with me.

Phra Maha Suparp monitored the problem of “1 Rai, not being poor”, he saw it did not progress. He found the fact that however they could even not do even in 1 rai of land. The farmer’s income only came from rice farming. When they were not

farming, they did not have any income. Phra Maha Suparp tried to reduce the scale of “1 Rai, not being poor”, to be in 1 minus 1 meter area. He planted all in only one area, the vegetables, garden plants and perennial plants. The arrangement of plants meant that there were products to eat or to sell from the first month. And it kept producing products every month, until the last period. Over the next 20 years, they will also have money from the perennial tree which was cut down for lumber. He named that “Lhum Por-Piang” or “Sufficiency hole”. He taught “Lhum Por-Piang” to the people who visited his field. It was tried by a group of farmers in nearby districts, and used to be a physical therapy by the physical therapy department of Kuchinarai Hospital in order to help patients who needed physical therapy at their houses. The consequence was that the patients recovered quickly. The patient’s products were the vegetables with no chemicals because the mixed-planting method protected the plants from any insects. They sold for high prices and could be sold in the hospital area. Demand for the vegetables was higher than supply and there were not enough to sell, because the vegetables grown by the local farmers in the province were so contaminated with chemicals, even “the gardeners do not dare to eat them”. The customers of their products were the doctors and nurses in the hospital so there was a reliable and increasing number of customers. This success made Phra Maha Suparp more famous. Then Phra Maha Suparp presented this idea to the Director to try this in a smaller model for the farmers but with a revised the plan. From making the first step to adjusting the attitude of the farmers to be concerned for their future, and to do it by themselves and not wait for help from anybody. They were motivated by some small rewards to bigger rewards which depended on the grants from the government.

A Volunteer Mind

In 2003, Pra Maha Suparp received the award from “Khon Khon Khon Award as an excellent developer. He had started the project in 2000, but did not wish for any award. He was well known, but without formal awards, in the province because of the “Sufficient hole” success with the hospital’s department.

His goal was to develop the civil society, by introducing the New Theory Agriculture, and not for awards to gain social acceptance. However, he accepted that

the reward would help make his work easier. Even though he did not get an award, he continued to work. When the people in his team were asked, they said that they were not concerned whether he got an award or not. But with the reward he would be able approach the people easier. People were increasingly interested in his project and he could help more people as well.

The people who were in doubt, came here for 60%. And the people who used to turn their back to the project, at least turned to look at us, and wonder what happened?.

Easier to Work than a Normal Person

Even though he was working as a monk, he did not think to work like normal people. In his opinion, he could do development work better than normal people. It was more convenient for him to travel to other places “At night, where I sleep is just a temple.” He also did not want to have a family as normal people have. He understood that people who have family that, even if they are good at work and really sacrifice, they still have someone waiting for them at home.



Figure 4.2 The Activities in Project

Adjustment the Attitude, Sufficiency Hole Results

When Pra Maha Suparp came to help in the activity to adjust the attitudes of the villagers and teach them about sufficiency farming, the result was good and could help the villagers to solve their problems with poverty.

Mr. Wiset said that the acceptance of Pra Maha Suparp's strategy has increased the number of the members because they have seen real results, "It was really self-reliant. It formed a true shape gradually."

Sufficiency Hole

When the farmers had the positive attitude and understood the benefit which could be achieved by just one person working, Pra Maha Suparp would teach they

how to do “Sufficiency Hole” in 1 meter minus 1 meter sizing. That he analyzed from his own experience if they started from the unmanageable size they definitely could not do it.

The sufficiency hole was the hole with a dimension of 1 meter and was used to grow 4 types of plants i.e. 1) supportive plants such as banana which helped to preserve soil humidity 2) annual crops such as chilies and eggplants which required daily watering 3) smart or strong plants such as papaya which could survive with minimum care, and 4) long term plants such as teak trees which also required minimum care but took a long time to grow.

He realized that with the single plant growing concept, they must wait 3-10 years before having products. In the other hand if they just plant only annual crops, they must plant repeatedly. But if they used mixed planting using a banana tree, the four types of plants growing would be balanced.

Sufficiency agricultural implementation did not generate a large quantity of products at one time but it did give enough for family consumption and left some surplus for sale throughout the year. It especially provided long term products as big trees such as teak, mahogany. Siamese rosewood takes 20-30 years to grow up to the suitable size. The 20-30 years old trees cost around 8,000 baht each currently.

In the market, there was information provided by Mr. Boonwong Thai-oothsah from the Faculty of Forestry, Kasetsart University, which explained that the cost of teak lumber was based on its beautiful and firm annual rings, as well as the straightness of the tree. In order to get such a good quality tree, the soil and the environment of the growing area should be good enough, and the plantation monitoring should be well executed.

There were variety of teak woods on the market, Sak Thong was the most expensive teak as it was a good quality wood with a beautiful golden color. Mr. Suthat Dechwisith who wrote about Sak Thong in his book named Sak Thong – The Investment for Growing Sak Thong for Sale provided the information that it was well accepted that Sak Thong with an age of 15 years old could be sold at around 9,000 Baht while 20 years old Sak Thong costed more than 18,000 Baht.

It was possible that the price of Sak Thong would increase. The record of the Forestry Industrial Organization showed that medium quality Sak Thong wood with

the volume of 0.51-0.55 cubic meters cost around 4,599 Baht in 1997 and increased to 5,253 and 7,414 consecutively in 1999. Currently, it costs over 10,000 Baht.

The growing of teak trees is a way to increase the forest, however, there was the concern that the cost was too high to encourage investors. Even though the increase of the forest with teak trees was for commercial purposes, it should get good support as it generated reforestation.

The farmers who worked based on sufficiency theory seemed to expect a better life with a good future. Farming is a career that everyone should be proud of. Not all the farmers become poor and it is a career that was transferable to the next generation.

Moving on by “Sufficiency Hole”

The expansion of New Theory Agriculture was started again, public officials set up a work shop, lasting 5 days and 3 nights for this course, in 2009. It was a mix activity course, meditation and listening to sermons, in the morning, and learning the New Theory Agriculture in a shared program in order to make the farmers get both the right concentration and learning at the same time. Phra Maha Suparp needed the farmers to having 5 commandments when working. The work shop got good results. The farmers believed in the new method too, with the expectation for concrete and fast results, and their attitudes was changed to be more positive and to be self – reliant.

After completing the training together, they moved to the operational stage and the pilot project was created. They were encouraged to build sufficiency holes of 1 per house or as required depending on the number of family members. The farmers who joined the project that could follow the criteria would get pigs, chickens or ducks as their rewards. The winners got 2 pigs, a male and a female. When the pigs delivered piglets, 2 of them were returned to the fund to be the rewards of the next round, that was next step of the New Theory Agriculture. Hole pig raising could make use of the pig manure to be a natural fertilizer. The farmers who won, received the rewards for each round, and the competition changed the rewards each time, such as, piglets, chicken, ducks, nearly 10 people received awards. When these animals gave

birth, the farmers returned animals to the officials for the next round of rewards. This meant that the officials had more rewards to continue the project. The contest lasted for 3 months, the farmers who continued to the next step received more valuable rewards, such the digging of pools. For pool digging, the farmer would receive most of the money needed to dig the pool but not all because the government sector did not have enough budget to subsidize the whole amount. The budget required for digging a pool was 12,000 Baht, so the farmers needed to pay additional amount of 2,000 baht, by themselves. These activities continued all year round.

For help in other ways, such as, the new technology training, these were supported by the civil society; Phra Maha Suparp or the university of Kalasin. In the project, mostly the farmers must do it by themselves. In their activities, they separated to be groups, to compete with each other and voting for the committee themselves to do the judging. They did everything they needed to learn to be self-reliance. The public sector acted as the supporter to be closely involved.

In the competition, for judging, the officials must be equal, to explain or reconcile differences. "Why did that person win?". Some people, they got involved because they wanted the rewards, when they did not get them they were disappointed and they would complain that they did not accept the results. If the situation resulted in quarrels, the officials would come to help and explain, "When we counted, it was clear, you did ten but he did twelve, or fifteen, so he must be winner." And cheer-up, "Even the person who was last received a reward too like a bucket or a spade." The farmers were graded by their performances as levels, Grade A, B, C or D. The best performance was Grade A, lower performance was a B, C, or D. During the project some members numbers reduced, because the farmers who got involved only to get free gifts, left from the project.

Six months later, this project showed the results from doing sufficient holes and pig holes. Many farmers received awards step-by-step until getting funds to dig their own pools for crops by the New Theory Agriculture, going on to using land for fish culture. At the same time, the person who even did not receive any awards got vegetables for food or as products to sell. Sufficient hole farming generated more income with vegetable products while waiting for the main crop, rice harvesting. The farmers in this project, brought their products from vegetable farming to the small

market for sale at Kuchinarai hospital. This was coordinated by Phra Maha Suparp. The small market grew as it had more customers and greater demand until the farmers could not grow enough to meet customer's demands because they did not grow purely for commercial sales. The next plan was to increase the number of farmers who were doing the sufficient hole. This was the motivation for other farmers who were not involved in project or had left. It changed their minds to do sufficient hole because they saw the commercial benefits.

Aside from sufficient hole farming, the main crop of farmers was rice farming, using a third of the land in the New Theory Agriculture approach. And the main income was from selling rice. This made farmers use the method of farming that didn't use chemicals because they had the "painful" experience of toxic soil and illness from consuming the contaminated plant products and poverty from spending too much money buying insecticides and chemical fertilizers. Even though most of farmers in the district still believed in the use of chemicals for growing, the determination of Mr. Wiset and Hak Pang Bang Pan group was that their sticky rice products would be the product of farming with no chemicals and that was their product's selling point. And it was the "Cultivated Agriculture", of using manpower to grow, harvest, husk and pack that did not damage the rice seeds. Then they did not use a large electric mill, they just used the medium or small mill to pack immediately after husking. All of that was the character of a "Premium" product. They could sell their products for 50,000-70,000 baht per ton. Their group wanted to be self-reliant, by selling their rice themselves.

From this farmer's goal, the public-sector focused on their capability. Then the public sector responded by supporting this group to be enable it as a "community enterprise" and expected it to develop into becoming "cooperatives", which would match the public sector's objective, and it would be a concrete achievement of the project's development.

Collaborating between the Monk and Officials.

The public sector asked for help from Phra Maha Suparp because the officials saw that the people believed in him. The people knew he dared to speak and dared to

act. He could work with other sectors, such as, the hospital, the university and the agricultural public units at the provincial level.

His strategy was to convince people and it succeeded, Phra Maha Suparp believed in convincing a few people at first then the rest will follow.

You asked about how we get to “tap” them to be able to work together. Did they have that already? Or did they wait for us to find it. It was just a natural law. What we did we called “The Searching Model Strategy” We spent a lot more time on this than expansion by agricultural method.

I am telling you it is the natural law that people are divided in 3 groups or the 4 types of lotus. There are 10% of this kind, 80% of that kind and 10% of this. It exists everywhere. The first 10% are good people, the latter 10% are bad people and the 80% are in the middle. Some places may have the same problems as us, some may not. There are people who do not want to do anything everywhere. They can be found in big and small villages. (Pra Maha Suparp, personal communication, October 22, 2015)

Pra Maha Suparp’s Network

The network of Pra Maha Suparp included many organizations, such as the management and staff of Crown Prince Hospital in Kuchinarai district, Kalasin Provincial Chamber of Commerce, local politicians, university professors, and other organizations. These networks were from the extension of his New Theory Project. They saw the success of his project so they decided to join.

Pra Maha Suparp established his network by using the ABC principle - Area Base Management Principle.

ABC is based on individual ability. Such as Sumalee may be good at one thing, we, then, help to extend her ability on that. Sumalee may be good at growing vegetables, but she needed more skills. The person who is good at organic at the national level was Jae Hong, we extended her ability on that. At

the same time, I drove the community forward with my existing capital. Everyone has something they are good at. We just pulled it out.

Today we have experts who good at everything. I am not good at everything. I see that this group is group X. How can I deal with these high potential group X people? (Pra Maha Suparp, personal communication, October 22, 2015).

Regarding the knowledge about the economy and the market, we established a common understanding between the government sector and the people by teaching about “L” shape structure to make them understand about the strong points and weak points. The points they should accept about the other. This created a common understanding that enables them to work together.

In his network, the person who has significant commercial and marketing influence was the vice president of the Chamber of Commerce, Mrs. Mantana Leksomboon, called “Jae Hong,” who was acting the President of the Kalasin Chamber of Commerce. Jae Hong joined the network of Pra Maha Suparp after they met at a provincial event arranged to brainstorm provincial strategy.

I have joined many events and saw the weak points and strong points of the province. The SWOT analysis done at several events made me aware of the strengths and weaknesses of Kalasin Province. The officials also came to attend. They joined the events 3 – 4 years ago but they did not know about the real potential of Kalasin Province and the potential of the area. So, their plans were unclear as was their execution.

Jae Hong had a feeling about the administration of the government. The governors chosen to be located at Kalasin were not the ones who were keen for development. They were changed very often. They stayed for 1-2 years and so could not implement anything. “It was like they were here just to wait for promotion to be the governor (for the vice governor).” Jae Hong believed that Kalasin province could be a leading province.

Jae Hong found when she worked with the provincial strategic planning team, that the new theory agriculture could help to promote the provincial economic and

social strategy. Even the governor was listening to the monk. And after she studied Pra Maha Suparp projects, she found that he really did it and really knew about Kalasin Province. In addition, she thought that it might be beneficial for her organic business as well, so she decided to join the project. She volunteered to find the markets and extend the market for the products of the group. She had the products to sell in her shop as well as trying to have them sold in the supermarket such as Big C and Lotus. Phra Maha Suparp frequently praised Jae Hong that she was the “Man of the Match,” she had been in the business world all her life. “She was not the richest person in Kalasin but she was able to live without working.” Jae Hong has another two names; one is “The Godmother of Coordination” and the other is “The Moral Private Sector.”

The development of organic products also included the use of technology for service management such as the creation of bar codes to include information about its origin. Then, coordination with Kalasin Rajabhat University was used to get assistance from the professors in IT. Miss Sumalee, the teacher, was informed by Jae Hong because Jae Hong knew she was an IT teacher so that she asked her to join in the meeting supporting Phra Maha Suparp. For Miss Sumalee as her occupation was an IT teacher, then she thought the collaboration was to her benefit, “I also wanted an exercise for my ICT students. It was several benefits I could get. “I joined for several benefits ... to have an exercise for my students.”

The civil society network was not established by the government but it originated from Pra Maha Suparp’s network. When the people involved were asked why they came to help Pra Maha Suparp, they replied that they trusted him more than the officers, as he really did it and did it for the villagers. “On the stage, the governor was great and a one man show but in real life Pra Ajarn got all attention.”

The Success of the Project,

The Farmers were Successful by Doing It. They Could be Self-Reliant.

After the New Theory Farming was initiated in 2009, concrete results could be seen from the living conditions of the farmers that were much better. The farmers had

the New Theory farming principle to focus on. The economic and social status of the people who complied with the principle was much better. Pra Maha Suparp said that he never expected that the life of the people would be better in the first community initiated by him. But it already became true as there were families who can pay off their entire debt and have enough money for their children's education and could see a good future from the teak wood growing in their land.

"Sufficient Hole" could also solve the farmer's problem about earning a living. "Hole pig" could be used for making manure, and a pool was an essential item which the farmers tried to invest in with their own money and a grant from the public sector. This would support the farmers in the group who had the capability for water management in their farming. In that time, "Hak Pang Bang Pan" Group was developing themselves. They tried to trade their rice products to raise their profile. They were in group which set its own price, by making decisions at the group's meeting.

"Hak Pang Bang Pan" group succeed in their community mill management to pack their rice and sell it by themselves. The duty of accessing the market was Mr. Wiset's. He demonstrated the products in local trade fairs and national fairs. The public sector, the Director, supported by coordinating the related offices for branding and packaging design as the farmers did not have the skills in marketing and product channels. The public sector supported the budget to purchase a medium sized mill and shared their knowledge in the community's business management to the committee of the farmer's group. The public sector acted as the middle man. If the buyers had some orders, the public sector would inform the farmer's group to make the negotiation. The representatives of farmers would do that "They helped each other with the thought that the rice of other members is also the rice of their family."

Currently there are 66 members who earn at an average of 30,000 - 40,000 baht per month from the sale of rice and other vegetables. The members are happy with their farming. Some of them can sell 4 – 5 ton of rice at 60,000 baht a ton. They do it by themselves and do not rely on the rice mill owners. They need not be afraid of having no market to sell their rice. The group wants the farmers to get together permanently and have systematic production processes to bring the rice to the market by themselves and provide a good income for the farmers.

It is possible, by having a mutual fund to open the shop to sell the rice at the fair. The fund was obtained from the sale of the rice from the group, “Wherever the public-sector fair was arranged for the products from the New Theory Agriculture, they asked us about opening a shop. They asked for but provided no subsidy. We wanted to be involved, so we used the money obtained from the sale of the rice of our group. The others who had no money so they did not go.”

Small Market Development at the Hospital

The Market for Healthy Food

“The Khao Wong Phu Thai’s life market” and “Srngasuk market” are small markets for health promotion. They were opened to create the chance to learn about the culture of healthy food consumption and to promote good health and, of course, a good income in Khao Wong district. The markets opened every Tuesday and Friday from 6:00 to 13:00 hrs. at the Khao Wong hospital parking lot. They were the markets to learn about and the selling of organic products, chemical free products and community products. They are also the resource for learning about human health related to the consumption of healthy food and the resources that link the manufacturers and the consumers. These resources led to greater understanding and about the production and the consumption of healthy food. It is the way to create a happier condition for the patients, staff and the consumers in the community who care about their health.

The Development of the Farmers’ Participation.

The group of farmers at Khao Wong district appeared strong. In fact, there were many groups of farmers there and “Hak Pang Bang Pan’ was the biggest group. It had grown from 417 members to 700.

However, there were a lot of groups. Some were established because they did not agree with the approach of Mr. Wiset, or had the different ideas from him or from personal relationships. Mr. Wiset did not stop the members of his group from joining other groups because he needed them to increase their knowledge. But some groups

did not allow their members to join the Hak Pang Bang Pan Group because they were concerned about leaking information related to the price of the rice or other issues.

Some people also could not join the Hak Pang Bang Pan Group due to the 3 rules of the group i.e. one: no saving of issues, two: no sexual behavior and 3: no direct sales. The performance of this group was accepted by the local public sector.

I am not giving a complement to myself. The chief of the district did say that this is the best group ... Other groups still asked for a budget from the government.... We have never asked for one, but if they wanted to give, we took it. However, we have got regular visits from the government sectors and made some people envious of us. In fact, the government sector visited us often because they wanted to get a good result from us to promote their personal performance.

Mr. Wiset said that some people looked at him as if he was a mafia farmer. He confirmed that he was not mafia. Because his group was big the local politicians asked him to apply for selection to be a provincial member or the sub-district member. He refused as it was not what he wanted to do. He expected his people to be self-reliant. Even though he was criticized as a dangerous person he had never given up.

I was criticized a lot. They claimed I was corrupt and some other things. I have been confronted with many things. I have never cared about what people say about me. I kept doing my work and finally they came back to us.

Mr. Wiset was proud that he could help his members to have better and better lives. They can be self-reliant and they saw their future with the big trees they started to grow and get food from their lands. He said he had known that the farmers will be the richest because they do not have to depend on anybody, and the farmers had their own houses and the land for cultivation so that they did not mind if the world collapsed, they would be able to survive because they had a lot of food in their land. He wished this project was sustainable, well-known and there were people to maintain

the Royal Initiatives, then he wanted to push the community to be a knowledge-sharing center.

The Consequences

In this project, the public sector and the people in community had to develop their collaboration and working processes. They brought the problems that had happened and considered them together. The public sector brought the things that originated in local area which included the government policy and were created to be the solution to poverty and supported the people's self-reliance building by people doing things by themselves. Bringing the original things in the local areas and developing them to yield results was making a project that matched the people's demands and created collaboration. The farmers still had the right to decide if they would do them or not to progress and work. They knew the condition of the public sector for budgeting the government's fund. A lack of man power and traditional system workflows pushed the public officials to be more self-reliant too.

The public sector achieved their accomplishment when the farmers achieved concrete results. The farmer group "Hak Pang Bang Pan" could perform to set up to be a cooperative in 2013. Therefore Mr. Wiset wanted more time to be better ready so it would be it successful and sustained because he hoped his members would have a better life and a good future.

Emerging Learning about the Collaboration between the Public Sector, People and Civil Society

When the farmers grouped, there was collaboration between the public sector and people because they emphasized on collaboration. That made them strong and acceptable. That, in turn, helped to better develop participation.

"In the past, there was nobody interested in our group. But after we implemented the new theory agriculture, a lot of people came to observe and study. University students, doctors from Chai Pattana Group, Dr. Chutinan's team came here

to study our work. Then I told the members that it meant we were on the right track. People came to study from us.”

So there emerged a joint vision. The public sector had attempted to build the communities to have a positive attitude to look for achievement that they could achieve by themselves. When the community had its own vision, and was involved in the project, the public sector had another strategy which was different from the past. They supported only the farmers who were “donors” but “non-donor” people would not receive anything. This way the public sector planned to teach people to be self-reliant.

