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**SIGNS OF CHANGE:
THE NEXT TWO DECADES OF THE AGRICULTURAL WOMEN'S GROUPS
IN THAILAND**

**A DISSERTATION SUBMITTED TO THE GRADUATE DIVISION OF THE
UNIVERSITY OF HAWAII AT MANOA IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY
IN
SOCIOLOGY**

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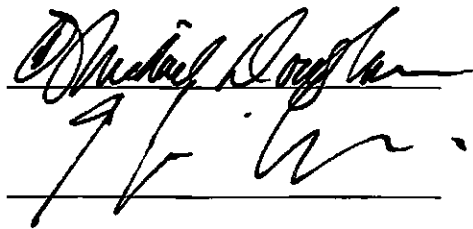
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We certify that we have read this dissertation and that, in our opinion, it is satisfactory in scope and quality as a dissertation for the degree of the Doctor of Philosophy in Sociology.

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PREFACE AND ACKNOWLEDGEMENTS

Reflexive Statement

I completed my bachelor's degree in horticulture from Kasetsart University, Thailand in 1988 and went on to complete my master's degree in agricultural extension in 1992. All jobs I held after graduation were as a government officer at several offices in the Bangkok Metropolitan Administration. I presently hold a lecturer position at the National Agricultural Extension and Training Center (NAETC), at the Kamphaengsaen Campus at Kasetsart University.

My interest in working with women in rural development stems from the following three reasons. First, I was given the opportunity to work as the course coordinator or course director of the international training program entitled "Enhancing Women's Role in Rural Development" in Thailand from 1995 to 1999. This program was a collaborative project among Kasetsart University, the Department of Technical and Economic Cooperation (DTEC), and Japan International Cooperation Agency (JICA). It was mainly offered to women who worked with people in remote areas of Asia and the Pacific.

Second, I had the chance to attend a training program entitled "Women's Leader of Farm Households" in Japan in 1996 which allowed me to live with Japanese families in their farm households.

Lastly, I was able to work as a staff member in "the Asia Pacific Regional NGO Symposium with the theme of "Asia Pacific Women 2000: Gender Equality, Development and Peace for the Twenty-First Century." This symposium was held in August 31 – September 4, 1999 at the NAETC Thailand. The goal of the symposium was to provide forum for women from all over Asia and the Pacific to join forces in the review and assessment of the implementation of the Beijing Platform for Action.

By engaging in these activities, I had many opportunities to work with the Agricultural Women Groups (AWGs) in the remote areas of Thailand and with Thai and international experts with expertise in the areas of women, gender and sociology. Information gained from the training courses and symposium, and from working with the AWGs and people in the remote areas made me more aware of the importance of women and realized the importance of women in the remote areas of Thailand and all around the world. Many issues of concerns such as gender issues and some problems related to gender and poverty in rural areas and underdeveloped areas remain unresolved. These issues have motivated and inspired me to study women and gender in rural development and comparative sociology of Asia and the Pacific. Therefore, in the fall of 2000 I began my Ph.D. studies at the Department of Sociology, University of Hawaii at Manoa (UHM). I feel fortunate to be part of the Department.

I present this reflexive statement to illustrate why I chose a topic related to the AWGs for my dissertation. I would not have come this far without the assistance and

support from many people. First, I would like to express my most sincere thanks to my committee members for their guidance and support. I am grateful to my major advisor, Dr. William Wood for mentoring and helping me carry out this dissertation during my Ph.D. study and earning my Master's degree en route. He always encouraged me to keep my shoulders back and chin up. I am going to miss his cozy parties by a nice swimming pool, and the delectable meals and lemonade prepared by his sweet and kind wife, Sandie, after I leave Hawaii. I am indebted to Dr. Sunki Chai for his academic thoughtful guidance in writing and sociological theories. He consistently gave me immediate constructive and honest feedback. With his integral experiences and expertise in sociological thoughts and development in Asia, I have gained tremendous and invaluable knowledge from him, and have benefited from his mellow personality and positive thoughts.

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Furthermore, I highly appreciate Dr. William Wood, Cody Minatodani, Dayna Minatodani, and Dr. James H. Moy for polishing and editing the grammar in my dissertation. I am very thankful to my mentors Dr. Matt Newland and Dr. Leakhana Nou for their guidance at the beginning of my graduate study in Hawaii. I also value the companionship of my friends in the Sociology Department and others who always gave their emotional support. Thanks to Dayna, Arlie, Noa, Scott, Dr. Satoko Hirai, Dr. Jin Young Choi, big brother Suchart, Jane, Ying-Shan, Ryoko, Tina, Soonhock and Debby for their encouragement. Particular thanks to Dayna, Noa, Scott and Arlie for listening to my rehearsal, giving me useful feedback and sharing nice and warm moments when we hung out together. I earnestly thank Noa for her advice to write my dissertation at least one sentence a day, Arlie for his big smile and sense of humor to cheer me up, and Dayna for her caring and considerateness. Dayna is not only my big sister and my university mate but also my best friend in Hawaii. I am obliged to her for everything she has done for me and my family while I, my husband, and my son were in Hawaii. She is so caring, compassionate and supportive. I am one of the luckiest people in the planet to have a very nice friend like her. My thankfulness is extended to the secretaries of the Sociology Department. Janet was always so helpful for me when I was studying in Hawaii. In addition, I will never forget Serina for assisting in printing out and submitting my dissertation to the Graduate Division in time.

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I conclude my acknowledgements by giving credit to all of the respondents who shared their opinions and experiences in this research. I dedicate my dissertation to all agricultural women in Thailand. I would like to fervently acknowledge my grandparents and parents who have been so supportive and giving me their love every second. All my accomplishments and standing have been shaped and directed by them, especially my grand mother and my father. If they were on earth today, I know that they would feel extremely proud of my accomplishments. I would like to thank to my dad, my mom and my brother for their devotion to take the best care of my adorable son. Significantly, I would like to convey my most affectionate love and thankfulness to my husband, Dr. Buncha Chinnasri, and my son, Nothrattha, for their spiritual support and inspiration. Without them, my dream would not be coming true. I have realized that time proves my husband's words: "the love we have created shall be valued and cherished eternally" that he wrote in the invitation card for our wedding party. Absolutely, he is always by my side, encourages me and supports me during my rough times in graduate school. Incredibly, he was the first person who convinced me to pursue a higher degree in horticulture but later acknowledged that I am a very lucky person to have an opportunity to learn both arts and sciences. Both are extremely worthwhile for me. Absolutely, I have realized this and have and attempted to do my best. Oceans of love, my family and friends. Much Mahalo and Aloha.

ABSTRACT

Thailand is an agricultural country where many women participate in agricultural practice. They work in the fields and also generate other sources of income to support their families. This research deals with the Agricultural Women Groups (AWGs) that have reflected the influence of local, global, world system changes within a policy over the 30 year period and the National Agricultural Women Groups (NAWGs) are quite popular among the AWGs. The dissertation examines the factors associated with the successes of the Agricultural Women's Groups (AWGs) over the past 30 years and considers how those factors have assisted the AWGs in accommodating to the changes that have occurred in rural Thailand during that time. This study investigates the NAWGs in Thailand which had a total of 24 NAWGs throughout the country from 1982 to 2006. The study applies observation, Participatory Action Research (PAR), archival records, face to face in-depth interview and telephone-long interview. In addition, the respondents are the leader, committee, members, people working for the NAWGs, the DOAE's officers working with each group, a total of 176 respondents. The paper attempts to use the organizational theory and the open systems perspectives, to explain the future of the AWGs and find the leadership perspective of the NAWGs.

Clearly, the AWG is a tool for agricultural women. It helps women develop their occupations, increases family income and enhances the quality of life of families and communities. This study shows that almost all NAWGs achieve remarkable successes but not all of them could maintain their successes. The study finds that the internal and external participants of the NAWGs are one of the important elements that could affect the organization especially the leaders of the groups.

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CHAPTER 1

INTRODUCTION

Thailand is a unique country that has never been colonized by the western world. Over the past century, Thailand and its people have experienced many changes while remaining independent and while continuing to pursue a place in the modern world that assures a stable, prosperous, and happy future for the nation and its people. The Royal Thai government has guided this development through a series of 5 year national plans that have increasingly focused on the community as the primary site for that change. The 5-year National Economic and Social Development Plan targeted the agricultural sector for change and integration with much of the focus on the stabilization and maintenance of the agricultural sector as a productive force within the overall development of the nation. An integral part of that focus was the development and expansion of a longtime part of the agricultural community, the Agricultural Women's Group (AWG). The National Agricultural Women Groups (NAWGs) are quite popular among the AWGs.