Emerging New Strategies

The public sector said, “If you want it, you must do it”. This was different from the past when the public sector said, “If you want it, put your hand up.” This time, the farmer would have to pass the evaluation before getting the reward. That seemed to be the motivation to make some of farmers, as project pilots, who did it first.

The Public-Sector Listens to the People

This made the big change like a somersault and the farmers now led the public sector. When the farmers were successful with the New Theory Agriculture cultivation, Hak Pang Bang Pan group became famous in the province. Now the public sector sometimes accepted their opinions when they made suggestions. This led to the integrated working between the public sector and the farmers.

This is theory of 2 axis, where flexibility and the strength are mixed. The project will be accomplished. Their contributions can work together. It happened from a long time ago and the farmers have done it, and was defended with the public sector’s thought that in the past they will have their framework for farmers.

When the farmer's group appeared and showed their strength, to present their demand of being self-reliant, that resulted in total involvement and matched their demands. Such as, "Our members, some transplanted seeding fields, some sowed fields, in order to reduce costs, we asked for this way, and the public sector said all right, we were so glad, because it conformed with our demand."

The reason that the government should listen to the people and not encourage the people to only follow their ideas was that the people were skillful, competent and have their own ideas.

I believe that between the government and the farmers, the farmers were better than the government. I am sure of it. The farmers had no salary but they could bring up their children properly.

When the officials came, they saw the farmers' work. It was not only that. There were a lot of problems that the government never knew about, the problems about families and the problems about the dry season, etc.

Mr. Wiset mentioned that the cooperation between the government and public sector required the understanding of each other.

When the officials and the people worked together, if they have the same ideas, the work can be performed smoothly. If they cannot agree with each other, they should not work together.

If the farmers do anything wrong, nothing happens as they have no obligation. But if the officers have any conflict with each other, they will get into trouble. Firstly, he violates the official regulations. Secondly, he violates the law. Thirdly, he is observed by his superior. And fourthly, he is observed by the top management. The officers cannot avoid trouble if they do not integrate their work.

There are many officers in Khao Wong who needed to leave their jobs because of the conflict or they used the allocated budget for something else. But this group executes all the work attentively. We need to declare about the budget used. We should know everything about the spending of the budget.

The officers also need to clarify to us how they used the budget. If they could not make it clear, I asked them to return the money to us. The execution with integration is very good due to my idea.

I think if the officers dominate the work, it's not good.

The Government Takes the Role as a Supportive Mentor

Mr. Samnak, the provincial Agriculture and Cooperatives office director said that if the government let the farmers do what they want wanted to do, cooperation would be created. The networks came to help and the government can be the supporter. Complete the process to obtain local capital for local development by looking for specialists, leaders to teach, the government should act as a promoter who set up participation events, and plan to make all activities happen. It was necessary to convince the people, because if the public sector did not do that, the people certainly would not join in and the development of all groups would not happen. Now, the public sector could not "do everything".

The government sector should build up good relationships with the farmers in the community and have a good relationship with the networks that came to help. This level of relationship provided protection for the farmers in the community and the organization joined in to create benefits, such as direct selling and loan businesses.

Mr. Samnak mentioned that if the government approached to develop anywhere, it must be managed by public participation, by using local wisdom and civil organizations in participatory governance. The public sector must recognize that when people collaborated, it would reduce the problem of a lack of man power in the field. That reduced the government's duties, because there were not enough government officials to service all the farmers in the province. And the responsibility to maintain both the economic and social welfare of all farmer households was the major duty of the province, and the public sector had the rules and regulations which were not flexible. It was better and more sustainable if the government encouraged the farmers to be self- reliant.

Working with the Provincial Governor

In 2008, this project was supported quite well by the governor, Mr. Decha Tantiyawarong. He was known and respected by Mr. Samnak because he was his sophomore when he studied at Kasetsart University. But Mr. Decha studied in the engineering faculty. Mr. Decha supported being involved in the activities and commanding other related public units for their collaboration. Up to the following fiscal year this project received encouragement from the Governor, Mr. Wiroj Jiwarangsan, and approval for the activity's fiscal budget, and to be involved in activities. During this time, from 2006, provincial governors remained in this position for just 1 or 2 years. Mr. Somsak Suwansucharit, who participated in 2011, was the person who received the award from the government for this project even though he was not the person who was involved in it.

The provincial governor in Kalasin was too far away from people's vision and seemed to be a stranger to them because they worked for a short term. Some governors could work with project officials and civil society together quietly. Pra Maha Suparp said that some governors helped to command the related public units, "He told me to tell him what I wanted to do and he would make the order for me." because they knew Phra Maha Suparp had been here longer than them and knew more about the background of this province.

Pra Ajarn performed his work seriously in the rural areas and with the people who worked seriously. Every governor who moved to work here should follow me. It was not because of my super power. It was because of the facts. The governor who respected the truth could get along with us very quickly. The one who wanted to recognize the truth took 3 – 6 months to get involved.

Some governors who were here refused to collaborate with team and only stayed here for a short term. Phra Maha Suparp did not know their reasons but he said he believed that it was better if the project received encouragement from the governor, "What I have seen was that with any sub-district that was going well, the governor had joined with them."

Communication Development and Public Relations

When the government approach the people in the community, the interaction between villagers, leaders, members, networks and officials were more convenient. In the past, it took a week to deliver the information from the public sector to sub-district. But now it could be done within a few minutes. It was easy when they used social media such as, LINE or Facebook for communication. However, there was a need to expand support for advanced communication systems as some did not know how to use the applications.

The Agricultural Community: The Transfer of the Sufficiency Agriculture Theory based on King Bhumibol's initiatives.

The result had some effect on the community. When they were successful, their life was better. From the interview, the interviewees mentioned that sufficiency agricultural generated greater incomes and reduced expenditure. People had a career to earn a living. They had a good future. It is necessary to transfer this knowledge to their children. When the farmers are self-reliant, their community is too. They do not have to wait for the assistance from the government. It is a sustainable community development.

For the civil society, the idea was to give the knowledge and prepare market channels for the community's products. The result was intrinsic motivation, they were happy to help and be a key person for their society. They were proud of themselves and accepted by, not only members in their community, but also from outside.

The Transfer of Knowledge to the Children

The farmer's group transferred their knowledge to children by teaching students how to build sufficiency holes. When there were enough in the schools, we moved to the houses of the children. They set up the Youth Agriculture Project to enable the new generation at university aged students to know how to plan for the

future, starting from building a sufficiency hole at their houses. Finally, they gave experience and conveyed the concept and attitude towards a farmer's occupation to the children confirming that it is not a job that makes them poor and they should not refuse hard work.

The Sharing of Knowledge

The project was based on the principle of sufficiency economy. Therefore, we usually have knowledge sharing activities and develop to establish an agricultural learning center to provide the knowledge related to agriculture to children. The students are taught about the theory in schools. We gradually insert the sufficiency hole theory into the houses of the children and extend it to other communities.

I called the key men and the members for a meeting every month, at least once a month or once a week at the maximum. They tell the others about their experience and for them to learn from it. Our group really loves each other. When the chairman states it, they will follow.

The committee of Khao Wong community established a policy for a youth agricultural project for the new generation of university students to learn about the new theory agriculture, sufficiency agriculture, and to able to plan for their future with the sufficiency hole. The farmers in the community, who are the parents do not operate the farm alone. They also give experience and deliver the concept and attitude of a farmer's career to their children confirming it is not a job that makes them poor and they should not refuse hard work.

The communities had also created the strategy for sharing the knowledge by setting up a sub-district as a separate learning center, as mentioned above, such as a rice center, a soil center, a fertilize center, a river fishery center, a plant center and cooperatives for farmers, interested people and relevant officials to study or coordinate with other centers. The farmers in the community can visit other projects and the outsiders can come to visit those centers. The group is open for the members

of the group to be the members of other groups because the chairman of Hak Pang Bang Pan group was “open-minded.”

Our group, which has the most members. The members of other groups can become the members of this group. We do not prohibit our members but there are some groups that do not accept the Hak Pang Bang Pan members. I don't know why.

If we are members of other groups, those groups will gain knowledge and experience.

In addition, there is a strategy for personnel development; develop the members in the group by giving them the information to encourage them to learn more about using computers. The working plan was established to organize training for the members and to divulge the knowledge to the children and young people.

The Project has been Recognized at a National Level

After the project joined the contest under the project to find the Excellence of Participatory Governance, this official project won a national award in 2010. The governor received the award, as the provincial executive leader. The project was well-known.

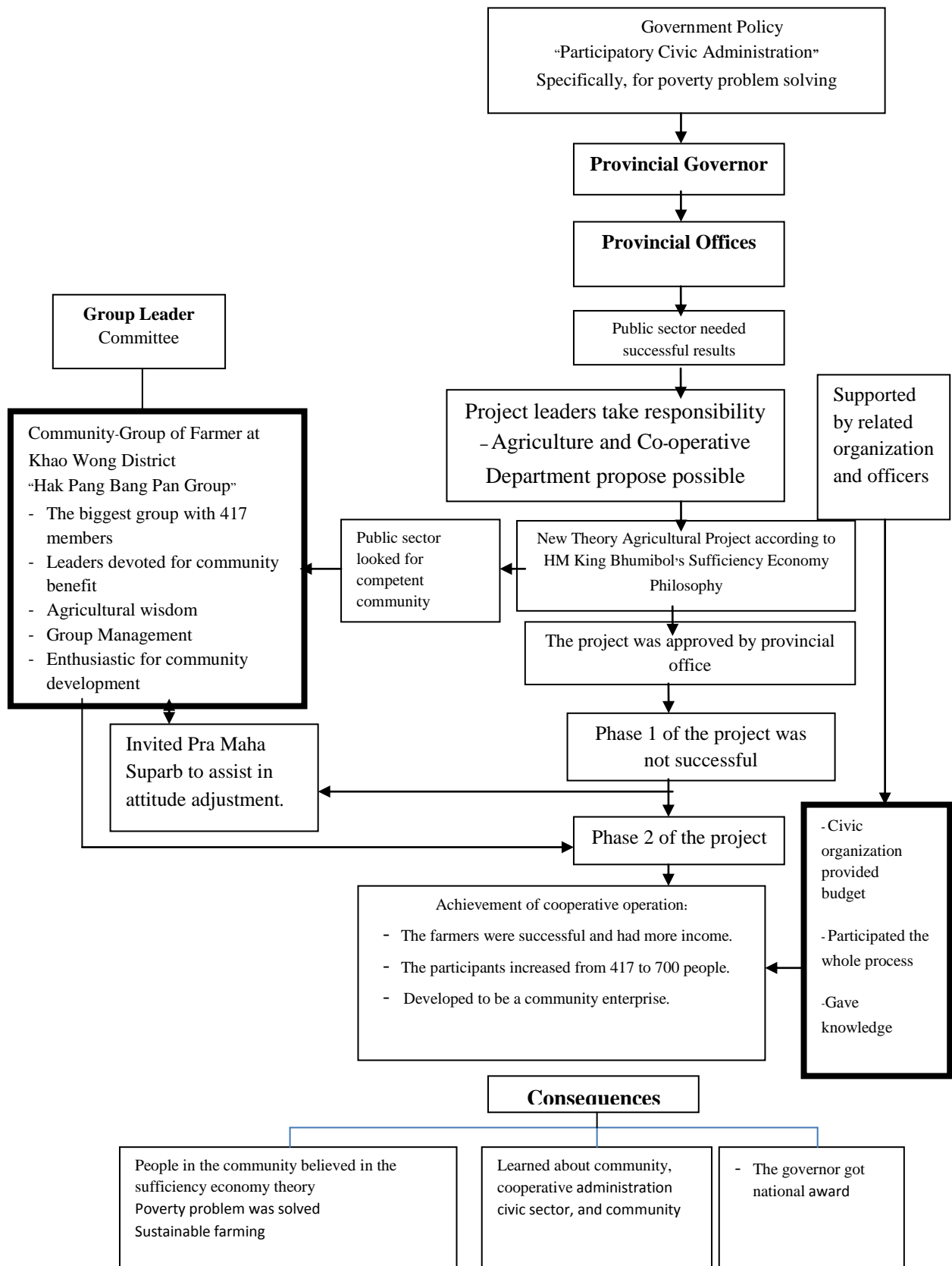


Figure 4.3 Flow Chart for Case Study 1

FINDINGS - CASE STUDY 2

Long Khaek Long Klong Project, Muang Mai Sub-district, Amphawa District, Samut Songkhram Province

Background

Like case study 1, it happened in 2008 when the government introduced the “Participatory Governance Policy” by the Ministry of Interior as already explained in detail in the previous chapter. At that time, poverty-related problems were a major focus. The Participatory Governance Policy was applied to solve economic and social problems

The policy was presented to the implementers or the officers in various governmental units. Provincial governors were the people who accepted to apply the policy. They were trained in Participatory Governance by the OPDC (Office of the Public-Sector Development Commission). Concrete outcomes were required by the government so implementers were encouraged to send the results to a competition.

Project Initiation

On 20 October 2008, Mr. Prapas Boonyindee became the governor after being the vice governor in Samut Songkram during 2005-2006 when Mr. Anuwat was the governor. After being in the position for 2 years, he was transferred to be an inspector and later was promoted to be the governor of Singburi province. Then, his superior, Mr. Peerapol Tantasara, asked him to take the position of the governor of Samut Songkram province with the reason to help resolve social problems. At that time people tended to leave the agricultural sector and move into trading and tourism business, or moved away and did something else. A lot of crops arrived in the market from monoculture farms, and that affected the price of the crops.

In 2000, the policy was applied to follow the provincial strategy plan for developing the province by maintaining its nature and ecosystem. Samut Songkram comprises of 3 districts. Most local areas were with zigzag roads passing through paddy fields and orchards. The development plan was to keep it like that, as the narrow and zigzag roads were part of the province's charm. With regards to social development, the strategy was to reduce the number of people who were leaving and encourage them to not sell or rent out their lands. A hometown loving campaign was promoted. Local administrative agencies, such as municipality, sub-district and village heads and officers as well as other concerned unit officers were contacted to consider initiating or promoting the project in response to the provincial strategy. However, the provincial budget was not officially allocated at that time.

Projects Proposed by Communities that Required the Collaboration of the Province

The participants in the meeting proposed Muang Mai sub-district community as project execution area because of its capability to collaborate with governmental sectors. Muang Mai sub-district community had experience collaborating with the governmental sector in the Village Public Health Administration project in 1998. The project was to promote participatory innovation and personal health by campaigning for health creation with exercise activities such as jogging, running, and biking every Saturday morning. The community received the outstanding award of Yoo Yen Pen Suk (Comfortable and Happy) village.

By using and applying the “strategic map” which the community committee had learned from the training in preparing the plan for collaboration with the provincial public health office, the leaders of the community were educated about community administration and understood well each community unit's responsibility. Previously, the community had been engaged with “Ruam Palang Samakee Pok Pong Withee Thai” or the “People's Harmony Creation to Protect Muang Mai Way of Living” project which included activities such as a monthly forum arranged to exchange their ideas and to determine village development activities together i.e. Sufficiency Economy Village: Por You Pro Gin, or Sufficiency Living and

Sufficiency Consumption model village and the expansion of a sufficiency economic model to all villages.

With coordination from the local administrative agency, Muang Mai community accepted to propose the project although they realized that there would be no budget support and the proposed project would be implemented with labor and not money. Since they were reminded by the Thai style traditional collaboration, they additionally proposed the project called “Long Khak Long Klong” or “Collaboration for Canal Development” to the provincial office. They initially planned to clean out water hyacinth which obstructed the canal and allowed mosquitos to breed easily. The governor saw the possibility of the project implementation so he gave his approval to the project even though there was no budget. Instead he coordinated to create a workforce from local governmental offices to assist in implementing the project and listened to all the ideas and comments made in the meeting. The unit responsible was the Community Coordinating Center of Muang Mai sub-district, Amphawa district that collaborated with the officers of the Public Health Office, the Sub-district Administration Office and other local governmental agencies. The project was implemented in the villages located in Muang Mai Sub-district Administration Office and Muang Mai Municipality Office’s areas.

Long Khak Long Klong Project

Amphawa District was a conservation tourist’s resource where boats were used for sight-seeing tours along the canal in 1998. The canals, then, were obstructed by growths of water hyacinth which floated down from Ratchaburi province and passed Bangkhontee district, Amphawa district, Muang district and finally flowed into the Gulf of Thailand. However, because of the tide, some water hyacinth became stuck along the canal and was able grow well and quickly while some flowed into the water ways leading to the local paddy fields. The huge quantity of water hyacinth caused problems to the flow of water current and spoiled the water. The canals were blocked making it difficult for transportation.



Figure 4.4 Removing Water Hyacinth from the Canal

The community of Muang Mai sub-district comprised of 10 villages. The roads were too narrow for 2 cars to drive pass by each other easily. Most of the local people used motorcycles for travelling and used pick-ups to carry their crops. The houses were located a long away from the roads. The land along the roads had dense growths of lychee, coconut and banana orchards and were separated from the roads by small waterways. Each land was connected with each other without fences.

The governmental agencies such as the Public Health officers and development officers, who used to work with the community, said that Muang Mai Community people were living in harmony. Earlier projects which they cooperated with government were mostly completed on their own. In the name of the project “Long Khak Long Klong”, the word “Long Khak” is from a traditional word meaning “to work together” The communities initiated the project with the idea that they would help each as and when needed and without getting any payment. The helpers would be compensated with assistance in other work. This demonstrated their strong harmony.

On the appointed date, all people were asked to gather together, voluntarily. It was started in Moo 1. However, there were only 49 people who joined, from a total of about 2,000 people in the sub-district, because the appointment made by each village was unclear. They, nevertheless, started the project even with only a small number of people.

The volunteers were the officers from the Community Coordination Center and provincial office including the provincial governor and the sheriff. They helped collect water hyacinth and took them out of the canal. As mentioned above, water hyacinth obstructed the water way, made the canal dirty and was a breeding ground for the mosquitos that spread dengue fever. They started work at nine in the morning. Each one used their own method of collecting the water hyacinth. Some used the boats but some got into the water. It was a lot of fun, women, children and some other people waited on the bank to help take the water hyacinth to the storage building to be turned into fertilizer. Even the officers and the sheriff took off their clothes and jumped into the canal to help collect the water hyacinth disregarding the villagers' warning that it may cause itchiness. The sheriff said, "If you don't feel itchy, I don't either."

Long Khak Long Klong project was not given any additional outside. It depended on donations for support. All community people gave 1 baht each. "The mayor also paid and so did I (the chief of the sub-district)". The money was given to the host of the activity for the preparation of food for the people who joined in collecting the water hyacinth. The work continued until lunch time and into the early afternoon. The collected water hyacinth was stored to make organic fertilizer. There was a huge amount of water hyacinth collected but only the amount required was used to make fertilizer.

The first activity had finished. The activity was enjoyable and promoted community harmony. The participation of the governor attracted the attention of local people. It was mentioned from one to another, so later activities had more participation from local people and governmental officers and a date could be fixed with more confidence. The second event was attended by 89 people with a similar number or a little more than 100 participants in the next session. The governor joined monthly sessions throughout the year.

The Factors Affecting to the Success of Governmental Sector and Community Participation. Case Study 2

Community Readiness

The development of Muang Mai sub-district was led by leading units, such as the village committee and related agencies. It was started with a small number of leading people who, after learning about “community strategic plan” and realizing about the self-reliance development, decided to educate people in the community to make them understand that they should provide assistance in their village development. The villagers’ attitude was adjusted first by having them call themselves “Muang Mai people” not the people from this village or that village. According to the local administration, the villages were separated into villages in sub-district administration areas and villages in municipal areas. Muang Mai Sub-District Coordination Center was established in 1998 as the central coordination center of every organization in Muang Mai sub-district. The working team of the Coordination Center was elected and had Mr. Suthep Peng-u-dom, the chief of both Moo 5 village and Muang Mai sub-district, as the central chief.

The Muang Mai Coordination Center was the gathering center for the community leaders including sub-district chiefs, villages chiefs, the chief of the sub-district administration office, the chief of the municipal office and other leaders. They got together to discuss various problems and the impacts to be faced, including how to find solutions and how to drive the development forward in the same direction. The work was allocated to the working team and the leaders of the community according to individual or unit responsibility. They worked as a team not individually.

The meeting was originally only attended by the community leaders, but later included the villagers who had helped to implement the project. The villagers also gave their comments about the problems which occurred in the villages. So, a mobile forum arose on every second Wednesday of the month, from 16.00 – 20.00, when the villagers had finished their farming duties. The responsibility for arranging the meeting was rotated between each village so it was called a “mobile forum”.

After the meeting, the participants came together to have lunch that they had prepared at home. In compliance with the environmental preservation policy, it was regulated to only use traditional food containers or banana leaves, instead of plastic bags. The mobile forum gave them the opportunity to come together to share their ideas and to try to do things by themselves, either the right or wrong way. When required they would ask for assistance from the government agencies. However, they would not allow the government sector to be involved if they did not want to.

The Community had Social Capital: the Harmony of the Community

The mobile forum where the villagers came together reflected the harmony of the community. Harmony promoted the strength of the community. When working, they helped each other but on the forum, they may have different ideas in decision making. However, they accepted the mutual resolution even if it was not in line with their own ideas. For example, the community did not accept the assistance budget from UNDP in 1999, proposed when they attended the meeting with NIDA (National Institute of Development Administration) who joined with Environmental Network. NIDA stated that they had a support budget from UNDP for the amount of 15 million baht to support the community with environmental related projects. Muang Mai sub-district proposed in the meeting that the community was processing water hyacinth collection for making fertilizer. UNDP, then, was interested and asked to study it onsite.

UNDP found that the villagers collected the plants and stored them in a warehouse with only the minimum amount of fertilizer produced. They did not understand the fact that the villagers did not want to produce a lot of the product. They only wanted to have an activity to do together. The studying team thought that if the community had a supporting budget, they would be able to produce more fertilizer, make more money and reduce the use of chemicals. They offered a 15-million-baht budget to the villagers to expand the project by buying a shredding machine to speed up the fertilizer production, instead of losing time waiting for a month to get the product using the traditional method.

The Muang Mai committee was stunned when they heard the offer and said that they could not accept the offer at that time, UNDP wondered why they could not confirm acceptance despite they were the representatives of the community. The committee replied that “The decision cannot be made by us only but by everyone in the community. We need to go back and ask them. If they say yes then we can say yes.”

The professor responsible of the project complained about their inability to make decision, the committee responded that they could agree only if the whole community agreed.

The Muang Mai committee raised the issue for discussion in the village meeting. He told about the offer of 15 million baht and asked for ideas. Nobody in the meeting agreed to accept the budget as they were afraid and worried about it. Mr. Pranom, chief of Moo 4 said that if the committee accepted the money she would quit. She said the project had been implemented with only “labor”. Why should we accept “their” money? We may, in the worst case, have a problem with each other and when the money is finished we just walk away.

In the meeting on that day, other village chiefs also agreed not to accept the money. They all insisted that if the 15 million baht was accepted, they would give up. The representatives went back with the answer to the professor. The professor doubted the answer and thought that the wrong message had been delivered and so the community had refused the offer. The fund was given for no reason. They, then, agreed to invite UNDP to attend the next mobile meeting to listen to the comments from the community to reassure them that the committee had refused to accept the budget because it would cause disharmony in the community. UNDP listened to the comments with surprise but did not continue to try to encourage them to accept the fund.

The community had always expressed their ideas like that when attending the meetings with the private sector. They refused plants that would not grow on their land. They refused to change the coordination center to be a community council as they did not see the necessity to do so. Subsequently, they heard the gossip that said that Muang Mai people were “strong minded.” The working team understood that the natural character of the leaders and villagers made them think like that. It did not bother them.

The Community Trusted in Good, Model Leaders

The chief of the sub-district was a role model. Chief Suthep Peng-u-dom, the chief of the coordination center had been the chief of Muan Mai sub-district for over 10 years. He was from a leadership family. His father, Mr. Sawat Peng-u-dom was a former sub-district chief. He, therefore, was famous in the society. His family had a fruit orchard as did other local villagers. As well as being the chief of the sub-district, he was also the speaker who had delivered information about a sufficiency economy to the people in and outside the community who visited his orchard. He completed co-operative education for the local development program from the Community Enterprise Institute Foundation (CEIF) which cooperated with Ramkhamhaeng University under the project called Life University or at present is called the Learning Institute for Everyone, located at Bang Knon Tee district, Samut Sakorn province. Chief Suthep had developed various visions from the study and became a successful lecturer on the sufficiency economy philosophy.

Before 2005, the farmers in Samut Songkram favored Neo Agriculture. They grew a single type of plant, such as pomelo orchard or lychee orchard. It was single type of plant grown on a large piece of land, which had been promoted as an option for farming, like the growing of cabbages by the farmers at Phu Tabberk in Lomkao sub-district, Petchabun province in 5,000 rai of land. Other examples were, the growing of tobacco in Petchabun or pineapple growing in 600,000 rai land in Prachuabkirikhan, chives farming in Pak Chong district and the paddy field for many farmers. It was popular because of the “the ease of operation”. Monoculture farming was believed to yield more crops and an orderly growing to ensure better land utilization than the growing of multiple types of plants, and it returned a higher benefit. However, monoculture farming required the high use of chemicals, which claimed that “everyone did the same thing”, as after the plants had absorbed all the required nutrients from the land there was no replacement unlike multiple plant farming. The monoculture farming spoiled the soil so fertilize was required to add nutrients to the land.

Chief Suthep was the same as other farmers who just did it without thinking of the negative results. He often told his visitors sadly about his cutting down of the big mango tree where people could lie on its huge branches that used to be in his parent’s

land. He said that the mango tree was about a hundred years old. It had big roots called “Pu Pon” that expanded on the land which impressed him and its picture was clear in his mind until that time. In 2005, he changed his land from multiple plant growing, the traditional approach of Amphawa people, to single plant growing. He arranged the land to grow pomelo tree in-line following the neo agricultural theory which he believed would benefit him more and he would become a wealthy person. The big trees grown by his ancestors were cut down one by one to clear the land. At the same time, the chief continued his study of the Life University Project for a bachelor’s degree with the intention of gaining greater knowledge in development and as the local administrator who was involved in founding the institute.

After learning about the development concept, local wisdom and sustainable agriculture, his viewpoint changed and he had a new vision. He stopped cutting down the trees after finishing cutting down 4 rai, half of the land (8 rai) he had got from his parents. He preserved the remaining areas with multiple plants and recovered the areas where the trees had been cut down together with his family. He gradually reduced the usage of chemicals to provide toxic free products for buyers and increased his income with other activities, such as opening a lychee orchard for visitors and initiated homestay accommodation for tourists who were fond of nature travels. He became a model leader, who influenced the villagers to return to a mixed framing approach.



Figure 4.5 Phu-Phon

Source: Surached Vedchakitak, 2014.

The chief additionally studied community development, including sufficiency economy, self-management, personal goal and life planning. He applied the knowledge he got from studying in the co-operative education for local development program, including the preparation of a community master plan. This consisted of local enterprise, a community fund and welfare, natural resource and environment, community health and a community network to encourage the villagers to join organized activities, such as biking for exercise every Saturday morning following the health program initiated by the working team.

One outstanding activity in Muang Mai sub-district was the “Strategic Route Map” or as was called by the chief the “Ground Route Map” which the chief and the working team had learned about from the training arranged by Public Health Office. They, later, became the speakers about the activity, who were occasionally invited to share their knowledge with other sub-districts. Muang Mai sub-district itself turned into a learning resource where people in the province and nationwide came to visit. Muang Mai, then, was a model sub-district. The chief said that “If we can help ourselves, we can definitely help others. If I had got the chance to study earlier I would be better than this.”

The chief said about his current life, that he was the leader who has happiness in his personal life and in work which he shared with other leaders, working teams and villagers in developing Muang Mai sub-district. He stated to the media that “Right now, I am not rich but I am happy.”

The chief was a good role model. He was a “sufficiency” farmer and a developer. However, the implementation could not be done by a single commander or by one man. The jobs were appropriately allocated to the committees and people responsible for the project to be able to drive forward. The leaders of particular groups, such as the director of the sub-district administration council, the mayor, village chiefs and their assistants, all of them, realized their roles and were aware that they were important in leading the project. When the leaders were present, then, the villagers came to join in. The director of the sub-district administration council said “We have seen who actually did their work and we acknowledged it. I do one thing and Pee Lek do another thing. I do mine and the others should do theirs. The chief does his job. Everyone does their work. Five people walk forward together. It should be that the project was written well, but not only one person implemented it.”

The Solution for Leaders Who did not Participate

It was not only the chief who dedicated himself for the project as a leader. Some of the leaders in the working team came to help. They were devoted people and an important supporting workforce for the chief. Some joined the working team because of their position as the leaders, while some did not work for the community. The village chiefs who did not like the mobile forum chose to not attend the meeting or interact with the working group. "...They did not answer the phone. ... We called them many times but they did not answer." Other leaders who joined the working team were important in pressurizing those leaders to take responsibility and contribute to the community as they should as the leaders of the villages. They should not use the all of their time for personal work. Pressure was made through a presentation in the meeting about the work they did for their villages compared to other villages. They used social pressure to modify their leader's performance. When the villagers had questions why their leaders had only a few results, they went to ask or complain to the leader, so it pressured him to change.

The chief had many times convinced those negligent leaders to join. He said to them that they should be aware that their salaries were paid by people's taxes. He said "I don't want to disturb you much. You, as the leader of your village receive 8,000 baht a month and the assistant is paid 5,000 baht a month. You should not have people complaining about you. You volunteered to work for them. Can you promise me to sacrifice only 5 days a month or in 30 days to work for your community?"

The request of the chief was talked about among the villagers so the village chiefs and assistants who did not help felt embarrassed. After that they were ignored by the villagers to make them feel that their power was reduced. "... They can't stand it, I believe. They won't allow other people to be more outstanding than them in their area."

Consequently, there was a measure to have the committee join in evaluating their performance. The chiefs and the assistants have been given a salary so if they had to leave they will lose this benefit. The community considered that this was not a punishment but a force to push them to change their behavior. The community members favored the leaders who participated in the arranged activities, be

outstanding and to be their representatives. They compared their leaders with other leaders. They talked with each other about their leaders: “My leader is good; those leaders are not good enough because “they keep themselves in the box.” The box of traditional belief, the belief that made them fear of doing things differently and didn’t want to join in with the community.

When the result of the implementation turned out positively, the leaders and the assistants, who had not joined in, improved themselves and joined the forum as well as proposing a project to deliver something positive for the community.

To work for the community, social value is a challenge: The leaders, the villagers and the working team who volunteered to work in the coordination center and the project should have a positive attitude towards social dedication. People in the same family may not agree with the idea to work for the community as they were scared that something bad may happen to the person. Based on their experience, people who worked for society mostly ended up with a loss rather than a gain.

Volunteer to help: The leaders could fight against a wrong attitude because they were used to having a bad experience when they saw other people in trouble, in poverty and being scare when contacting governmental agencies.

“When they meet the chief of the sub-district, they show respect to him but when I went to the governmental offices, I was scared to enter...Just to make my ID card ... I felt very scared. I didn’t like the situation...How to do to make them know that they cause such problems?”

Self-Management Community

The coordination center was founded in 2008 and was the unit supporting the policy with activity implementation. The coordination center comprised of the sub-district chiefs, the chiefs of 10 villages, 1 sub-district doctor, 1 police inspector, 33 municipality members, 33 members of sub-district the administration office, (see list of committees in the appendix), the representatives of the community and government units which were involved in the community, such as the development officer, the agricultural and the commercial officers. Some related institutes participated, when

necessary, such as temples, schools and the private sector (such as the chamber of commerce).

The management in the community: Public hearings were arranged to inform and listen to the community ideas regarding the problems, goals and solution finding, including to establish common practices: the rules and regulations to be applied by the members. They had an election of the committee of the coordination center to cooperate with each activity group. The role of the individual committee and community members were identified.

Personal way and practice: The community collaborated with the governmental sector based on their own way and practice. The governmental sector could not guide them on what to do. Outside agencies were required to communicate with the villages through the coordination center. Every assigned project was the responsibility of a particular working team and each village had their scheduled monthly meetings.

Mutual acknowledgement: The community believed that the community committee should not make a decision independently. The people in the community should have knowledge of every proposal first.

Close communication within the community: The coordination center regularly communicated all related information to the people through every channel they had. Most large families used LINE or Facebook or had a telephone to communicate with the leaders to inquire about official and unofficial matters. For example, the Facebook of the chief of the sub-district included information about mixed farming, interdisciplinary, lychee trading, public relations about Long Khak Long Klong project and daily reports about the progress of his work. The Facebook account was under the chief's father's name but it was operated by the chief and his brothers and sisters. Stories about lychee and mixed farming were posted and people could comment or share their ideas openly. For the mobile forum, it was used to call people in the village and other villages to meet together and hear about what was happening in the village and the sub-district and what will happen in the village and the sub-district. Each village also had their internal meeting so information was transferred to additional numbers of people. When there was information, or any coordination from outside agencies regarding the arranged events, the chief of the village would be informed of the number of villagers would like to attend.

The logo of the mobile forum was “3 tigers” which sat in the middle of the stage, this referred to the chief of the sub-district, the chief of sub-district administration council and the mayor. The mayor was the leader of 5 villagers under the administration of the municipality office. The remaining 5 villages of Muang Mai sub-district were under the administration of the sub-district council, which had leaders from 2 parts: the sub-district administration committee (the chief of the sub-district administration council), the chief of the sub-district and the village heads. The session started with the opening speech of the chief of the sub-district and his report about any official orders he received from the sheriff or the governor for the month. Then the village heads reported about their work in the previous month. The community committee, governmental officers and villagers attended the meeting, therefore, everyone received information about the development of the village.

Although, the coordination centers were established in every sub-district, the movement was deepened on each committee execution. Muang Mai coordination center was the main unit for coordination with the governmental sector.

Strategic Route Map: They learned about village management from the training related to the sub-district health arranged by the sub-district health center which included the training on the strategic plan by the National Health Security Office (NHSO). A per diem was paid to the ones who went to participate. The training was arranged according to the Ministry of Public Health’s policy and held at Suan Pueng, Kanchanaburi province. The sub-district doctor asked the leaders of the coordination center to send people to attend the training. There were only 6 people who went to attend the training because of a limited budget. The 6-people included the chief of the sub-district, the secretary of coordination center and interested people from the community. After training, they needed to share their knowledge to the members in the community for common understanding and establishing the same the working direction. The sharing process was not easy.

After we came back we arranged a meeting. The training was done with academic terms. I used the academic terms. The chief used the academic terms. A lot of academic terms were used. Then they told Yai Lek...the academic information was super... but I have no idea about it. I have lots of

work to do already...Then they walked away. I, therefore, improved the language and called the meeting again. “It was...hard.” I took several months to improve it.

By studying about the Strategic Route Map, the working team understood about community participatory and could effectively educate the community about leadership and created a working plan to follow and apply for other matters. A resource mentioned that after talking with each other, it was agreed to have a monthly meeting. They were bored of having the meeting at official offices so it was changed to have the meeting at each village and that was the initiation of the “mobile forum”.

The topics raised in the meeting also changed after they learned about the Strategic Route Map. In 2008, they did have a meeting but the topics only related to the information delivered by the officers. After studying the Strategic Route Map, they consequently changed the arrangement of the meeting. The coordination center announced that “We will identify by ourselves”, the date, time and place. Some officers who were assigned to attend the meeting were not happy about it because the meeting was scheduled after the villagers finished their work in the fields and farms. It was after the working hours of the officers and should be their rest time. It was not a convenient time. However, the coordination center insisted on their agreement. “We don’t mind. If you have time you can come to attend.”

Financial transparency: The coordination center had good governance in administrating the center. The good governance concentrated on transparency and inspection of ability, especially concerning the central fund. The box used for keeping the money was called the “governance box” and was under the care of Mr. Pranom, the chief of Moo 3. She was also responsible to report everything related to income and expenses of the center at every mobile forum. Part of the income of the center was from donations and the fees collected from the visitors. The report should declare who the donation was from and how much the income was after the deduction of expense for refreshments. The budget and the support money from outsiders including the expenses spent by the budget or income, should be declared to the members of the community. The decision to purchase anything or to use the budget for any activity should be made by voting. They would not make a decision based on personal

relationship. ... Somebody used a close relationship to encourage the senior people. It was not possible for them to just take 5,000 baht to use first.” The concerned persons should be authorized to grant the budget for any project. For example, the budget from the sub-district administration office should be authorized and acknowledged by the sub-district administration office.

The income the center got was used to implement the activities in the community on special occasions such as hosting a lunch on Children’s Day and buying milk for elderly people. The projects were proposed at the forum and if it was agreed then the money could be obtained to arrange the activity. The income gave them the chance to arrange various activities for the community. The chief said “This way will not cause any corruption. It is transparent. ... They should be confident that people would know what they have done.”

At the forum... we followed the King’s philosophy on sufficiency. When we have some money left we considered to use the amount beneficially, not let the money go into somebody’s pocket.

Making decisions collaboratively: When there were any policies from the province regarding agricultural, social, and commercially related issues to be transferred to the community for campaigning and implementation, the working team would not make any decision unless it was agreed by the concerned community because if they happened to find out after that, the leaders of the community would inquire how it happened. It was the community’s agreement or their common rule. “Nobody can make decisions for us.” We should discuss in the forum to decide “to accept or to not accept.”

The chief of the sub-district, even though he is the director of the coordination center; he also cannot do such thing. It is the way here. It not possible to be like 3 people agree and 9 people disagree.

If it was agreed in the meeting, the leader should refuse or not. When working together, the agreement should be respected.

Network: The network supported agricultural and marketing matters and was another strategy that helped move the community forward. The community had made a good relationship with the officers involved with agriculture and cooperative matters. It was found that they understood each other and occasionally provided assistance to each other. For example, the committee supported helping to encourage people to join official projects to meet their required number of participants. The marketing network that the community joined included the chamber of commerce that facilitated bringing their products to sell in the private department stores and helped planning on local tourism to be able to promote their local products to the tourists and local media, such as a provincial cable TV program, producers, local newspapers, a provincial website and a tourism website.

Knowledge exchange: The community established an important knowledge exchange activity within the community: using the mobile forum, to spread useful knowledge. The committee also created activities for community participation and there were many times that the community was occupied for academic and international organization field trips. The community provided 2 training sessions for other communities: water hyacinth dissolution including the full process from cooperation in collecting the water hyacinth from the canals to fertilizer processing and using the fertilizer in planting; and the application of a strategic route map to establish working teams, working responsibility and working cooperatively to initiate full participation of all sectors in community development. From the above 2 topics, Muang Mai community was a learning resource for the people in the community and other communities within and outside the province. Speaking about the 2 topics in other villages was done in assistance with the private sector and the province when they asked for.

The people were active in community development: The members of the community who joined the activities arranged by the coordination center were impressed in the participatory value because they saw mutual benefits between oneself and the community. They understood that the activities were initiated for the community. The community people may have their routine work but when there was the schedule for them to attend a meeting, they came. They could come without taking a bath after work. Some people saw that some leaders were active in executing the

work even though they were not the local people. They felt ashamed and decided to participate and developed their active behavior. The community members sought to join more activities they were interested in apart from the regular meeting of the village.

The committee and the members also cared about the people who had not joined any activities. They tried to encourage more people to join the development of the community because it was beneficial for the development. The encouragement required a lot of patience. It may not be successful the first time. They may run away once but we should keep trying. We should do anything we could do.

Belief in the community management process: The leaders and the members who joined the project believed in the process of community development. They were energetic in joining operating various activities. They were against the people who did not join in to do things for the whole community. They were compared with other communities and complained about their negligence in activity cooperation. “When we let water, hyacinth flow in the canal passing their villages, they went to tell the chief” They were anti the cooperative behavior. “We just listened to them. Nonetheless the sheriff suggested connecting the projects together.”

Close communication - public relation: The communication within the village was convenient. About 40% of them contacted each other through LINE and Facebook, as well as telephone calls.

Emerging Learning about the Collaboration, Case Study 2

Official Officers Approach the Community

The goal was a practical result. The governor was attentive in participatory administration and promoted the activities that created participation because they wanted a practical result according to the participatory administration policy. It was the factor that drove the governor to find a strategy and the teamwork for generating a practical output. He acted as the role model to the officers under his responsibility and the target group of people were satisfied with his execution.

The administrator and the officials must approach the community: To be successful, the official sector must approach the community. The province chose Muang Mai community because of its history of strength in achieving several projects when they had collaborated with the official sectors. For example, the community used to cooperate with public health officers by attending various training sessions and joining several health promotion activities. They set out an appropriate plan and created health promotion activities. They were awarded as an outstanding village. Another example was the cooperation with the provincial tourism officers in developing the community to be a local travelling resource.

The Governor's Leadership Should be the Model for Approaching the People

The governor's important role was to achieve an "approach the people" strategy. Mr. Prapas had his major focus on community development: to achieve the community approach. The people in the community knew well that the officers required practical results for the progression and promotion in their careers. However, to be achievable, the officers should reach the people's minds. According to his experience, he believed that he should focus his full attention on this work. We should let the people see us every day. When they are in trouble, if we do not understand, we should go to see and execute promptly. "We should not just let it go." We must show to them that we are devoting ourselves to the province even though we were not born there.

The characteristic of Mr. Prapas that most people mentioned was that he was strict but he had an easy-going personality. He never refused to work during the holidays. He paid attention to his work and could deliver good results. He looked serious and had a serious voice, especially when he talked to his followers. On the contrary, when he spoke with the people, he calmly listened to what the people said and if he wanted to say anything he raised his hand to ask for permission.

Mr. Prapas graduated from Chulalongkorn University in politics and after working for a period of time he completed a master's degree at the Social

Development Faculty (now known as Social and Environmental Development) at NIDA. He used the knowledge he gained to develop the province.

He did not like to just sit at his desk but liked to go out to observe his areas, or as it was called an “official inspection”. For him, he did not want to only do his duty as the governor. He attended the meetings at each sub-district, this took him at least 2 hours to listen to the problems of the community. He asked the concerned officers, such as the provincial officers from the Ministry of Agriculture and the Ministry of Commerce to go with him. According to his work ethic, Mr. Prapas allocated 3 days a week for community visit and 2 days for clearing his paper work. During the weekend, he may also attend a funeral or ordination ceremony.