This dissertation looks at how structures and processes of review and planning, and the implementation of planning, have responded to influence from outside of Thailand. Attaining the delicate balance of agricultural and urban or modern developments and in turn promoting the efforts to provide meaningful activities for women in the agricultural sector is the focus of this inquiry. The research describes the participants, parties, and processes in the formation and functioning of the AWGs as organizations within an open system framework.

The dissertation examines the factors associated with the successes of the AWGs over the past 30 years and considers how those factors have assisted the AWGs in

accommodating to the changes that have occurred in rural Thailand during that time. At the same time, it explores the AWGs' plans or strategies to improve their productivity and the quality of life in rural Thailand and at the same time contribute to the overall successes of the AWGs.

1.1 Background and Statement of Problem

Thailand is an agriculture-based country where women play a major role in farming and in improving the quality of life of rural areas. The Royal Thai Government (RTS) promotes different programs designed to improve the social and economic status of women by providing education, employment, health care and involvement in social and economic institutions. This research explores the changes and adaptations and changes that the AWGs take to increase ability and capability to attain goals and to adjust to changing conditions within the groups, community and society. Awareness has been paid to efforts to succeed in meeting the conditions and goals among the AWGs in Thailand over the 30 period (1968 to 2006) and to continue to meet conditions into the future.

In 1968, the Department of Agriculture Extension (DOAE) of the Ministry of Agriculture and Cooperatives in Thailand initiated a project to empower agricultural women by helping them find alternative sources of income to support their families and to improve their families' quality of life. The DOAE encouraged women in agriculture to form groups of agricultural women named, the Agricultural Women's Group (AWG), and to do a variety of income generating activities. DOAE (2003) reports that there are various numbers of the AWGs in each province in Thailand with approximately 19,000 AWGs around the country and about 730,000 women participating in these groups (DOAE 2005). In addition, from 1982 to 2006 there were a total of 24 National

Agricultural Women Groups (NAWGs) around the country that were selected annually as being the distinguished AWG at the provincial, regional and national levels.

In 1980, Thailand had a population of 46.9 millions and in 2003 the number had increased to 63.1 millions (UNESCAP 2005). Although Thailand's population increases each time a census is taken, the population employed in agriculture in Thailand is steadily declining. According to UNESCAP (2005), the population employed in agriculture in Thailand in 1980 was 70.8 percent. In 1990, the percentage of population employed in agriculture was 64 percent and in 1995, it reduced to 52 percent. In 2000, 2002, and 2003, the population employed in agriculture was 48.8, 46.1 and 44.9 percent respectively. Obviously, the population employed in agriculture in Thailand is continually declining while the population occupied in industry is increasing. At the same time, the number of the AWGs and participating members increases. In 2003, there were 14,000 AWGs around Thailand and about 540,000 women participate in these groups (DOAE 2003). In July 2005, there are approximately 19,000 AWGs with about 730,000 members around the country (DOAE 2005).

Agriculture has long been an important sector of the Thai economy despite the rapid growth of other sectors in recent years (Agriculture: Introduction 2002). This study, therefore, seeks to analyze the problems and solutions that the Agricultural Women Groups in Thailand might face in the future because of agricultural diminution due to modernization of the economy and urbanization. In addition, the study focuses on the AWG's efforts to succeed in meeting conditions and goals over the 30 years period and to continue to meet conditions in the future. Hopefully, the study provides policymakers and the AWGs with a plan for survival and helps agricultural women

survive the reductions in agricultural production by providing them with information about other income-generating activities.

1.2 Theoretical Frameworks to Understand the AWGs

This study is the background material to address this research question:

“What are the factors associated with the successes of the AWGs over the past 30 years and how have those factors assisted the AWGs in accommodating to the changes that have occurred in rural Thailand during that time?”