The villagers could choose the meeting point as it suited them. It could be wherever, under a tree or in the temple. What he got from meeting people was the real voice of the community. It was usually complaints that most reports were created by officers who were far away from what was really happening in the community. He then tried to find the solution for that problem. He said he did not want to write the report in an air-conditioned room without real on-the-ground knowledge.

Mr. Prapas liked to observe everything. Despite graduating in politics, he could research a natural prawn breeding project because he had got the idea from service and he liked solving problems. He did the research to solve the problem for local people to stop catching prawns from natural resources because there were no prawns anymore. He found that the young prawns the agricultural officers released into the natural resources were too small to survive. The solution was very easy. They should buy bigger prawns to be able to survive in nature. He had done some experiments and they were successful. He also extended his knowledge in other provinces where he used to have the governor’s position. One of his most outstanding work was he was the governor of Singburi province. He could solve the problem of sudden flooding quicker than other provinces. It demonstrated his leadership and good integration with other agencies.

Mr. Prapas took Somdej Praya Damrong Racha Nuparp who initiated the local development work for Ministry of Interior to be his role model.

I told them all the time that we are now depending on what Somdej Praya Damrong Racha Nuparp created. I am saying to you that we should create new good things by ourselves and leave it for the next generation. We should visit the communities. We must do it.

By transferring to be the governor in Samut Songkram, even though the province was smaller; he did not think that he had lowered his position. “I can stay anywhere if my superior thinks that I am beneficial there.” I should find the potential and possibility for progress of the place I stay in. “The governor should know the potential and the opportunities of the province where he was located.”

Samut Songkram was very small. During the previous 20-30 years, there was nobody who wanted to develop the province and wanted to invest in the province. Samut Sakorn used to have many canals. At that time, there were no roads and no communication channels. They needed to travel by water transportation through canals and rivers. There were floating markets. The governor had his own personal boat to visit the people.

The province comprised of 3 districts with 416 square kilometers only, but they had all the activities that big province did not have. They had a river and a sea fishery, tourism, agriculture and industry. It was fortunate but was neglected. May be because it was near Bangkok people forgot it.

When they knew what they should do, agricultural development was initiated. 70% of the people there worked in the orchards. In the past, there was a saying “Ban Chang Suan Nok, Bangkok Suan Nai” because they could produce delicious products as good as in the capital could do “...I told them not to change anything that was good already, we should do something else.”

When he became the governor, the people there were leaving the agricultural sector because of the low prices of the fruits produced. He said, “Nearly all the people here have left agriculture because of the low benefits.” He was thinking about the recovery of agricultural resources. In his first year, there were a lot of lychee crops. He was worried that Amphawa lychees would be surplus in the market. He tried to find a proper strategic solution for the problem. He invited the retail entrepreneurs such as Paragon Department Store, Big C shopping center, Super center and Tesco

Lotus for lunch. The province, as the host, prepared local lychees for tasting by the guests and also accompanied them to visit the lychee orchards. He told them the story about the lychee background and subsequently asked them to find the market for the crops. Everyone gave support in organizing a lychee fair so the people could sell lychee at good prices. The province gave full support to local people to sell their products by their own, such as selling directly to the markets or selling by themselves at floating markets. They should find the way to sell their crops and should not change their careers or move away from their hometown. Community cooperation and ambition are important tools for community development.

Being the role model of activity participation: The governor and the officers closely cooperated with the community. They went to visit the community and always joined Long Khak Long Klong activity. He would be there prior to the scheduled time. Sometimes, it was challenging because of early appointments or long walks. But he joined the activity every time and sought the network to support the food. The participation of the governor was followed by the participation of other officers.

Giving support to activities and give compliments: Mr. Prapas, as the governor, often gave compliments about the Long Khak Long Klong project of Muang Mai community and mentioned it in the meetings of other villages that they should follow Muang Mai community example.

“Let’s get the resolution from the meeting and they will do it well. Use Muang Mai as a role model. Bring other communities to observe their self-reliance activities. They have Long Khak Long Klong activity to get rid of water hyacinth. This month, it was operated by Moo1 and Moo 2, 3, 4 and others came to help. Next month will be Moo 2 and will be Moo 3, 4, 5, 6, respectively. They gave continuous assistance and in turn that assistance were be returned.

Superior Influenced Adjustment

The whole community went in the same direction during the period of Mr. Prapas. They tended to do the same thing as the governor did.

The officers acted like the middle men connecting between the community and the governor. The leaders complimented the community development officer as

he devoted his time to the community even though he was not a local person. He worked hard for the community and was respected by those people. He made community visits after working hours. He always joined the meetings and supported the community in communicating with related officers. The leaders had worked with many development officers but insisted that “nobody was the same as “Aor.”

Officers were Supporters

The official agencies should change their roles to supporters, not the commanders. The governor at that time was a good role model in listening to the people’s ideas and he encouraged his subordinates to do the same thing. Governor Prapas, before speaking always raised his hand to ask for permission.

The sub-district community did not refuse to accept the assistance or cooperation from the government sectors, but they just needed to listen to their community first. The community requires assistance from the government sector as the boxer requires their personal assistant. Good people with good assistance will be more powerful. They had never thought that they were good so they did not need help from the governor. In the contrary, they needed assistance from the government to improve their weak points and to support their strong points. The governmental officers should avoid using their department’s criteria to be the criteria of the community.

The chief of the sub-district administration said that when the community worked together, the government sector should support by listening and discussing the problems that existed. The community should get the chance to speak first. If the government sector speaks first, it could be perceived as they were trying to convince the community to do it their way.

If the official agencies were trusted by the community and accepted them to join the project, they should give support and advice as required by the community. For other projects, they should provide new knowledge and support them with a budget if it was available.

The coordination between Muang Mai sub-district and the official sector was related to 5 main issues namely; agricultural issues that they coordinated with the agricultural office, marketing, sales and conservation tourism, contact was made with

the Ministry of Commerce officers; for public health matters, they contacted the sub-district doctor; social development issues were coordinated with related officers, such as the development officer and, lastly, environmental, ecology, environmental effects, fertilizer usage and waste, for tourism promotion related issues, the tourism agencies were contacted.

The Obstacles that Happened During Participation

The officers did not keep their promise.: Sometimes, there was the problem related with the promise of the officers. For example, the budget was not provided when proposed for a project. The secretary of the center said that she proposed the project about coconuts which were resistant to a new species of insect and that an agricultural officer informed her that the budget was approved, and was in the process of drawing up the budget. She kept waiting for a long time but the budget never reached her. Later when she asked the officers they just kept silent. After asking many times and did not get an answer, she then gave up asking and kept looking into the eyes of the officer instead, to pressure the officer. She said that the officer did not dare to even look at her face.

The Achievement of the Project

The Long Khak Long Klong project could be arranged every month. When more people participated, the activity was organized twice a month. Muang Mai community was famous. It had got many awards such as Sufficiency Economy Village “Yoo Yen Pen Suk” in 2013 by the Department for Community Development, the Ministry of the Interior; the project “Long Khak Long Klong” and “Mobile Forum” got the Outstanding Community Development Award and Outstanding Leader of Community Development Network in 2013. The community’s result and the outstanding work of the chief of the sub-district was rewarded with the “Gold Tong” Award.

The Consequences

Governmental Sector and Private Sector Collaboration

Muang Mai Community had previous experience in collaborating with the governmental sector in working with the sub-district doctor in the project based on public health policy. They delivered good cooperation because they had a close relationship with the doctor and the development officer. Nevertheless, in Mr. Prapas's period the officers had to change their performance; they needed to listen to the ideas of the villagers first instead of telling them what to do. "Do not grab the microphone!" This was the governor's administration concept and it was suitable for Muang Mai community that the officers used to say was a "strong minded" community. The change in their working style was affected by their success, a confident leader and the involvement of the members in development. They became courageous in expressing their ideas and performing their work. Such performance had not appeared in other communities because the people did not cooperate with the governmental sector. "The leader never shows up in the meetings or even make a telephone call." The members in the community did not care about development. "Someone said it was not their business, SAO should hire somebody to do." Listening to the community resulted in the first effective discussion.

Encourage Community People to be Willing to Cooperate in Development

The successful implementation which was accepted and admired by the community inspired those people to give their cooperation in developing and caring about their community. "When we call them for a meeting, they will definitely come." The community members started to join the activities they were interested in. Mostly they were related to social matters, such as drug prevention, early pregnancy prevention, etc. They had seen that the community's way of life was improved.

The Project Received National Awards

From receiving the honorable award in the contest for the Participatory Administration Model Project arranged by OPDC in 2009, they got the outstanding award in 2010. The project, then, was widely well-known and reported by several media outlets.

In fact, the success of the project was due to the important leaders, Mr. Samnak Kayapad, the Director of Agriculture and Cooperative Office and Pra Mah Suparp, they were the main pillars of the project. They had done the project for many years. They had never given up even though they had failed so many times.

However, it included many factors and the cooperation of many people that delivered the success of the project. It was the success of the provincial administration, but it was the province who received the reward.

By proposing that the province to compete in the contest of Participatory Administration Model Project arranged by OPDC and receiving the national reward in 2010 the governor also received the reward from the Ministry of Interior together with the community, the community became very famous.

The Long Khak Long Klong project became a learning resource. In the first year after governor Prapas had moved out, the community still continued the project, although the new governor did not get involved as he felt “shame”, by thinking that governor Prapas may be blamed that after he left nobody continued the project. They remained operating their project, when the amount of water hyacinth was minimum; they turned to developing the temples or schools. Gradually, it became a sustainable project as it was published in Facebook by involving members in the provincial tourism website and the outstanding outcome in local administration units’ website that encouraged visitors to observe Long Khak Long Klong project. There were various activities for the visitors to try. They could get into the canal to try to collect the water hyacinth and after that they would be served with a local lunch. The community fund was not used as the visiting fees were enough and some money was left over for further community development.

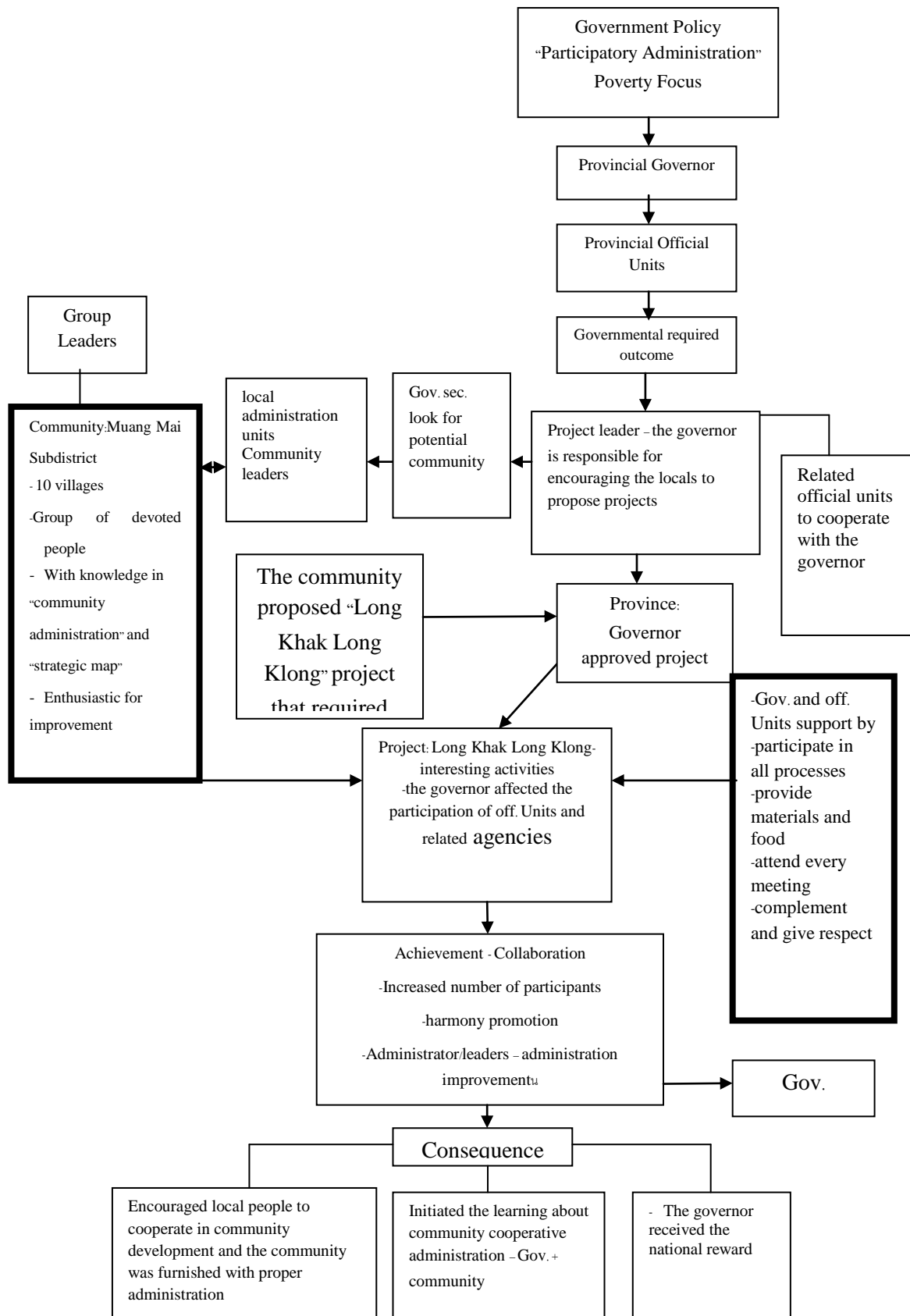


Figure 4.6 Flowchart Case Study 2

FINDINGS - CASE STUDY 3

Sufficiency Economy Village: Sri Don Chai Village, Baan Thi District, Lamphun Province

Background of the Project

The Strategic Division in the provincial office is the unit that took part in the establishment of the provincial participation strategy. The Strategic Division worked together with the provincial governor in establishing the provincial strategies in preparation for the 2011 strategic planning related to Economic and Social Issues, continued from the 2010 plan which Lamphun received the Excellence Award in Participatory Governance.

In 2011, Lamphun Province planned a strategy to promote the quality of life of Lamphun people and to have pride in their native land which had motivated them to overcome the economic crisis by adopting the philosophy of sufficiency economy on their lives and encouraged the people to have love, harmony and loyalty to the nation, religion and monarchy.

The governor of Lamphun at that time was Mr. Direk Konkleep. He instructed them to apply participatory governance for the provincial administration and development practically, according to the objectives stated when sending the 2 projects for contests namely; 1) “Lamphun People Make the Return to Their Native Land” which was the project to brainstorm the ideas from the people and various sectors to set the goal for provincial participatory development by arranging a public hearing forum to listen to people’s problems and to inform them about the situation and the requirement of the leaders. The villagers called the session, "Hom Rang Fang Lamphun." Hom Rang means common participation and Fang here means to construct collectively it means the participatory construction of Lamphun; and 2) SMILE Lamphun to be THE BEST LIVING.

Brainstorming from all sectors: the number of participants attending the forum was about eight hundred people against the target of a thousand people. The

participants came less than expected as it was arranged during working hours. Some villagers, who represented their communities, did not come because they had to work. The event took about half a day. The process was run by dividing the participants into sub-groups and had them sit with government officials and listen to current matters and development, how they get into sites, if the community plan was already stable or not and that the required assistance was prioritized.

The participants in the forum were the representatives of the public administration selected by district or governmental units. They were separated by positions into large groups, i.e. the Department of Local Administration, who was responsible for the administration of political officials, local executives such as SAO's chief, assistants and members, chiefs of sub-district, chiefs of villages, sub-district inspectors and doctors. From the social sector that were active in the villages, such as housewives, only the selected heads of housewife's groups and the representatives of groups, such as the police housewives group were included.

Other people groups comprised of farmers' leaders, local philosophers, head of the savings group, which was also known as the Truth Saving Fund established and based on the condition of truth that "the saving is not withdrawable". The money will be used to assist sick people. There were also the chairman of the product development group and the community development group.

The province represented by personnel from the Provincial Strategy Division would, then read and group the matters into well-organized matters, improvement requirement matters and creation requirement matters. The forum then led to the second stage; the distribution of the matters for implementation, conducted by writing the matter on paper or word cards. The results, concluded by the Provincial Strategy Division, revealed that the requirement for provincial development concerned economic development for quality of life. "Good Food Good Life and Good Security". It became the 5 strategies of Mung Lamphun – the Nice City: 1) Develop Lamphun to be a Sufficiency City according to the Royal Initiatives by focusing on improving people's attitude and people's way of living to be in accordance with the royal Sufficiency Economy Philosophy. 2) Develop to be the City of Safe Food, as people did not grow vegetables for household consumption anymore but preferred to buy chemically produced food from the market. The province should develop the

Lamphun people's vision to produce, consume and sell safe food and become a City of Safe food. 3) To be a City of Welfare to enable Lamphun people to have welfare benefits when they were born, sick or died, by establishing the fund for providing welfare, promotion of the One Baht Daily Saving Project. 4) To be a sustainable tourism city of Lanna culture and ecology to improve the standard of tourism in Lamphun and to turn it into the City for good living and travel. 5) To be the city of the best wisdom products produced by Lamphun people to provide the chance for every village, community and school with traditional local wisdom products to sell their products and transfer their local wisdom to the new generation.

The governor introduced the vision for the province in order for the relevant agencies to use to identify participatory strategies for implementation. As the governor, at that time, had got teaching experience and used to be a development officer as well as the experience in applying a sufficiency economy in community development when he was the governor of Mae Hong Son. After moving to Lamphun he, therefore, highlighted and gave guidelines for the development of Lamphun Province in terms of economic and social sufficiency economy by defining the agenda of "Khon Hak Lamphun Tan Khun Pandin Project" (Lamphun Lover Make A Return to Their Native Land) to initiate the participatory process in provincial administration.

The Analysis of the Implementation with Participatory Processes Sufficiency Economy Village Project

In 2011, the Ministry of Interior searched for a prototype village with the management and the living consistent with the Sufficient Economy Philosophy which had been adopted since 2006. The community should be strong with self-reliant people and peaceful living. It tended to be used as a model for learning so it was developed, promoted and expanded to be able to be a learning center and a model in administration for other communities.

Principle of the Project

The Sufficiency Economy Village came from the Policy of the National Economic and Social Development Committee on the Direction of the 11th Development Plan 2011. It was decided to reward 1,756 Sufficiency Economy villages. The Ministry of Interior assigned the Department of Community Development to be the host responsible driving force of the project. The Department of Community Development, then, assigned the Community Strengthen Units to set criteria of the Sufficiency Economy into 3 levels with 23 Indicators to be the criteria for evaluation. The search for a model village was executed and the royal shield from HRH Princess Maha Chakri Sirindhorn was the motivation for the villages. In addition, a successful performance could be a good indicator that government officials and the related Community Development Office could gain career promotion or upgrades from the assessment.

When the province approved the operation, the Office of the District Community Development Office carried out the project and called it the extension of good practice in Sufficiency Economy Village

The district development office established a joint working committee comprising, development officers, sub-district Administrative Organization development officers, sub-district headmen, village headmen and the sheriff. The indicators were set to measure the achievement. The indicators included a good living village indicator, the happiness of community people indicator and quality of life indicators

The Community Empowerment Office set the indicators as follows:

Indicator 1: Village or community is in harmony and good cooperation of the people living there.

Indicator 2: Village or community is in agreement with village regulations.

Indicator 3: Village or community has a community welfare fund to provide services to its members.

Indicator 4: Village or communities adheres to democratic principles.

Indicator 5: Village or community applies moral and ethical principles in daily life.

Indicator 6: Family members are living harmoniously. The community is safe.

Indicator 7: People in the community are confident in the philosophy of a sufficiency economy.

Indicator 8: Each family develops a household account.

Indicator 9: Villages or community have the activities to reduce expenditure and make more money

Indicator 10: Village or community joins together to improve the main occupation of the village.

Indicator 11: Village or community has many forms of savings.

Indicator 12: Village or community has implemented methods to generate income in the form of a community enterprise.

Indicator 13: Village has community databases.

Indicator 14: Village or community uses the data and community plans beneficially.

Indicator 15: Village or community has searched and used local wisdom.

Indicator 16: Village or community has established learning resources.

Indicator 17: Village or community uses technology appropriately and for the potential of the village or community.

Indicator 18: Village or community has established a network of development partners.

Indicator 19: Village or community has followed the principle of self-reliance.

Indicator 20: Village or community has consciously conserved natural resources and the environment.

Indicator 21: Village or community comprises of environmental groups/organizations.

Indicator 22: Village or community is using renewable energy that is consistent with the community environment.

Indicator 23: Village or community creates added value to natural resources and the environment.

These indicators were the guidelines to measure the activities operated by the people in the village that expressed the established sufficiency economy life style. People in the village with knowledge - love – harmony could be a model for

community management. The people in the community were involved in the management and had activities in accordance with the provincial strategy. The province approved the indicators before using them for evaluation. For evaluation, the committee selected Sri Don Chai village, Ban Thi District, a model village. Sri Don Chai village was awarded with a Sufficiency Economy Village award, based on the indicator of good management which demonstrated that the good management had resulted from the participation of all sectors in the community. The village had a village committee elected by the people in the community and had established projects according to government policies and delivered through community leaders, such as the elderly club that provided social, physical and mental health care to elderly people.

It was clear that the indicators of the committee corresponded to the provincial good living city projects, such as the indicators of a kitchen vegetable gardening project for the prevention of all vices which, subsequently, established a financial saving group and the learning and the practices in accordance with the sufficiency economy philosophy, as well as environmental conservation. All the policies were supported by the province.

Villages were interrelated within relevant sectors, including local administration organizations. (Ban Thi Municipality) and officials of relevant government agencies, such as school directors, district and sub-district development officers, village headmen and public health officials. The activities executed by the village demonstrated their ability to work collaboratively with local government officials. The community almost never directly contacted the central agency or the province.

Outside the administration in the village, the people in the community had a temple as the center of their respect and directed them to believe in good practice. The current monk had set up the concept of a "Bank of Goodness", which at that time had about 250 members (from a total of 500 people in the community). The results revealed that the villagers were living in peace and had wisdom, religion, and the vision of the community stated, "Sufficiency Community with Moral, Comfortable Houses and Harmonious Expectation."

Sri Don Chai village was provincially awarded as an outstanding Sufficiency Economy Village "Happy and Warm Living" according to the project to honor the leader of the outstanding community development network. The award guaranteed its Sufficiency Economy Prototype Village. The village was also the first village of the Sufficiency Economy "Happy and Warm Living" Award in 2011.

It was a village with good community plans. The awards received were the shield of HRH Princess Maha Chakri Sirindhorn and provincial Sufficiency Economy Village Award.

Community Context

Ethnic groups in the community: There were 3 ethnic groups in the community: Tai Lue, Tai Yong and Tai Yuan, The largest ethnic group in Lamphun Province and Ban Sri Don Chai was Tai Yong. From the information of the Lamphun Cultural Office (The Office of Lamphun Culture, 2015) the Tai people called themselves Tai Lue, Tai Yong and Tai Yuan but were actually the same race. They were the Lanna who people settled in Xishuangbanna territory. They lived in the towns called Lue, Yong and Yuan, so they called themselves Tai Lue, Tai Yong and Tai Yuan. These people had similar traditions, customs, language, and dress. In the past, during the period of migration called "the era of putting vegetables into basket and collecting people into town" the migration of the Yong people, which was the first group, included the whole social structure consisting of governors, sons, wives, relatives, nobles, clergy, as well as many armies and that affected the administration of Lamphun in the early period in 1805-1854. The Yong governor played a role in the administration of Lamphun together with seven leaders from royal families. Because of history like this, people in Sri Don Chai community, adhered to their Lanna descent. The people had a long history, had their own culture including spoken and written language, dress, religion, and customs.



Figure 4.7 Tai Yong People

Same cultural belief: The activities related to cultural traditions were important to the people in the community. Participation in the traditional activities led to community harmony. Tai traditional activities were organized every month of the year. On the tradition day, the villagers wore Tai dress and cooked Tai food.

Tai Lue men and women wore Tai Lue traditional dress at the merit event or the activities of the village. This represented the identity of Tai Lue. It determined their authority or negotiation power, confirmed their identity and the existence of a person, a group of people and a nation. Dress and food also demonstrated a meaning. Their dialect was Tai Lue language that would be inherited by the next generation.

The same blood: The foundation of the same blood and relationship was a part that created recognition of duty and the role of the people in the community and strengthened the community. One third of the villagers, of 556 people, had the Somboonchai surname (as at 2010). It was the highest number of people in the village. "In our village, most of us were relatives. I observed that there are a lot of people with Somboonchai surname. Strong family lineage was present in the three generations (father, children and grandchildren) and others were relatives.

Leaders Sacrificed to Work for the Community

The community leaders were referred to "Por Luang": The leader of Sri Don Chai village was the headman who the villagers called "Por Luang" From the past until now, since 1909, the village headmen were usually people with Somboonchai surname, including the current headman who had been the headman since 2005. The headman said that he had been the headman for 7 years. The reason he volunteered to take care the people was because he realized that he was a member of the villages and he needed to help the community.

Firstly, it is a duty. I have a duty to do and I have to do it as a leader. Secondly, I, with my realization, I wanted to help the problems of the community. The most important is the support of the village committee. Without the community, I could not make it alone. The committee came to help with no expectation or any benefit. They actually got nothing. They came because they want to help people in trouble. Currently we have got good encouragement. The success and the acceptance of the people in the community is our encouragement.

Group of Leaders: Apart from the village headmen, there was a working team that the village headmen accepted that they contributed greatly to the development of the village. Sometimes, they even gave money to support the activities of the village. The community leaders contribute for the community because they believe that "We are relatives so we should help each other." Even though we are not relatives, we live in the same community, we should help each other." At the time, there were traditional events such as funerals or ordination ceremonies that relatives, leaders and members of the village usually come to help.

The Community has Its Own Management Approach

The goal of the community: One of the community goals was no matter what the project was, community development should be concentrated to improve the people's way of living by maintaining the Thai culture and traditions. The villagers here did not emigrate to settle down at other places.

Most of them work here because there are career opportunities here. If they have to work or study elsewhere, they will come home in the evening. No one moves to work elsewhere.

With an open vision, Ban Sri Don Chai community has not just stayed still and preserved their usual way of living. Some new technology has been applied for communication between each other. Young people who were still in school are also interested in the community as well. They study about community, making videos and created a Facebook page to introduce their village.

At that time, there was a golf course located in the district, on the route between Lamphun and Chiang Mai which also included industrial plants which drew outsiders into the community. But it did not create problems in the community. The villagers were not involved in these businesses. Golf course staff were mostly from other provinces.

Combined thinking in defining demands: The participation of the people in Sri Don Chai village community was based on the principle "Combined thinking, joint decision-making, co-practicing, sharing the benefits and co-tracking for evaluation"

The development for a better living was the plan initiated in the meeting of the committee and the villagers when discussing the problems and finding solutions. It was found that the villagers had the problem about their living expenses. Their income was not enough. For example, they needed to buy vegetables for each meal despite having their own land, "They didn't grow any garden vegetables so they had to use their money to buy the stuff."

In the first stage, we did not have anyone to teach us. We started from observing internally; what problems we have. We, then, saw that there were problems with household expenditure, such as the expense for food, for gardening which they needed to buy. It was grown using toxic chemicals. When we had an event, they lost a lot of money as they followed others.

We, then, set a meeting, sat down and discussed this and that problem. They should grow garden vegetables by themselves to reduce their expenses and to ensure that the food was safe. We used public relations to convince everyone to do it.

Cost reduction and increase of income: "We had a meeting and discussed the problems. In the community, there's a lot of expenses but less income. They needed to buy things, but we told them not to borrow. Use as you have, I told them. Finally, we had a joint declaration."

Like the housewives, they grew garden vegetables and sold them in the community market. There were middlemen who bought and also sold some. Here we were mainly growing rice and we used to buy fertilizer but, later, we made it by ourselves. We, later, sold both rice and fertilizer. Our rice was organic rice.

When organizing traditional ceremonies such as funerals, they had to borrow money to prepare food and drink for guests. It was a lot of money. They also got a whole pig to make "Hung Lae Curry" following the tradition of Chiang Mai people. It was an unnecessary expense.

The funeral ceremony was a costly event as they prepared a lot of food and followed others, such as the Chiang Mai people. To make Hung Lae curry, it used a lot of money. Sometimes they needed to buy 20-30 kilograms of beef and the vegetables as well. The expense was high. Alcohol drinking at the funerals, also, needed to be banned. It wasted money and was inappropriate.

The liquor related issues needed a public hearing. I had to do it seriously (serious voice). I called the meeting for a public hearing and set the home rules. Whoever violated would be warned. They should practice accordingly. Everyone must practice according to the rules. People who violated the rules

would be called to receive a warning or complaint by the headman and others. There was almost no one who tended to break the rules. The ones who disobeyed were mostly the outsiders. So, we had to tell them.”

Internal administration: The community had a meeting for mutual recognition. We had a village public hearing forum once a month and usually arranged at "Por Luang"'s house. There was a sub-group meeting of community leaders as well. When the problem was found, we brought it for discussion, starting from considering the problem, setting the goal and finding a common solution. The recognition of the house rules was monitored by the elected committee. As mentioned above, there was a group leader for each group, such as the leader of bio-fertilizer, the leader of the women's tailoring group and the leader of funeral artificial flowers, etc. This was the assignment of particular members following the self-sufficiency guidelines.

One thing that empowered the committee to look after the community were the house rules. People in the village were relatives. They knew each other well and respected their relationships and the rules governing them.

Community leaders alleviated the burdens: Apart from the headman, there were the leaders in the position of the village committee elected by the people in the village. Community leaders had the authority to handle the problem if they could. If it was beyond their abilities, they could consult with the committee. For example, to find a fitness area in the village for disease prevention and health promotion activities, the community leaders could make a decision, sharing ideas for the use of community resources, choosing an area and preparing tables and chairs. They operated according to their responsibilities. It was not necessary to wait for the command from the headman. The leaders volunteered by heart. They came to help because they respected the way "Por Luang" worked. "Por Luang" wore several hats. We should share his burden". The villagers could inform the leaders about their problems as the agreement was made among the working group.

The division of responsibilities happened because the village headman had been an assistant village headman for more than 10 years. At that time, he wanted to do some things, but could not because it may be considered as inappropriate. He, sometimes, decided to do it for the benefit of the village. Then when he became a

leader, he thought it was not necessary to use his power. Everyone has the ability. "Trust each other and complete the work together"

Co-Operating– Monitoring and Reporting Results

This community cooperatively implemented all activities. The village committee organized follow up the activities and reported the results in the meeting every month. Those who did not participate would get the updated information and by being asked to follow the house rules. If there was any problem, they would give comments. The activities collaboratively implemented were from the discussion and the findings for solutions. For example, the drinking water production project: "Sri Don Chai Drinking Water" was initiated because the people in the community had to buy drinking water for consumption at home (as urban people did) It cost a lot of money. Therefore, a drinking water plant was established to supply low priced drinking water to the community.

The implementation included a "monitoring process" to track the progress of the organized activities. For example, after the first execution of the exercise activity, the comments of the people were obtained for improvement. It was suggested to have music for rhythm so we arranged to have music played and sent someone to monitor. The comments were positive. They said, "It's good."

Knowledge Exchange

Throughout the process, there was knowledge exchange during cooperatively performed activities such as the organic fertilizer preparation, planting of garden vegetables, sweet making and tailoring of cloth for sale. They got together and shared their knowledge with others. In addition, there were groups of art and cultural conservation, aimed at passing the traditional activities to their children and general people. Accordingly, Sri Don Chai village was opened to visitors to observe these activities and homestay activities were also arranged.

The community arranged field trips for their people to gain experience from other places and was open for outsiders to visit their community and earn valuable knowledge from their experiences.

The people were active in community development

The communities saw the importance of participation: The headman said, "We do everything together here and everyone does it." The villagers respected the headman as he was a reliable person. If he asked, they would help. "If he agrees to do, we will do."

Cooperative decision making: As mentioned above, the community had their monthly meeting, once a month. If it was necessary it would be more frequently at 2-3 times a month. The resolution should be unanimous. No decision was made based on a majority or minority. At the meeting, if it was agreed to implement any activity, everyone shall cooperate.

Contact - Public Relations: To maintain contact between each other in the village, they used telephone calls and LINE. Public relations were made through a broadcast tower.

The Factors Affecting to the Success of Collaboration between the Public Sector and Community The Governor's Policy

Mr. Direk Konkleep had been a deputy governor and a governor of many provinces such as Lampang and Mae Hong Son before taking the position of Por Muang, Lamphun. He was born in Uttaradit, completed a high vocational school education and bachelor degree and became a teacher. It was said among the governors in Thailand that he was the only governor who was a teacher.

He took the exam to change his career to be a development officer. He had got good progress in his career and became a provincial development executive, firstly in Chonburi and then Chiang Mai. Later he moved to be the officer of the Office of the Permanent Secretary and finally became a governor. As he was a teacher before he was interested in social issues. The idea of using a sufficiency economy originated when he worked in Mae Hong Son.

It began when I thought that everyone should look at oneself to find self-sufficiency. Look at each component individually: they should live modestly, no greediness, no excessive debt, no extravagance, and no over-expenditure. We have a small salary, low income; if we are modest we will spend reasonably. We should not want to have a Mercedes Benz just because we see other people with one. With a very limited income, if we do not spend sensibly, we may fall into trouble if we get an accident or have an emergency.

When becoming the governor of Lamphun the policies was set to create a culture to love and value Lamphun, make the people love Lamphun and refer to Lamphun as a cooperatively improved the city. Therefore, in 2011, it was encouraged to develop the province into a "pleasant city" using five principles; by being a sufficiency economy city by applying His Majesty's guidelines. Mainly following the King's philosophy in daily life; be a city of safe food to provide Lamphun people with good food production, consumption and distribution; be the city of welfare to provide Lamphun people with beneficial welfare from birth to death and when they are sick to set up funds for people to save their money; the city of sustainable cultural and ecology tourism to improve the standard of tourism in Lamphun; and the city of excellent products from the traditions of Lamphun people to promote their products. Every village, community and school should have a product and pass on the local knowledge to the new generation.

For operations, working groups were set up to drive and operate the work at every level including provincial, district, sub-district, and village levels. The process for learning and understanding of the participatory concept and strategy was also established.

The Goal was Achievement

The governor collaborated to create a public hearing, "Lamphun Lover Make a Return to Your Native Land" with the goal to listen to the problems and respond to obtain results in line with the requirements of the province. Such a requirement was the driving force to assign work for subordinates to implement.

For the subordinate officials, their motivation was their career advancement. They believed that the higher the level the greater the privileges. "... since I got C9, I was eligible to fly business class." Higher positions were the motivation that encouraged the civil servants to seek progression. " Being strategic officials, it will take time to grow in the line ... even to be able to become a governor if the opportunity is available." But pride in the achievement was also a motivating factor. With regards to community development, as a sufficiency economy model village, after the reward was granted, according to the Ministry of Interior policy, the province was supported by sending relevant officials to help improve the community performance. Support was provided accordingly to the issues as proposed by district and district development officers. The officials had a close relationship with the community and saw the potential of the community from conducting assessments so they could find where to develop and could analyze development further to be the model for THE BEST LIVING of the province.

The Government Approached a Strong Community

The approach to Sri Don Chai village of the government was to work with an already strong community. The goal was to further develop to be a role model for other communities. Government officials came into the community after promoting the village to receive the award for a Sufficiency Economy Village from the community management which was consistent with the Sufficiency Economy Philosophy. There was no financial support, but there were officials to share their knowledge. The projects brought in were the projects of various departments with support provided through relevant officials, such as the developer, agricultural staff, etc. The response to the community requirement occurred by the discussions made with the community. Before implementing any project, the officials would discuss them with the headman and community leaders at "Por Luang's house." Any projects beneficial to the community would be considered for collective implementation.

The value of the work was applied under the participatory concept in order to connect with the people and encourage them to participate. The officials with a close relationship to the community were the sub-district development officers. His Majesty the King's philosophy was complied with.

The King's working principle was compiled with, understood, approached and developed as follows:

Understanding means, to understand the roles of the community development agencies, that they were responsible to promote the learning process and community participation.

Approach means, to be able to reach the minds of the leaders and the networks of the community development in order to create participation and participatory learning about community and local development operations. It specified the village as the center of development implementation by focusing on developing the people, the important mechanisms of the village development, especially the village headman, village council and the leaders by the nature of the village/community.

Development means the development of the village based on the information related to the community and focused on the development from inside i.e. develop the people in the community to develop the community for the benefit of the people in the community. Development could be executed by the decision of the village independently based on the database related to the community. (Interview with District Development Officer).

The villagers in the community accepted the approach to give advice and additional knowledge as they saw that it was beneficial, especially Sri Don Chai village where the leaders were for their community development.

Such as the production of fertilizer, the villagers had actually made and sold and had a healthy income. They came to teach about food, general health care and disease which were useful to take care of oneself and the family.

The Website created by sub-district units for the people to contact or learn about Banthi Municipality operations: <http://www.banthi.go.th> found that only a few people who used it by observing the articles or message posted. There were only 1-2 messages that existed (The Banthi Municipal, 2015).

The Success of Public Participation

Officials were successful in finding a village to be a model for learning. The district expected to further develop the village/community to be a sustainable self-reliant village/community, according to the vision of the Department of Community Development. It should be a strong community, have stable economic foundation by assessing the self-reliance of the village, whether it was able to be improved further, based on the self-sufficiency model. However, the compliance to the policy of the Ministry of Interior was not a mission able to be implemented by the province.

The acceptance to work cooperatively with government officials had improved their living. For example, the knowledge about bio-fertilizer had generated more income to all households. It was beneficial to the community.

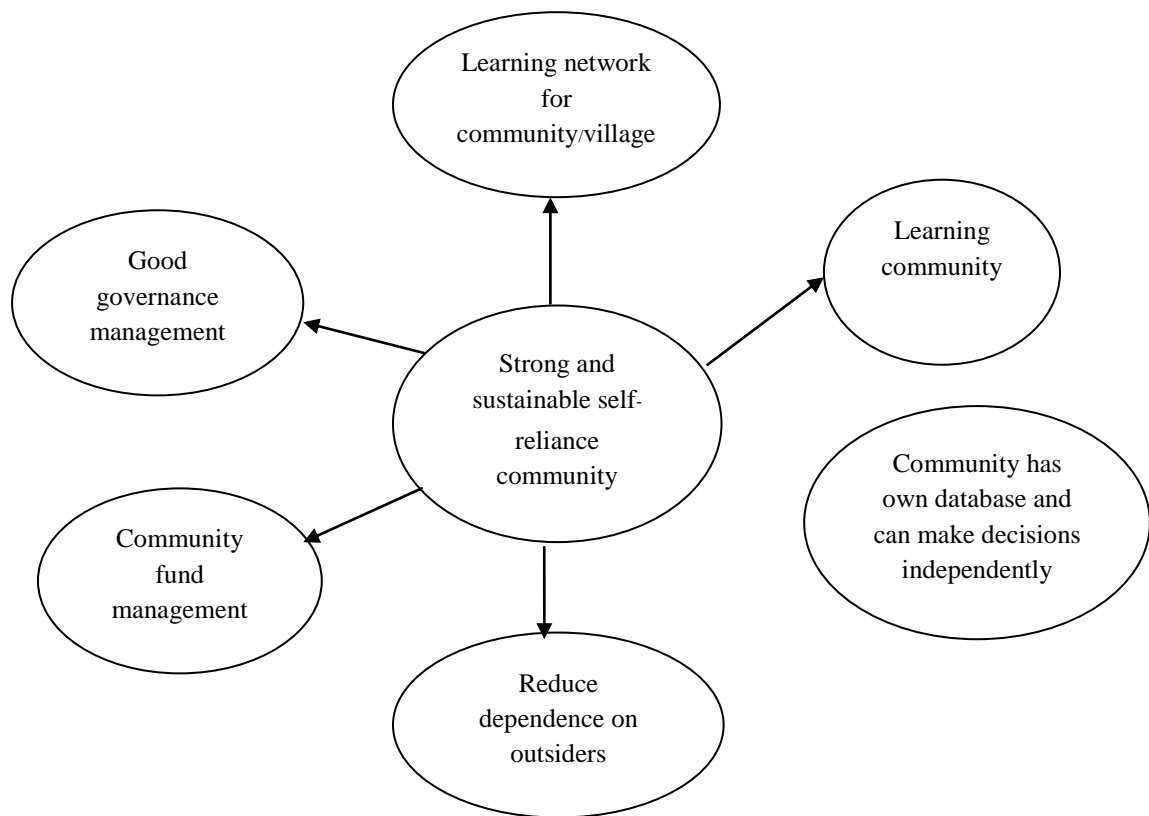


Figure 4.8 Self-Reliance Model

The Consequences

Learning about the collaboration between the government sector and the people: The government sector and the people together, started to learn about the development when they cooperated on the implementation of the project. Additionally, at provincial level, the governor received a national award from the government. The community was satisfied with the approach of the government sector in helping the community and how it has been coordinated up to the present. "The officials came and helped. The fertilizer made for a better living. This month, there will be the construction of a weir. The governor and agricultural officers will come to help. " It is better that they come."

The Government was a supporter: The government sectors supported in providing the knowledge required by the community.

The creation of a mutual vision: When the village was awarded the Sufficiency Economy Village, the government through the development officer and district development officer expanded the concept of a sufficiency economy, which was in line with the context of the community to motivate the villagers in the community to initiate additional projects to support their living standards, such as a sustainable agriculture concept. The award demonstrated that what they did was a good management approach for the village. It ensured that the community leaders and village members were moving in the right direction and could expect the community to sustain its development, while preserving the cultural traditions of their race.

Promote self-reliance. The government through the development officer and district development officer brought in the sufficiency economy knowledge, with the goal to develop the community to be self-reliant, help each other and become a network. They came to promote the exchange of knowledge related to agriculture, social issues, education and public health. They focused on self-reliance promotion first.

The project was nationally recognized.