When talking about success, success could be many things such as profits, good relationships among people, empowerment etc. Gabriel, Fineman and Sims (2005:406) suggested that, “Achievement is deeply inscribed into the value system of many business and organizational cultures....” and the examples of individual achievement are examinations of success, sporting prowess, moving upward in the social of hierarchy of occupations, and earning more money. Margaret Mead “measures success in terms of the contributions an individual makes to her or his fellow human beings.” (Lewis 2007:8/15). “Some individuals may gauge success in terms of visible signs and symbols while others tend to assess it through personal indicators, such as contentment, happiness or love” (Gabriel, Fineman and Sims 2000: 359; 2005:406). This study followed the DOAE’s criteria for successes that are used to categorize the AWGs: advanced; moderately advanced; in need of improvement; and non-activity AWGs (Leoungkamnerd 2000, DOAE 2000a). These criteria are:

1. Having a strong committee;
2. Having good management;
3. Having continued activities for at least five years;
4. Having a revolving fund and saving money;
5. Allocating benefits to members;
6. Helping its community.

The group that has a strong committee, good management, has continued activities for at least five years, has a revolving fund and saving money, allocates benefits to members and helps their community is considered as a successful group.

To explore the potential answers to the research question, I apply two theoretical frameworks to the study. The first framework focuses on organizational theory. It offers a comprehensive picture of the AWGs in terms of their social structure, participants, goals, technology, and environments (Leavitt 1965; Scott 1981) including how the AWGs function based on the open system framework (Katz and Kahn 1966; Jackson et al. 1986; Jones 2001). The second framework considers the leadership process of the AWGs by using the “style” approach to understand the relationships of leaders and followers, and examines the degree to which they feel comfortable in working with themselves (Northouse 2004).

A starting point in this study was the interview with major respondents in the NAWGs, namely leaders, committee, members and government officers at the local level. Interviews were mainly open-ended questions designed to encourage respondents to tell their stories. The research gathers observational notes by conducting an observation as an observer in some groups and using participatory action research in some activities such as the AWGs’ meetings, selling products, etc. The research also collects the AWGs and NAWGs’ reports, analyzes public documents e.g., official memos, minutes, archival materials including videotapes and pictures of social situations and activities of the NAWGs.

Obviously, most studies in Thailand related to the AWGs focus mainly on each AWG or some AWGs in each province. Few studies focus on the AWGs in each region

and NAWGs. Rationally, this research is the first to explore all NAWGs in Thailand from the first group so honored to the groups that won the national award in 2006, in total 24 groups around the country.

1.3 Historical Context and Phases of Adaptations to Meet Defined Standards and Goals of the Agricultural Women's Group

Agriculture has served as the major focus for survival and development in Thailand for a long time. Much of the economic growth that has occurred in Thailand in the 1970s and 1980s was the result of the stable expansion of the agricultural sector (Country Studies 2005). However, industrial growth has been self-sustained and now driven Thai agriculture from being an “engine of growth” into a declining status (Poapongsakorn, Ruhs and Tangjitwisuth 1998). As Thailand confronted global economic, social and cultural influences to meet the needs and interests for the future, National Development Plans were adopted to aid in the transition from an agrarian to a “modernized” society within a global framework.

The Department of Agriculture Extension (DOAE), Ministry of Agriculture and Cooperatives, has a long standing policy of enhancing the role and status of Thai women in rural areas. This is especially true for those involved in agricultural endeavors as DOAE encourages them to work as a group and generate value-added income creation activities. The AWG has been in existence in Thailand for almost 40 years (since 1968) under the supervision of the Department of Agriculture Extension (DOAE), Ministry of Agriculture and Cooperatives. The group's official name is “Agricultural Housewife Group,” “Agricultural Women Group (AWG)” or “*Klum Mae Ban Kasettakorn*” formed by the DOAE Act, November 3, 1975 (DOAE 1996:1-2).