The province sent the project to join the contest of excellence participatory governance of OPDC as previously mentioned. The province sent two conceptual projects: 1) The results from the brainstorming of various sectors in the project, “Lamphun People Return to Your Native Land.” promoted the province to apply for provincial development. It was considered that the province had worked collaboratively with the community; 2) SMILE Lamphun aimed at being the prototype of 5 cities under the BEST LIVING project, in which the Sufficiency Economy Village project of Sri Don Chai village was considered as a model. The province considered it as the achievement of the province in successfully finding a community with an identity consistent with the 5 city prototypes and could be strengthened by development.

The province considered Sri Don Chai village as a prototype village according to the SMILE Lamphun to be THE BEST LIVING project. However, the assessment for a Sufficiency Economy Village, found that the project was not created by the province, but a project that followed the policy of the Ministry of Interior assigned to be the host by Department of Community Development to find a self-sufficient

economic community. So, to say that Sufficiency Economy Village was the achievement consistent with the vision of the province was not correct.

Therefore, when Lamphun Province received the award of Participatory Governance and gave the award to the governor it was not in line with the criteria and was not correct.

From this case study, those who approached the community were the operating officers and the execution was operated according to their functional responsibilities as determined by the central policy. In conclusion, the development of this community happened because of the community leaders and villagers who were eager to process the development. When the government officials approached the community, the participation of the people occurred and affected a better development. Even though it had just begun, it showed a good trend of the participation between government sector and the people.

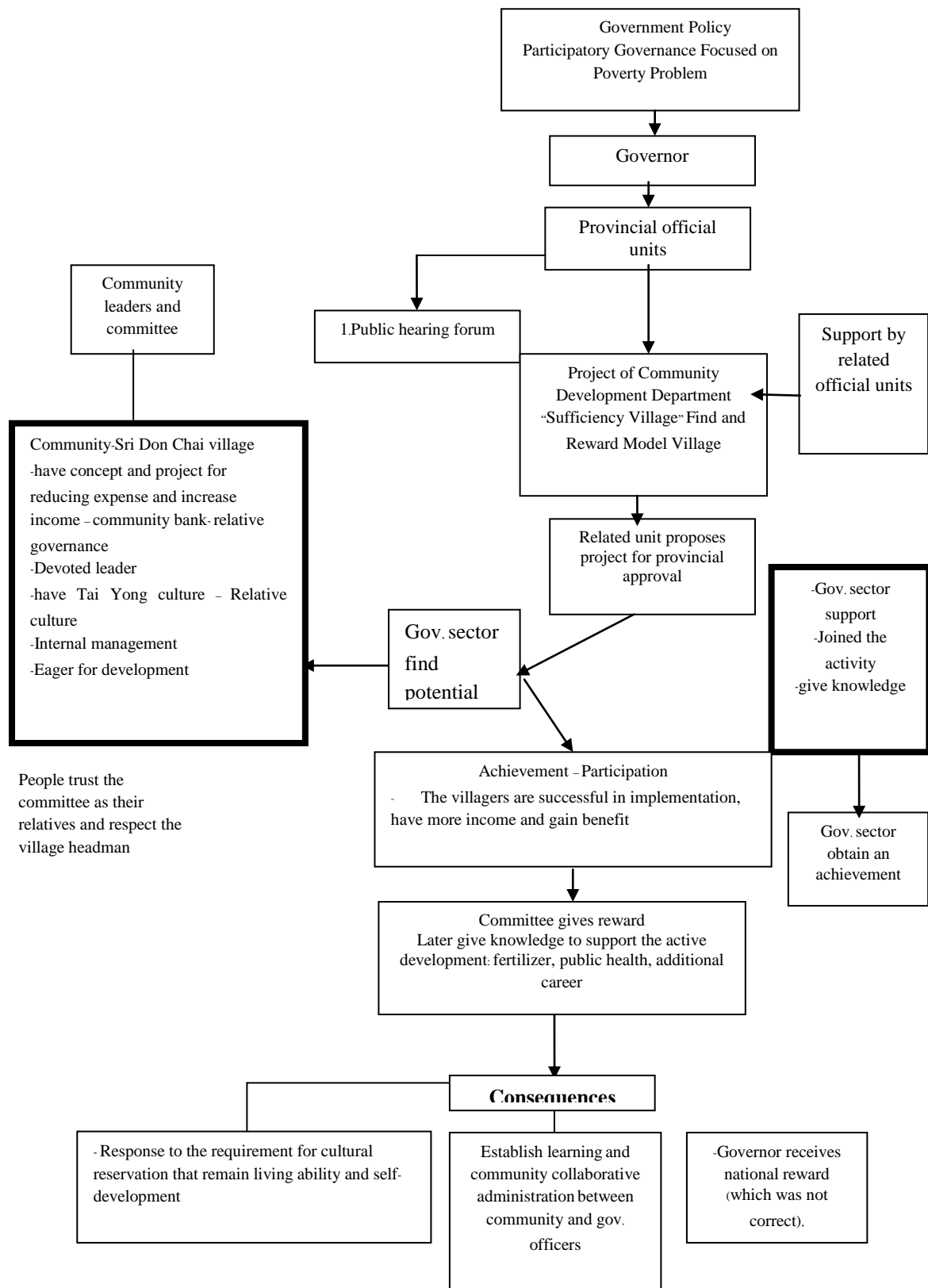


Figure 4.9 Flow Chart for Case Study 3

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

This is a study on the successful implementation which employed a public participation process that applied qualitative research and grounded theory to research the public participation phenomenon that occurred in the areas. The researcher investigated the public participation phenomenon from the views of the people who participated by multiple study methods, such as in-depth interviews, focus groups, document analysis, observations and field –notes. Then from the studied material content selected case studies that were analyzed and interpreted to explain the characteristics of public participation, the factors that influenced public participation, the strategies and conditions that stimulated the application of a public participation strategy as well as the consequences of those public participations. The analysis and interpretation were made by analyzing the views of the people living in the studied areas to answer the following questions: 1) What is the current situation of participatory public administration in Thailand? 2) What are the factors promoting successful public participation? 3) Is there a successful model that encompasses all public participation situations? The details are as follows:

5.1 Current Situation of Public Participation in Thailand

From the study, it was found that the concepts of public participation used by the Office of Public Sector Development Commission (OPDC) as their administrative guideline and for implementation by Thai governmental officers at present is different from the western theory when applied in actual practice.

The public participation process in a foreign country occurred from the opinions and the petitions the people presented to their government to launch a policy or perform such actions in response to their demands, such as the petition of the American people, who moved to reclaim the western coast of the country who

demanding basic essentials for living and the infrastructure, such as railways and roads. After receiving the petition from the people, the government took it for consideration accordingly to related regulations and arranged all resources necessary to provide the assistance.

Public participation schemes in foreign countries also included the attempt to have people's involvement in the conclusion of a project or policy for development implementation to ensure that project's or policy's accomplishment. If it is not agreed by the people, no execution will be initiated in order to avoid future problems such as the case studies referred to in *The Public Participation Handbook: Making Better Decisions Through Citizen Involvement*, by Creighton (2002). The study of Central Arizona Water Control Study (CAWCS) which operated in 1987 in Arizona state, USA, was related directly to the vice president of the Ministry of Interior and the state governor, the stakeholders in the community, business men and NGOs. In the study, a public participation process was used in order to achieve the building of a large dam in the place where the Salt and Verde river met. That location was an environmentally sensitive area and of outstanding natural beauty. The result of the project was, it generated a good choice to build only just one dam on a tidal river (New Waddell Dam). It was changed from the original proposal that the stakeholders in the city needed to build a large dam. But a large dam did not return enough value, when compared with other choices.

Another example was a case study which used public participation processes for the building of the office building of Hewlett Packard (HP), in 1998. Palo Alto in California State is the home of Stanford University, the birth place of Silicon Valley, which is an important place for scholars and it always had some problems for development. Their argument about local development was like that for "blood sports". With a public participation process, HP worked together with the municipal urban planning director and community's leaders. The director recommended HP to use a public hearing to listen to the neighbors, work with the neighbors and find a consultant in public participation in order to create support from the community. HP succeeded in building their new 215,000 sq. feet building because they decided to accept the community's idea even though some issues made them make abrupt changes from their original plan.

Public participation is not only a process of development administration, it is also an important process of democratic politics. Public participation appeared in the constitution from 1997 to 2007 in many sections. Public participation in politics contributes to many activities, such as, public hearings and sharing ideas in public forums.

This idea came to Thailand in 2003 and was initiated by educating government officers to apply public participation principles in their practices, in order to comply with the law and acts of Thailand between 2001-2007. The OPCD (Office of the Public Sector Development Commission), in the position of the operator of Thai government officer's development system, received the policy from the government. The OPDC had already made the strategy to align with the public sectors. The officers were, then, assigned to create practical projects with objectives to solve economic and social problems, the major problems mostly found in the communities in Thailand.

In Thailand, after the change of the government and the power of administration was centralized, local communities became vulnerable and depended on assistance from the central government. With the thought that they could not stand on their own or believed that it was the responsibility of the government, they only looked for a budget and assistance from the government and officers. The conflict and the misunderstanding between the governmental sector and the public sector, global change and the acceptance of foreign public participation schemes all instigated public participation in Thailand and became a part of good country governance.

Public participation in Thailand became involved in activities or processes already considered by the government to decentralize decision making, investigation and follow up processes to the public. But it was not allowed for every project and was not naturally implemented by the public sector.

According to the original participation theory, initiation of public participation was inspired by a strong requirement for change. The first reason for being involved in public participation with the community was that the activity or the process was the responsibility of community leaders or an organization. The, leaders, therefore, were the people able to achieve change. (Yupaporn Roopngarm, 2002) Thus public participation was a major factor that facilitated community development. The

cooperation between the government sector and the public sector was a key factor for local development. No country in the world developed without public cooperation (Chinnarat Somseup, 1987).

Local participation, then, has been significant for communities in Thailand from the past until now. Many communities, which were overlooked by the government, have developed local cooperation that made their community become stronger and self-reliant. From the 3 case studies, the communities were strong prior to the involvement of the government sector in such projects. Community strength is required by the government sector when they have a policy for community development. A strong community will enable achievement and the success of the government sector.

5.2 The Success of Public Participation Projects

In this study, 3 successful projects, from over 60 acknowledged and awarded as the excellent cooperative administration projects in 2009 -2011, were studied. All of those projects were from 76 provinces in Thailand and many governmental units in Thailand. Not every project was successful in public participation. In comparison with the OPDC's participation standard, some projects were at a lower level than the standard. They should be, somewhat, at the level comparable to the "involvement "or "cooperation" level. They must have had interaction between both the public sector and civil sector. The project in which the public sector only gives information to people was at the lowest level in the public participation approach. Or that the public sector listened to public voices but only considered to use those ideas on one level but was not at the level the OPDC required. Those projects would not pass the criteria. The projects which passed the criteria came from evidence that the provinces presented, they responded to the people's demands, then they would pass the OPDC's criteria. If the committee visited the sites, they must see real evidence.

The achievement realized by the public officials in awarded projects did not happen because of OPDC's awards, they were real projects in their areas where the officials must try to have corporation because that was their duty and responsibility. Their effort to gain success in their duties was something which pushed the public

sector, both the executives and officers that operated the projects to approach the communities and people. It was important to encourage the people to be involved because by working with the locals would not be successful if the public sector did not approach the people in the community or just sat in their office.

These projects had the objectives for community development, which were implemented by the community and facilitated by government units in terms of technology, knowledge and budget. The success, then, also furnished the community with the knowledge gained from real practice and that empowered their self-reliance. If they are self-reliant, they will not cause any burden to others and, on the contrary, become helpful and useful both to themselves and others.

The success from the cooperation between government sector and public sector has delivered useful knowledge to the government units and the people involved.

5.3 Problems that Occurred During the Participation Process

Any project which was opened for people to be involved in always had some people who did not get involved. From the study, it was found that some problems, caused by the public sector and government sector, were mentioned.

5.3.1 Nonparticipation

Brainstorming, planning and decision making must permit the civil sector to be involved in, not only the community's leader that represented them. From the study, nonparticipation was found, such as, the issue about time, people at working age did not have much free time because they were engaged in their work, "*To earn a living*". But old aged people only stayed at home and had a lot of free time. Then they wanted to participate in the activities.

Another issue, the people did not participate because they felt that it exceeded their ability. Even though the governmental projects looked very good but if it was beyond their capability, the people chose to refuse to get involved.

Moreover, the people had strong and fixed beliefs, such as the government sector had the policy to encourage people to grow rice by using homemade compost

and do joint plantations to preserve the soil and omit the usage of chemicals, it was very hard to encourage people to follow and believe that a single plantation has caused soil damage and used a lot of chemicals. Changing their belief was difficult and some people could not do that.

5.3.2 The Government Officers did not Participate

The causes for uninvolved officers were that they were engaged with their work. Most of the local officers were farmers or gardeners. When they finished their work, they went home. They earned their living outside of official time. Such as, the village heads, some rarely worked for their community. And another reason was they disregarded the public participation process. They believed in only their decisions or they thought the public participation process made the operation slow, waste time, use many people and was complicated.

5.3.3 Governmental Sector's Exercises did not Facilitate Public Participation

The governmental units related to the project, sometimes, called for participation by offering something else instead of participating in program training, such as, the office of the Royal Development projects set a program of training to share with the farmers about The New theory of Agriculture and gave the farmers a fund to support them. Then the farmers were motivated by the benefit instead of knowledge.

People also became familiar to receiving public services such as the Body Checkup Project, Spectacles Providing Project and Dental Checkup Project arranged by the local Public Health Offices. None of the officers recruited them to do other projects, which made people misunderstand about public participation. For example, in this study, in Sri Don Chai village, the first time to set up the activity to allow volunteers in community to take care other people to prevent diabetes, or finding out how to get people to exercise, the people did not understand. They thought that duty was the official's duty.

The participation occurred with the public sector and a only a group of people participated. It did not open the chance for the remainder of community to get

involved and it caused ignorance, or the perception and understanding among most of the people that they had nothing to do with it. It was the duty of other people, such as the chiefs of communities, heads of official units and the governmental officers, etc. For some community's development, for example, cleaning public areas, ditches and canals, people thought that some other person would take responsibility and must recruit someone to do it.

Increasing the number of people involved in the public activity was important. This will be of more benefit if the public sector could expand to other communities or groups. Although the success from a fixed project was a motivation that attracted people to be involved by its natural benefit. Whatever, the approach to the community by the public officials was a method to build participation. In selecting the group of people in each case study it was found that the officials chose a strong people's group first. Then, for more people, other groups, the officials must increase their approach to find community capital in other communities and the strength of the community to increase the number of people to be involved in the public project

5.3.4 The Leaderships Which do not Facilitate Participation

Meanwhile the OPDC gave precedence to educate the officials at executive level, public unit leaders and community's leaders because OPDC found that some leaders in those positions had a habit of being narrow minded and disregarded participation because they did not understand why it was necessary to permit people to be involved. They just worked for personal success and did not empower people to decide for themselves because they thought if they allowed others to work together their own importance would be reduced.

5.3.5 Executions Which do not Facilitate Participation

The primary practice of concerned officials was a lack of the responsibility because some policies happened from the central government. Some officials came from other places. The concerned officials did not go to see the executing site so they did not understand its characteristics. They operated the activity which did not match the villager's habit, so that it could not keep going.

5.4 Factors Affecting the Success of Public Participation

The analysis of the public participation characteristics of those 3 case studies was supported by information related to the events that occurred during the period of the project implementation including current information. The study of the content of each community in previous chapters is summarized in the following table as a comparison of those 3 case study characteristics.

Table 5.1 Comparison of the Factors Affecting Successful Public Participation in the 3 Case Studies

Factors	The Farmer Group in Khaowong District, Kalasin Province	Khon Muang Mai Community, Samut Songkram Province	Ban Sri Donchai, Banthi District, Lamphun Province
Community Readiness	1) With social capital on strong local wisdom. Products were identical. 2) The leaders rendered their devotion. 3) The community was well managed. 4) The people were enthusiastic for community development.	1) With social capital and strong unity among major group of people 2) The leaders rendered their devotion. 3) The people were enthusiastic for community development.	1) With social capital and strong incomparable local tradition and culture 2) The leaders rendered their devotion. 3) The community is well managed. 4) The people were enthusiastic for community development.
Governmental Approach	1) Government sector needed to approach the community	1) Government sector needed to approach the community	1) Provided assistance to the community including educating

Table 5.1 (Continued)

Factors	The Farmer Group in Khaowong District, Kalasin Province	Khon Muang Mai Community, Samut Songkram Province	Ban Sri Donchai, Banthi District, Lamphun Province
	2) Use local wisdom in approaching the community 3) Closely participated in the activities.	2) Listen to the community's idea first, avoided guiding. 3) Closely participated in the activities.	them in occupations and health.
Intervening Conditions	Participation administration policy of the Ministry of Interior has pushed the officer to want to be successful and participate in the project and approach the people.		

5.4.1 Community Readiness

Community readiness is the balance between human resources and community environment including social capital, devoted leaders, good management to facilitate community participation and responsibility allocation and enthusiastic people with the ability to fully perform all assignments accordingly. Those were the factors found in the 3 case studies.

Social Capital The 3 case studies were with different community capital as follows:

The Farmer's Group in Khaowong District, Kalasin Province: The community capital was "Local Wisdom" in terms of agriculture, soil, fertilizer, fishery, rice and livestock. Initially, the local wisdom had existed but had never been thought or widely expanded as those people in community had a closed attitude and did not believe in following others. They were fixed with individual thoughts so they did not have a common direction. When they were in the same direction of thought, they, then, exchanged their knowledge with each other and that enabled the expansion of knowledge and effective implementation. That conformed with the theory of Putnam,

that the social capital of community could show in cultural values. By the time the government require the community participation, this capital was the most important factor to be considered to choose the community to be involved in the project.

Khon Muang Mai Community, Samut Songkram Province: The community capital was the “unity” of the community. The people in the community were cooperative and responsible for community development. They were helpful to each other, made decisions together, even though some were not born there or were with “different words - different language”, after becoming a part of the community they lived in harmony with the same goal for community development. That conformed the theory of Putnam, because the strong social capital of the community was shown by their solidarity (Putnam, 1995). The community unity was acknowledged by outsiders so they were usually given the chance to join with the various organizations’ activities and received numerous awards related to community development. The more they got the awards, the more they realized about their community strength. When government sector needed a community to participate in the activity, such community capital was considered.

Ban Sri Donchai, Banthi District, Lamphun Province: The community capital was its “tradition, culture and relations”. The traditional and cultural capital was derived from their ancestors the, Lanna tribe. People the in community were clans. That conformed with the theory of social capital of James S. Coleman, that the social capital would be sustained beneath the close relationship (Jintana Amornsanguansin, 2005), in the other words, having commitment, expectation, trustworthiness, information sharing channels, norms, effective punishment and close social structure. That conformed to the social capital principle, it could be seen in the cultural values as familiar to case study number 1, norms of trust and reciprocity and civil engagement of each community would be effective to build something called a civil matter.

The findings in this study are, therefore, in line with the social capital scheme. To find the community which would fully respond to the governmental demand, the government sector looked for a strong community with a high social capital.

5.4.2 The Community with a Devoted Leader

Leaders who stepped out to lead their community occurred from their members seeing and recognizing that their leaders did it for the community's benefit. For the public leaders, however, they were in the official position of leaders, but if they did not "act" then the people and civil society would not recognize them as the leaders. In the case of Mr. Samnak, and the Samutsongkram province governor who acted in the role of "leader" supporting projects to be successful. Being a leader in the civil sector, in case studies, did not happen by self-appointment but from the members in their groups faith in them. Then they were elected to be the group's leaders. For example Phra Maha Suparp, even if there had been no election for him to be leader but he kept faith with people to let him be the network's leader and to be a center of working.

5.4.3 The People in Community were Enthusiastic to Participate

Although participation happened to a part of the people in the community, not everybody participated, may be most of them, but the members of group had already shown that they were strong and could be powerful in supporting their community and they were increasing. The group's work received a good effort that made more people join in. If the people who were enthusiastic to develop themselves saw the opportunity or interesting issue, they would step out to participate in activities.

As happened to Ban Sri Donchai, all the people/families participated in the activities. One reason was the people were clans, and brothers in blood. People in the village had the similar surnames, just 3 surnames. They were of the same clan or race. Or even if they were not brothers but they were in the same village then they assumed to be related. People who worked for the community likened it as working to help a brother or sister. The enthusiasm of the people would benefit when the leader acted and members chose to volunteer to work for the community, "Our leaders did, we also did", or "We saw leaders do, so we felt ashamed, then we stepped out to help them."

5.4.4 The Community is Well Managed

The community, which was well managed already, being a team that the public sector had searched for as working together. That would be an advantage in

supporting success. Well managed was shown by, firstly, the group or community had a chairman or leader that would be convenient, not complicated, not coordinate too many people, and easy to approach. Next, there was a committee to help the leader work to lighten the leader's load. Having an experience in co-working with the public sector was advantageous to more help understanding with each other. And finally, the public sector would look for a community that had been awarded to help guarantee success. For example, the farmer's group of Khao-wong, Kalasin province had set up a committee, Muang-mai community had a civic society committee that had plenty of experience working with the officials before, and Sri Don Chai village had a village committee which was well managed, passed the evaluation at district level and had been awarded as a successful sufficiency village.

Community readiness in every issue was of primary importance for participation, in other words, the community had "*potential*", that conformed with the public participation principle and the group or people that participated must have a "high potential" to participate, that was a factor that affected successful public participation.

5.4.5 The Government Sector Needed to Approach the Community

As it was the government policy so the success of a participation project was of interest and watched by the government sector, as it could reveal efficiency and evaluate working performance of management officials.

To achieve the objectives, they needed to approach the people. Personnel performance, therefore, depended on an individual's capability in performing in accordance to the working unit's requirement. In terms of relations, if they were the community's members, it will be easy for them to approach the people and build up a strong relationship between government officers and the people in the community. The performance of the officers at the sites created a good relationship and enabled their work flow.

The values of the officer's devoting themselves to the people were their roles, responsibilities and executions both during and after working hours, and consideration to provide assistance to the people first. They should not adhere to the wrong values, such as "work to please the boss" for personal achievement or stick with the opinions

such as the officers who work with the people are “foolish” as they will gain nothing. It’s hard to please the people.

5.4.6 Government Leaders’ Performance

It is important that the leaders of the government sectors should be accountable for their public participation. In real administrative practice, it is hard for a leader to be successful if working without being ordered to by the boss. That means, for official executions, the officers shall implement accordingly to the command of their superiors. Do not do anything without assignment! Some may decide to execute on their own, but, definitely, that mission would be not successful.

5.4.7 The Implementation of the Officers

Operational officers’ success demonstrated their capability. It is understood by all that the officers shall follow their superior’ commands. Execution, with no command from the boss is against the regulations. The successes of the officers were evaluated accordingly to official regulations.

The officers, who work in collaboration with the community, should approach the community and express their full intention on community development. They should go to the site to learn the real problems. From the interview, the leaders have a significant role in determining the officers’ performance. The leaders should be a role model for working at sites, meeting with people, participating in personal events, listening to the ideas of the people and have the people cooperate in the decision making of related issues. These should be executed by all officers.

5.4.8 Community Approach

Group of farmers in Khao Wong District, Kalasin Province: The government sector cooperated to obtain assistance from “Pra Maha Suparp” as they could not encourage the people to participate in “Lhoom Porpieng or Sufficient Hole” Project. They asked Pra Maha Suparp to help because the monk was a community developer who was responsible for the project to adjust the attitude of farmers about poverty and broken home resolutions. He promoted the new agricultural theory according to the King’s philosophy or the “Lhoom Porpieng” project to the farmers, the same project

that the government required the participation of the people. Pra Maha Suparp helped conduct the training to change the attitude of the people and established networks to receive the products yielded. The project, then, had more people participating despite only a few of them at the initial stage. It was obvious that Pra Maha Suparp helped enable the success of the project.

Muang Mai Community, Samutsongkram Province: The community participated in the projects by proposing the projects that included public participation to the provincial office under the supervision of the Governor, Mr. Prapas Boonyindee, He requested the provincial office to cooperatively implement the project. The support received while cooperatively executing the “Long Khak Long Klong” with the provincial office increased the value of the participation between government sector and public sector.

Ban Sri Don Chai, Banthi District, Lamphun: After the village had been selected as an “Economy Sufficiency Village” of the district in the class of a wealthy and happy village, the provincial office acknowledged and provided assistance related to occupational knowledge and health care. That created participation between government sector and public sector.

5.4.9 Intervening Conditions

The official administration policy that included public participation has driven the management and officials to take the role, duty and responsibility to create their success, which is an indication of their performance. The participation policy has encouraged officers to approach the community to attain the people participation; generated execution, the sacrifice of personal time and created good relationships. It's also engendered the use of community member status to provide access to the people in the community to attain their acceptance and trust. At least, they received learning from presenting their projects for evaluation by the participatory governance's criterion. The intervening condition is a specific condition of public participation in Thai social affairs.

From the successful factors studied from the 3 case studies, while they were different to each other in context and the operation of the projects, they had the similar factors affecting their success. It was possible to draw to model as below.

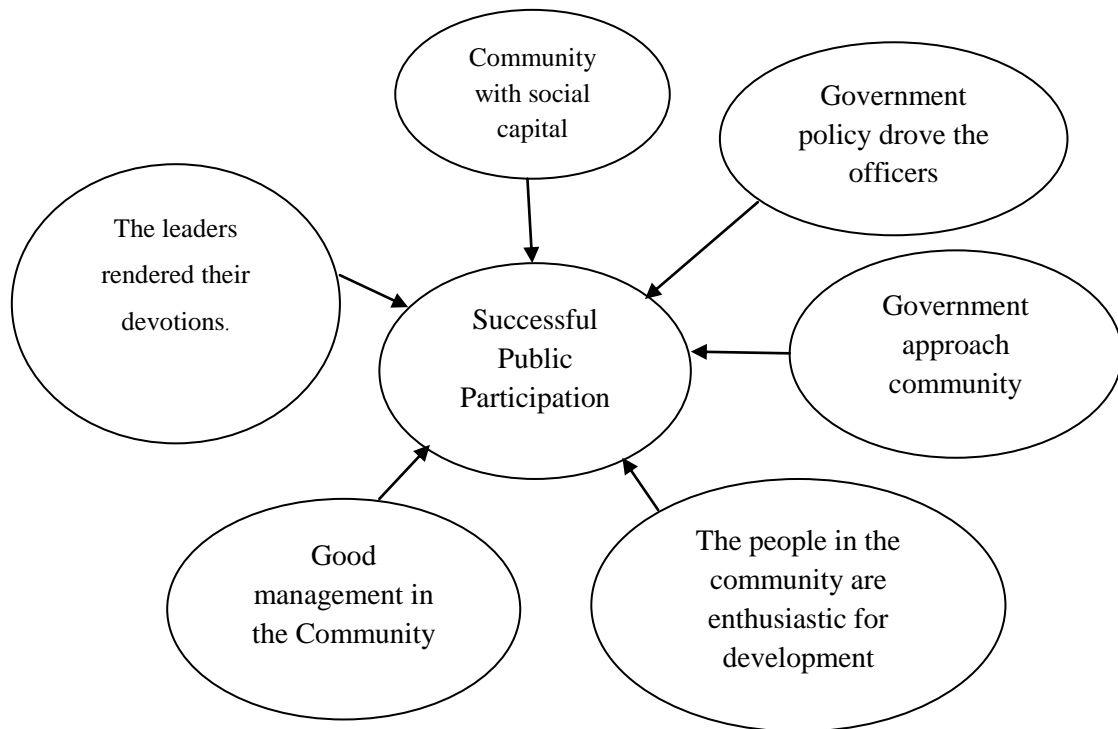


Figure 5.1 The Model of Successful Public Participation

5.4.10 Changing Point of Participation.

We can see that participation has occurred naturally in the society. If it was an important activity, every sector would participate, such as the protest against Mae Wong Dam Construction. Every part joined in giving opinions both agreeing and disagreeing. Or the Pak Moon Dam case, where the villagers who owned the land suffered from flooding, started the protest and drew in every sector to be involved. It means that if it is important, people definitely want to participate. If the issue the government uses to initiate a project is important and clear, then the people will participate by themselves (Mrs. Pornthip Kaewkhammon, OPDC Director, personal communication, March 11, 2015).

As mentioned above, initiation of public participation should be with a strong direction for change and that is enough to initiate the creation of a project for

implementation. The first reason that encouraged people to participate was the realization that all executions were managed by the leaders of the community or through an organization. The leader of the community or an organization, therefore, is the one who leads to achieve the change. In the case of the farmers at Khao Wong, when Pra Maha Suparp became the coordinator between the farmers and the government sectors, people respected and trusted him because the results from following his encouragement was in accordance with what he had said. The sustainable participation of this group was then influenced by 2 factors, namely, first, the result was in accordance with the instruction and the community agricultural business progressed and it developed to be a community enterprise and that caused more participation: second, the awards received from outside parties, for example Pra Maha Suparp had received an award from an outside party and received more respect from the people and some who had not participated, changed their minds to participate. Additionally, the award, that Khun Wiset received, increased participation.

In the case of the Muang Mai people, change was caused from the pride of the award received from the outside that made the working committee be accepted by the people. The greater the acceptance from the community, the more support they will get. Similarly, in the case at Ban Sri Donchai, after they received the award from the outside, the committee was more accepted by the people and that made the people feel proud of being members of the community. The sustainable participation of the 2 projects was affected by the factors related to the award received. The more awards they got the more people will be interested in them and come to join the project.

5.5 Conclusions

The characteristic of the participation in the projects that were considered by government as the successful projects in Thailand, such as the 3 case studies, were that public participation was initiated differently from the identification in the foreign examples. The initiation of the participation in the projects studied did not result from the requirement of the community but they were the projects that had originated from the planning of the government sector to approach the selected community to work

together. All were, from the initiation, planning, community selection, execution and creation of relationships with community, according to the strategy of the government for project achievement and for their success.

Public participation was in a particular pattern that occurred in Thailand and was considered successful was possible by the factors such as community readiness. The 3 case studies showed the strength of community, including social capital, sacrifices of the leaders, good management and enthusiastic people. The 3 communities in case studies had already demonstrated their readiness. It was interesting if more suitable communities could be found by the public sector could find faster, they could develop faster too and that would be effective for the rapid development of our country. The requirement required for public officials was “to approach” the community, both management and officers should approach the community.

5.6 Recommendations

The findings in this research demonstrate the factors with influence in supporting the initiation of participation between the government and the public in Thailand. The process delivered results when the projects were completed in the form of success of the government sector and the benefit for the people. The important findings found from this study were that public participation in Thailand was different from foreign countries participation theory examples. The evaluation of the success of the projects in Thailand can be done by comparison of the elements found in this study to predict the possibility of success of the projects to be implemented or to find the missing requirement for successful project achievement.

5.6.1 Recommendation in Policy Level

The principle of participation in Thailand has been accepted as a good governance principle but it is different from the foreign theories. Logically, it's still in doubt that public participation in Thailand will be acceptable or not since it has been initiated by the government sector rather than from the requirement of the people.

However, a policy establishment for the origin of public participation in Thailand to be transferred to be the practice of the officials for their success is

possible at a certain stage by using it as a driving force to change the attitude of some officers and encourage them to approach the people to achieve their expected success. Thailand has a good starting point.

For Thailand, this process may be the beginning of participation. When the people have the knowledge, education and have learned more about working with the government sector, then development has started to change the pattern from inside out, thus, the attitude of the people was changed prior to cooperating with the government. The people and the government possibly develop public participation that was more in accordance with the theory. The claim for government assistance would enable effective usage of the country's resources.

5.6.2 Recommendation for Implementation

From the results, significant contents were summarized, for the government sector and the people related with participation project to apply for implementation as appropriate, as follows:

1) The Change of Management Attitude

The interviewees who were management or a person who established the strategy for initiating participation process have mentioned about "attitude" as the first key factor for creating participation process, due to "attitude" was the factor that made people decide to participate in the project. In this case, a positive attitude is required for the process and the attitude is both possible to be changed and creatable.

Devotion of the people involved is also required, especially the leader who acts as a role model for the community by showing good examples to the people in the community and to encourage them to follow. The leader should be able to sacrifice their time and their money in order to be a good example to the community.

2) Guideline for solving the problems related to the government sector – or the project that is "insufficient for the community"

Public participation originates in the community before being approached by government. It showed that the community has been ignored, as previously the officer or the resource was insufficient for taking good care of people. That resulted in self-reliance among the people who were strong enough and have got a good vision among the community's members. Sometimes they received support

from assisting networks or cooperative organizations which increased their strength and made them get acknowledged by the government sector and that resulted in more support being provided.

Support can be increased if the community can draw the attention of the government with their success, such as was in the case study of Sri Don Chai village where the head of the village remarked about governmental “approach” as “After we did for a while, there was some success, the officers then came in (repeat) to support at almost ending stage.” (interview with The Head of Ban Sri Donchai).

From 3 case studies, the community which was not strong was not of interest by the public sector for cooperation as much as a strong community. This was because the public officers needed a strong community to work together for success, the resources such as grants would be valuable if it was used effectively. “If you have 100 baht, you must give to someone and you must give it to the group with potential and used to success. If you give to weak group, it will be wasted.” Meanwhile, the public sector attempted to support each community to receive the appropriate help to achieve “their potential level” as that community can do, “Giving equal to every community was impossible! Because they were not equal”, or “The government gave every child dependent on their capability”.

Network is one of the factors that can diminish insufficiency problems. The creation of cooperation, the exchange of knowledge between the successful villages and others can create the supporting network. The results from the “laboratory” in many cases have created a learning process and the process for developing participation for community development so a weak community could learn from a stronger one.

3) Guideline for solving the problems of the government sector – The problem of non-integration in the government sector.

The allocated budget were sometimes used in the wrong way by the government and did not meet the requirement of the people. For example, in the case study about Khao Wong farmer’s group, the public unit that responded to other agricultural units in province claimed they were integrated but they made a mistake in the purchase of a rice mill for the farmer’s group. The public sector committed to prepare funds to buy an appropriate rice mill, that was better than the old one in order

for the Hak Pang group to be able to mill rice and pack it to sell in greater quantities. The government allocated the Somdej Prathep fund to offer a small scale milling machine to the community but it could not be used because the community did not have a power supply. The machine required a stable supply of electricity but the electricity from the generator was not stable. They then needed to purchase a new machine that could be used with the generator and kept the supplied machine in the cooperative building for over 2 years. The officers knew that it was still not being used but the other public unit that bought, had just bought without consideration. The users could not solve the problem, and for the farmers, they just waited for the day that the correct power supply would set up there, maybe in 2011, but the date that the researcher met them was late 2015, and they still did not have the correct electricity supply.

Or the case study at Muang Mai, where it was found that the farmers were offered seeds for planting that the farmers did not want. They did not grow that kind of banana here as it could not be sold here. No one ate it. But the Agriculture office still offered the seeds to us. Or a kind of pomelo which had not been grown there. The public sector still gave it to them. Those people then just received it and kept it without growing. It was a waste, as using the budget for this was a waste and useless.

In the case study of Khao Wong, Mr. Samnuk said that there were many units of agriculture in the ministry of Agriculture and Co-operatives, where he worked but he was only supported by the province governor's decisions, by his commands and memorandums, to coordinate them together. If the public officials could work together in the beginning, he expected that would respond to the people's demands better. Or if the problem happened, after being reported, maybe the problem could solved appropriately.

5.6.3 Recommendations for Further Research

From the results of this research, the researchers identified a lot of issues for further study, for the building of new knowledge or for study to get clearer information. The suggestions are as follows:

1) Use the suggestions from this research to study community networks to establish a strategy for the creation of partnerships between the government sector and the public sector by changing from a research methodology to research on the operations with participation, or research and development to apply the theory and practice for realistic execution and to make the theory to be in line with the practice.

2) The suggestion to study public participation, with findings using qualitative research would be very suitable. Studying by not making initial conclusions made the researcher see the picture from a different perspective. For some issues, the answers are deep and complicated and could not be interpreted by quantitative research. The observation of the environment from site surveys, character and voices of the informants is also necessary, because sometimes there is some significant evidence that the researcher will only get from a personal site survey.

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APPENDICES

APPENDIX A

STRUCTURE OF QUESTIONS FOR DATA COLLECTION

Main question in the research “Why/How did you get involved in this project?”

For analyzing the overview of public participation process from an inside context and environment, to discover the factors that affected the decision to participate of the stakeholders in projects and made the project succeed.

- 1) The environment that made the participatory governance happen.
- 2) The context of public sector.
- 3) The context of community.
- 4) The strategy of the process that created the relationship between the public sector and people in community.
- 5) The result of the public participation.

Structure of Questions to Key Informants and Focus Groups

- 1) Please tell me about your profile, your background and your experience in your work, your impression and your principal in working.
- 2) Did you have the inspiration in setting goals and developing to succeed?
- 3) Before the project starts, how to do you prepare it?
- 4) What was “Participatory Governance” in your opinion?
- 5) If we need it to succeed, how do the public sectors support that? Or how do the public sectors use the strategy?
- 6) Was the support or the strategy used different from others or not?
- 7) What do you think were the knowledge, skills or attitudes needed to be developed to succeed? And how to develop them?
- 8) What are the values which are important to support the Participatory Governance, which you have learnt? How do we build them?
- 9) How do you share you attitude and administrative knowledge?

- 10) Why do you respect Participatory Governance? How do you check that this method will match the people's requirements?
- 11) What are the values, organization or community cultures which support the coordination between the public sector and people to happen?
- 12) How do you motivate the related sectors to adjust and participate?
- 13) As people know, the participatory governance was slow in decision making, and different from the tradition, how do you make the people dare to make decisions, share the ideas to do the different things and dare for self-reliance?
- 14) How did you plan to make the project sustainable?
- 15) What are your factors to succeed?
- 16) What was the return that you needed for what you did?
- 17) How did your project have the strength and capability to succeed?
- 18) What were your impressions of this project in management skill or practices?
- 19) Do you know about the Participatory Governance? What was its characteristic in your opinion?
- 20) How did you get involved in the project?
- 21) What were the cultures in organization or community that supported the Participatory Governance?
- 22) How are your groups, doing the activity together or not?
- 23) What was your goal from the success of Participatory Governance?
- 24) Do you have some recommendations to support the Participatory Governance to succeed?

APPENDIX B

THE NEW THEORY OF AGRICULTURE AT KHOA-WONG, KALASIN PROVINCE

Khao Wong is a district (amphoe) in the eastern part of Kalasin Province, northeastern Thailand.

The Administration

The district is subdivided into six sub districts (tambon), which are further subdivided into 59 villages (muban). Kut Sim is a township (thesaban tambon) which covers parts of the tambon Khum Kao, Kut Sim Khum Mai and the whole of tambon Kut Pla Khao. There are a further five tambon administrative organizations (TAO).

No.	Name	Villages	Population
1.	Khum Kao	13	9,137
2.	Song Plueay	12	7,271
3.	Nong Phue	10	5,884
4.	Kut Sim Khum Mai	12	6,808
5.	Saphang Thong	7	2,924
6.	Kut Pla Khao	5	3,106

The area is an estimated 205.1 square kilometres and the population is 34,698, in 2013.

History

The minor district (king amphoe) was created on 1st June 1969, when the five tambons, Khum Kao, Song Plueai, Na Khu, Phu Laen Chang, and Nong Phue separated from Kuchinarai district.^[1] It was upgraded to a full district on 1st April 1974.^[2]

Khoa wong people are of the Phu Tai race. They came from Wan Town, the town on the left of the Kong river in 1841. Because of the political problems, the leader and followers migrated to a new location, under the leadership of the Kong dynasty leader. That period was in the reign of King Rama III, in House of Chakri. King Rama III had commanded the army leader to lead the military to war because the Lao's King insurgency in Siam, and at the same time Siam was the enemy of Vietnam contending for the position of Cambodia's governance.

So that King Rama III commanded the military to attack the Wang town to reduce the Yuan's power. When the military had reached Wang Town, they won and forcibly moved the people from Wang Town and the nearby town. An estimated 3,003 persons, returned to Siam. The elite persons were forcibly moved too, as follows, the leader of the House of Ko dynasty, Prince Duaw, the son of Wang Town, Prince To, the son of Wang's Viceroy. When they came to Phuphan in Sakonnakorn province, they were free and settled down there. 2 years later, it was flooded, they must move to the south to Amphoe Khoa Wong area. They considered this location and thought this topography was suitable; there were a lot of pools. The first pool which was founded had a rock that looked like Seam stone or the boundary of a bot, the people believed that it was a good omen. Then the people settled down there to be village. The village was called "Kudsim narai village". Afterwards, in 2388 B.C. King Rama III renamed it to "Kudsim narai Town", dependent on Kalasin City.

But the House of Ko dynasty and the members had thought this town was not the best location. They moved again and they founded another place. It was the wide plain area, and had a big river and a lot of little canals enough to plant for consumption and earn a living. This area had the ancient Buddhist sanctuary, they called "Sim". And the engraving of a Narai bot, then this town was called "Kud Sim Narai".

Until 2388 B.C. King Rama III allowed The House of Ko to be the governor of this town. It had 3,443 persons and depended on Kalasin city. The House of Ko had governed this town for 60 years.

In 2454 B.C. this town became an "amphor" which means a district. And on that day, it was an Amphoe "Khao Wong" on the 1st April, 2538 B.C. It had a total of 6 Tambons, as follows, Kud Pla Kaow, Sra Tong, Nhong-Phue, Kud Sim Kum Mai and Song Pleauy.



Figure B.1 Khao Wong District Map

Source: Google Developer, 2017.

Physical Geography

Neighboring districts are (from the south clockwise) Kuchinarai and Na Khu of Kalasin Province, Dong Luang and Khamcha-i of Mukdahan Province.

It is located in a plain area, or basin area. There is a valley around it. The highest altitude is 262 meters, the lowest attitude is 168 meters. The weather is mostly cold and windy at the base of hill from October to January. The warm weather is in February to April each year.

The Important Water Supply;

- 1) Young river, Bong canal and Som-poi canal
- 2) Sai- na- Weang reservoir
- 3) Upper Pha-young reservoir, related to the Royal initiatives

Area: 205.1 square kilometers

Population: 34,698 persons (in 2014) or 169.17 persons in 1 square kilometer.

The local government: divided by the act to 6 Tambols, 71 villages.

The location: Khao Wong official, Moo 3, Amphor Khao Wong, Kalasin province. Telephone number: 043-859-089, Fax number 043-859-089

Area of Kalasin

The north is near Udonthanee and Sakolnakorn

The south is near Roiet and Mahasarakam

The east is near Roiet and Mukdaharn

The west is near Mahasarakam, Khon kaen and Udonthanee

Khao wong is near Mukdanarn and Khon kaen.

Transportation

By train: reached from Khon Kaen station and taking the bus 75 kilometers to Kalasin.

By car: From Bangkok by the road no. 2 to Khon Kaen, and next change to road no. 23 and 209 to Mahasarakam province until it reaches Khao wong Kalasin.

By plane: No flight direct to Kalasin, but taking the flight to Roiet province and taking a bus for 50 kilometers to Kalasin.

Occupations

- 1) Farmer or live stock
- 2) Part time job of housewives: silk weaving, natural colored weaving, basketry, and any crafts.



Figure B.2 Cloth flowers

Agricultural Products:

Khao wong sticky rice is the characteristic product of Khao wong, in the trade mark of Geographical Indications: GI standard. It is only grown in this location.

Khao wong sticky rice is made from the agriculture of the community in which the farmers use the traditional methods until now. And they grow non-toxic rice, in organic farms. They plant in June and harvest in November. Generally, after harvesting, all rice would be taken to ‘hit’ rice in 2 days by manpower only. After that all rice will kept in a mill.

Therefore, Khao wong rice is famous today, the product increases annually by more farmers in the community planting, and the farmers accept the official’s recommendation much more than in the earlier period. Each year, their products are estimated at 500 tons per year, especially the sticky rice product. One rai could produce the rice of 65 tangs.

The provincial agricultural divisions supported the farmers to use organic fertilizer until it was the popular method and it is a method to reduce the cost. All activities in the process would use only manpower. There are some groups that are networks for selling the product. The largest group is “Hak pang bang pun”. Khao wong sticky rice is in demand and much sought after. In 2011, the province supported

the farmers to use the new theory of agriculture as the main system. Khao wong's rice condition is soft, good smell, keeps a long time and high in calcium and silicon.

The Administration

The local government, is divided in areas of administration by the Thailand Act to 6 Tambon, 71 villages.

The Agriculture public units in province

10 Departments of provincial agriculture as follows;

- 1) The provincial agriculture and cooperation
- 2) The provincial agriculture
- 3) The provincial livestock
- 4) The provincial land reform
- 5) The provincial fishery
- 6) The provincial rice kernel center
- 7) The provincial agriculture research and development
- 8) The provincial fresh water fishery station
- 9) The provincial animal feeds
- 10) The public officials from Agricultural and cooperation, project of Kalasin irrigation, the office of 6th irrigation.

Education

2 Kindergartens, 17 primary schools, 3 Secondary schools and 1 college.

The Important Places

- 1) Wat Ban Pon Piman

The religious place for mediation and it is a museum of fossils aged from 160 million years.

- 2) Talha Maheasak house. That is the spiritual house of the ancient kings.

- 3) Tad Tong waterfall:

A tourist spot, it is a beautiful waterfall.

- 4) Lam Pra Young Reservoir



Figure B.3 Tad Tong Waterfall



Figure B.4 Lam Pra Young Reservoir

Source: Office of the Royal Development Projects Board, 2017.

An important reservoir, the water is reserved for agricultural and livestock all year round. It contains 3.5 million square meters, for 2,500 rai in the early years and recently it is able to contain 4 million square meters for 16,600 rai of agriculture.



Figure B.5 The Water Tunnel

Culture

There is the ‘Phu Tai’ culture conservation by the founding of Ban Pon sawan, the local cultural conservation networks. These networks represent the people that are Phu Tai race. The objective is to maintain the Phu Tai culture.



Figure B.6 Phu Tai Dress

The Solidarity Enhancing Project at Tambon Muangmai, Amphawa District, in Samutsongkram Province

Introduction

Samutsongkram province is 72 kilometres from Bangkok. It has an area is 416 square kilometres. This province is divided into 3 districts, Muang, Amphawa and Bang-kon-tee district. Amphawa is about 6 kilometres from Muang district. And Bang-kon-tee district is about 12 kilometres from Muang district. Amphawa is about 85 kilometers from Bangkok.

Samutsongkram people have a traditional culture and life, their occupation is fruit and vegetables farms, making coconut sugar, or floating markets.

There is no evidence to prove when this city was built. In the past, it was known as part of Ratchaburi province and called “Saun- Nok”. Until in the Sri Ayudthaya era and Krung Thonburi era, when it separated from Ratchaburi province and was called “Muang Mae Klong”. Samutsongkram is important to Thailand’s history, at that time King Taksin had instituted Krung Thonburi to be the capital. Burma’s military went to Bang-Kung tambon, King Taksin gathered the whole people to build a barrier to stop the enemy until the enemy lost this location. This event was important in the defense of Thailand’s history.

Muangmai Municipal’s Geography

Location

The north is near Bang Sa-kae Subdistrict Administration Organization, Bang-kon-tee district

The south is near Muang mai Subdistrict Administration Organization, Amphawa district

The east is near Kwae-Aom Subdistrict Administration Organization, Amphawa district

The west is near Wat Pra-du Subdistrict Administration Organization, Amphawa district and Wat Pleng district, Ratchaburi.

Physical Geography

Tambon Muangmai is a river plain. It is 5.91 square kilometers. Most of the area is on the side of Kwae Aom Klong which is a branch of the Mae Klong river. The local people have called it the Aom river from a long time ago. This river is a main river and has many small canals, so this area has enough water for consumption and agriculture. The moisture in the atmosphere is suitable for farming.

Weather

Because it is near the sea, it receives moisture from the west southern monsoon to have a moist atmosphere all year. Not too cold in winter and not too hot in summer, and high rainfall. The average highest temperature is 32.5 Celsius degree and average lowest temperature is 24.4 Celsius degree.

Rainfall is an average of 1,474.6 millimeters per year. Its relative humidity is highest in October, at 93% and the lowest is 41%.

Population

Muang Mai tambon has 1,452 households. Its population is 5,629 people (March, 2015) (Thailand Information Center, 2015).

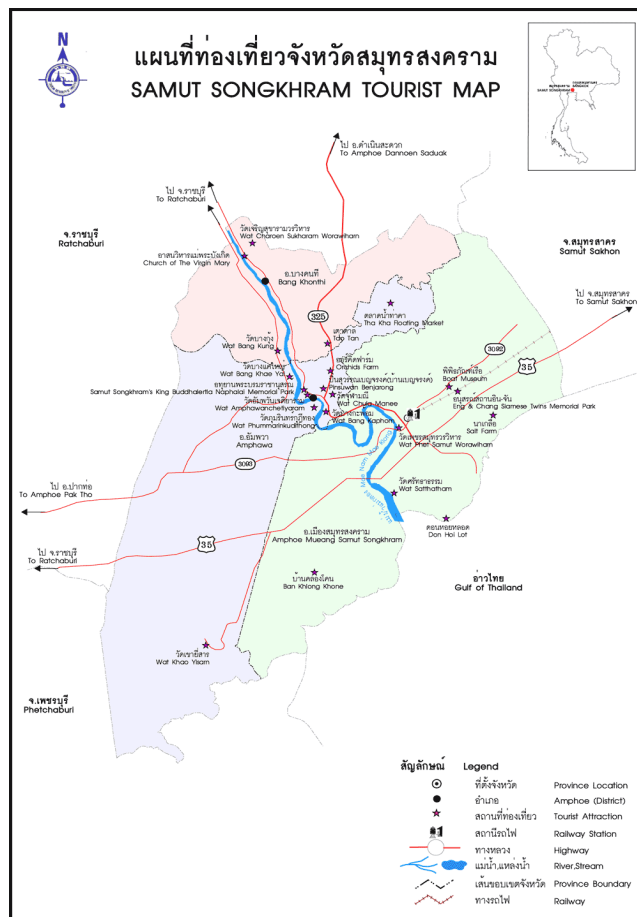


Figure B.7 Meaung Mai's Map

Transportation

It is convenience to go to Samutsongkram by car, train and bus.

Hospitals

There are 2 hospitals, as follows, Muang-mai Tambon Health Promotion Hospital and Ban Klong Muang-mai Health Promotion hospital.

Economy and Occupation

Most of the people's occupation is agriculture, such as, trees; coconut, pomelo and lychee. There are a lot of small canals as important water supply and there are fisheries in the area. Moreover, their occupations are trading, employment and government employees.

Local Administration and the Politics

There are 5 villages in the municipality and 7 villages in Sub- District of Administrative Organization. In total are 12 villages: Moo1 Ban Klong Muang-mai, Moo2 Ban Plai Klong Muang-mai, Moo3 Ban Plai Klong, Moo4 Ban Bang Kao, Moo5 Ban Klong Wua, Moo6 Ban Wat Prok, Moo7 Ban Plai Klong Cha-nang, Moo8 Ban Plai Klong Don, Moo9 Ban Bang Wan Tong Nai. Moo10 Ban Hau-had, Moo 11 Ban Wat Kaew Chareun and Moo 12 Ban Ka-lhong

Leaders in the Community

The administration of Muang mai Tambon is by the Muang mai Co-ordination center of community organization which is the unit to drive the policy through activities. The center consists of the community's leaders, as follows, the chief, 10 village headmen, 10 sub-village headmen, 1 municipal's doctor, 1 inspector, 33 members of municipality, 33 members of SAO, the community's representatives in related issues, and public sectors in the community, for example, the developer. In important meetings, e.g. tambon level, the executives have to be involved, such as the province's governor, the agricultural officials and the commercial officials. This also includes the networks from related organizations that are involved in necessary issues, such as, temples, schools or private organizations like the chamber of commerce.

List of Committee Members

1. Mr. Suthep Peng U-dom (the chief) The chairman
2. Mr. Pirod Srichareun
3. Mrs.Pramoun Boonrit
4. Mr. Jaroon Kansa-ard
5. Mr. Ubol Koomlaunlom
6. Mr. Pranom Namnab
7. Mr. Surasit Jaturat
8. Mr. Wallop Dejchakan
9. Mr. Krengsak Hatket
10. Miss Songsri Plungchareonpol
11. Miss Papatnuch Sangwisut

12. Miss Prapha Koomnam

13. Mrs.Napat Jaturat

14. Mrs. Siriwan Meesakul

And other concerned people from the civil society forum in projects.

Member of Network.s

1. The center is a talk network.
2. The public sectors, province and district officials are supporters in activities.
3. The SAO and PAO supports through budgets
4. Government saving bank supports community and village's activities.

Education

There are 3 schools, as follows, Thavornwittaya school, Wat Sadet school and Wat Kaewchareun (Feu-Bumrung) school.

Important Places

Wat Tung Sedthee

The temple was founded by Lhuang Por Dang Nantiyo, the abbot of Wat Intaram when he was the chairman of Sangha sector. This temple had been deserted for 200 years and was a waste land. There were just old posts and old ceramic tiles buried in the ground at the time. Lhuang Por Dang had an idea to reconstruct this temple to be the place to practice the dharma, as a temple in the forest. Like the sufficiency way of the Royal Initiatives, and let it be a natural place.

It was named "Wat Tung Sedthee," after previously when it was fields, and the people called it Wat Tung (field). When he started reconstruction in 1996, there was a meeting with the people in community, to discuss its name and that it sounded too short so they asked for permission from the Department of Religion Affairs to change the name by adding "Sedthee" (meaning "rich man") to become "Wat Tung Sedthee."



Figure B.8 Wat Tung Sedthee

Culture

They still live traditionally, gardening, making coconut sugar and trading at small floating markets like a canal side community.

Sri Don Chai Village

Physical Geography

The community's location is 5 kilometers from Banthi's district office (approximately), and 12 kilometers from Lamphun city hall. The area is an estimated 3 square-kilometers.



Figure B.9 Tambon Ban Thi's Map

Location and Place in Geography

Sri Don Chai village is located within the plain area and sand bars. The soil is a combination of clay and sand, that is able to drain quickly. There is a wide canal passing through it.

Weather The weather is mostly hot and humid, it has hot days and cold nights.

Area of village

North of the village is the village of Moo7 Ban Chang Phenh.

South of village is Tambon Ma Keu Jae, Meung district, Lamphun province.

East of village is the village of Moo 5 Ban Sun Sai and the village, Moo 19 Ban Hong Hae.

West of the village is Tambon U-Mong Meung district, Lamphun province and Saraphee district, Chiang Mai province.

History

In 2349 B.C. approximately two hundred years ago, there was a small village which had 1,530 households. The elderly in the village said that, a long time ago, Ui-Heaung, the leader of the villager, from San-Pah-Leang in Chiang-mai, came here by riding elephants with his entourage. He noticed that this area was high, no flooding, and appropriate for a camp. Then they stopped their caravan and stayed there overnight. Finally, they stayed for a longer period. Then there were more people following who lived with their group. So, their community was established.

Next time, the other people who lived beside the Kwong river, where their land was lower and flooded, came to this land too. Then this area became a community and was called at that time, “Ban Sun Don Chai”, or as some called it “Salee-Don- Chai”. After that, they renamed it “Sri Don Chai Village” located in Moo 8, Ban Thi Tambon, Banthi district, Lumphun province. Now this village has 6 “Pok Ban”, as follows,

1. Pok ban mai ku pah lan
2. Pok san ma na
3. Pok san kwang
4. Pok san jai
5. Pok Hau na
6. Pok bwaug phan

Most of people in village are native, speak their own language and use the same last name, “Somboonchai”. They are proud to be Tai Lanna and they kept their culture.

Local Administration and the Politics

The population of people in village has increased. The leaders and the committee of community had a community meeting to decide to divide their county into 2 villages. Meanwhile in 1976, the government permitted 2 villages, One was Sri don chai, Moo no. 8 and the other was San Ma Na, Moo no. 10, in Tambon Banthi, Banthi district.

Leaders of the Village

The ruler of Sri Don Chai village is a village headman from the past to present, as the follows,

- | | |
|---|--------------|
| 1. Mr. Peng Somboonchai | 1909-1924 |
| 2. Mr. Cheun Somboonchai | 1924-1939 |
| 3. Mr. Kaew Somboonchai | 1939-1953 |
| 4. Mr. Dum Somboonchai (Sub district Headman) | 1953-1958 |
| 5. Mr. Phun Somboonchai | 1958-1974 |
| 6. Mr. Ma Somboonchai | 1974-1980 |
| 7. Mr. Sookjai Kumjai | 1980-2005 |
| 8. Mr. Jetsada Somboonchai | 2005-present |

Assistant to Village Headman

- | | |
|------------------------------|--------------|
| 1. Mr. Prasit San- U-Mong | 2005-present |
| 2. Mr. Khanong Kaewpongduong | 2005-present |

Members of the Banthi Municipal Council

- | | |
|----------------------|--------------|
| Mr. Jumras Kumjai | 2007-present |
| Mr. Phin Somboonchai | 2007-present |

Leaders of Local organization in Community

- | | |
|----------------------------|---|
| 1. Mr. Jedsada Somboonchai | Village Headman, The chairman of Lamphun village fund (Project of Poverty solving) / Community's public drinking water / Mother of Land Fund/Community Welfare Fund / Community Waste Materials and Cremation Association |
| 2. Mr. Prasit San U-mong | Sub-Village Headman and Community Development Volunteer |
| 3. Mr. Kanong Kaewpong | Sub-Village Headman |
| 4. Mr. Jumrus Kumjai | Member of Banthi Municipal / The Chairman of Bio-Compost making |

- | | |
|--------------------------------|---|
| 5. Mr. Phin Somboonchai | Member of Banthi's Municipal district |
| 6. Mrs. Pratum Somboonchai | The chairman of Housewives / Sewing Group |
| 7. Mr. Jamlong Uttama-Duangjam | The chairman of Village fund and Saving group |
| 8. Mrs. Nongram Kumjai | The chairman of Village Health Volunteers and
Village Development Volunteers |
| 9. Mr. Jarul San-Umong | The chairman of Cultural conservative group |
| 10. Mr. Umphun Aphiwonkngam | The chairman of elderly people |
| 11. Mrs. Khengkum Somboonchai | The chairman of wood flower making group |
| 12. Mr. Chayanan Kaewpong | The chairman of youth and member of Village
Development Volunteer |

Transportation and Public Utilities

There is a main road from Sri Don Chai village that passes through the next villages and district, the Accelerated Rural development road number 3032. It passes through the village for 1 kilometer in length.

Economy and Occupation

Most of the ancient people's occupation in the village was agriculture, such as, farming and livestock. Later the number of people living there increased and then the people's occupation had the problem of a lack of water for agriculture because they could use only one source from rainfall. More recently, people's occupations varied, such as, agriculture, trading, employer and personal business.

The mean income of the people in the community was 27,168.07 baht (reference from The Basic Minimum Needs Information, 2010, on 17th March).

Famous and Interesting Products of the Village

Bio-compost, community's drinking water, dolls, pet fish, weavings, rice, longan, galangal, lemongrass, vegetables, herb drinking, dok-jok cookie, crispy rice, sweet crispy banana, tree post and the recycling of flower from tires.

Characteristic of Land Usage in the Village

Table B.1 Table of Land Usage in the Village

Item	Village Areas	Area (Rai)	%
1.	Agricultural lands	1,412	75.31
2.	Living lands	300	16
3.	Public lands	13	0.69
4.	Golf course land	150	8
	Total	1,875	100

Population and Households

Population of 556 people, divided by gender, to be male 280 people and female 276 people. There are 156 households in the village.

Education

Table B.2 The Education Level of the Community People (Reference from The Basic Minimum Needs Information, 2010, on 17 March)

Item	Graduated Level	Amount (people)	%
1.	Unlettered	0	0
2.	Preliminary	343	65.58
3.	Secondary	159	30.40
4.	Diploma	4	0.77
5.	Bachelor	17	3.25
6.	Post gradated studies	0	0
	Total	523	100

Culture, Traditions and Beliefs

Religion

Most people are Buddhist. Wat Gu Pah Lan is the temple of the village. There are Buddha's sculptures for respect during the important religious days. There are 2 monks and 13 novices. The temple is a center for the traditional activities of the villagers.

Tradition and Culture

Banthi Tambon has inherited its traditions and culture from the ancient period. The people are Tai Lanna race, and the Tai Yong group has the largest number of people. Tai Lue and Tai Yaun are less. All have their own language, called "Kum Muang"

Their dress is of ancient style and is characteristic of Lanna people, men wore a sado (a kind of shorts in the Chinese style) and cotton shirts or "Pha Muang" and wear a loincloth at their waists. Women wore "sarong," and traditional long sleeve shirts, wearing their hair in buns and putting flowers behind their ears. Now, their dress has changed to a modern style but they still use their traditional dress for their traditional activities.

Their use of the Tai Lanna language, food, helping neighbors in farming or house building or moving still continue. There are lessons in the community to learn about beating the traditional drum, "Klong Lhuang", Bucha drum, Sabudchai drum, traditional dancing, rural music instrument playing, such as, Sa-Law, fiddle, "Sueng" a northern musical instrument, weaving, doing basketry, carving and making "Num-Kung" an instrument to fetch water from the pool.

Rural Calendar

The rural calendar of important activities that the people have inherited from their ancestors. It comes from the occupation of agriculture and Buddhism, they have activities which they do together as follows,

Table B.3 Yearly Community Activities

Month	Community activity	Traditional Month
January	Making merit of new houses, Tan-Kaw-Mai, Community sport with other communities, Family day.	4 th month
February	Pariwasakram merit making (some years), Municipal sports day	5 TH month
March	Makabucha day merit making, civil society forum in village	6 th month
April	New year festival, merit making, elderly respect day, Mai Kam-sa-lee festival, merit making to maintain the village's destiny	7 th month
May	Start of rainy season, farming preparations, pouring water of Pra That Ku-Pha-Lan	8 th month
June	Farmers farm forest resources, such as bamboo shoots or mushrooms.	9 th month
July	Harvesting of longan, doing merit for the beginning of Buddhist lent festival	10 th month
August	Harvesting of longan, making merit on Mother day's festival	11 th month
September	Harvesting of longan, Salakapat festival (some years)	12 th month
October	Make merit for the end of Buddhist lent festival and King Rama 5 th day	Kheng month
November	Loy Kratong festival, Sum-Ton-Ku competition, balloon festival and rice harvesting season	Yee month
December	Father day's festival	3 rd month

Important Places**Historic Sites**

The first historic site of the village is Wat Ku Pha Lan, which used to be a deserted temple, located on Moo 8. It has an ancient building in the Mondop form which was believed to have been made by the Khmer, and destroyed by the Burmese army to take the golden Buddha sculptures. The Khmer people ran away and then the temple was deserted. The other is Ku Heung located on eastern side of the temple. Its stucco lines are similar to the pagoda at Wat Jed Yod in Chiang Mai province. In 1990, the Fine arts department registered it to be an historic site which had to be maintained. The department estimated that it had been built more than 600 years ago.

BIOGRAPHY

NAME

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ACADEMIC BACKGROUND

Bachelor's Degree in B.F.A. Interior
Design
Silpakorn University, 1996

Master of Business Administration
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National Institute of Development
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Department Manager,
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EXPERIENCE

Publications, The Implementation of
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Thailand, Thai Journal of Public
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