The AWGs developed under DOAE encouragement with technical and financial support. DOAE points out that members of the AWG should have the following qualifications (1996:6):

- “1. Applicants are women whose work is related to agriculture. In addition, daughters or nieces of farmers or farmers’ wives who work in the group’s villages or sub districts are eligible. In the case of single women, they have to be 20 years old or over.**
- 2. Applicants are willing to work for the Agricultural Women Group and improve their family economic situation as well as that of their specific AWG.**
- 3. Applicants have to be approved by their parents or head of family by filling in the application form and paying fees (only for the first time application).**
- 4. Applicants who decide to be members of the AWG need to have a meeting, do activities or arrange materials and equipment for training, and cooperate with government officers occasionally.”**

The AWG’s are formed in two ways. The first way, the DOAE goes to the community, learns of the specific community needs and invites women to form an AWG to address those needs. The second way is where women in the community identify a need and approach the DOAE for assistance in setting up the AWG (DOAE 1996).

The basic structure of an AWG or the committee of each group is composed of the president, vice president, secretary, treasurer and public relations staff (DOAE 2003). The committees are usually voluntary. They work without pay. However, some groups producing some profits can offer to give some money back to the committees, members or volunteers too. The women’s groups need to have a firm hold on the purposes of devoting and helping the group and its members to achieve the goal of creating a sustainable community, a good quality of life and self-reliance among their family and community. The objectives of the groups are as follows (DOAE 1996: 3):

- “1. To encourage women in agriculture to be united in solving their problems, developing their agricultural occupation and improving their overall well-being and that of their society by using self-help and self-reliance methods.**
- 2. To develop their roles and capacities in agriculture and household development so that they can improve their occupation and can**

- properly manage their family resources (labor force, capital, time, money, materials and equipment).
3. To encourage women in agriculture to use their knowledge about agriculture and household development to create activities that generates income for their families.
 4. To make the AWG a center for agricultural and household development.”

There are various numbers of AWGs in each province in Thailand. The northeastern region has the most AWGs (DOAE 1999a). The AWGs are free to name their group. However, the group’s name has to specify “AWG” in its title. “The first Agricultural Women Group was set up in Doi Saked district, Chiang Mai province, and named Ban Pa Ka (Pa Ka Village) AWG” (DOAE 1996:2). There are 19,232 AWGs around the country and 730,816 members in the whole country (DOAE 2006).

Leoungkamnerd (2000) reports that the AWGs are classified into four main types, the advanced, moderately advanced, in need of improvement, and non-activity groups. DOAE (2000a) applies the following criteria to classify AWG:

1. Having a strong committee;
2. Having good management;
3. Having continued activities for at least five years;
4. Having a revolving fund and saving money;
5. Allocating benefits to members;
6. Helping its community.

The more criteria that are met, the higher the ranking.

Among the advanced groups as classified by DOAE, there are only 2,269 groups or 16.2 percent of all AWGs in the country. The rest are moderately advanced (44.4 percent), in need of improvement (31.9 percent), non-activity (5.8 percent), and non-specified (others) groups (1.7 percent) (DOAE 2000b).

Annually, the King of Thailand grants an award and certificate to an outstanding National AWG (NAWG) on Farmer's Day in May (Potisoontorn 2002). The outstanding AWG is selected from among the distinguished groups at the provincial, regional and national levels sequentially. The governors present the provincial and regional outstanding AWGs with awards and certificates as well.

DOAE (2000a) applies the following criteria to classify regional AWGs into the NAWG:

1. Having creative thinking in economics and social activities;
2. Having sustainable and capable management in meeting, processing and group activity management;
3. Having participatory role in academic activities, group management and society;
4. Having sustainable economic activities in fund raising and income generating;
5. Having community services and environment conservation in academics and society.

Once again, the more criteria that are met, the higher the ranking.

DOAE reports that for 2002, the numbers of the regionally distinguished AWGs were 12 groups in the Central region, 22 groups in the Northern region, 30 groups in the Northeastern region, 12 groups in the Western region and 16 groups in the Eastern region (DOAE 2002a, 2002b, 2002c, 2002d, 2002e). The Ban Ta Sai, the Wang Ma Dan, the Kuan Jai Pattana AWG are also among the regionally distinguished AWGs (DOAE 2002f). From 1982 to 2006, there have been a total of 24 nationally distinguished AWGs. "An AWG can get the outstanding national AWG award only one time" (Srivipat 2004).

The AWGs have several symbols that reference their identities. For example, there is a symbol or plaque of the AWG at their office. That symbol is composed of Thai

traditional roof, the God of Agriculture (Pra Pirun), the female symbol and the word for the AWG in Thai. The AWGs' participants have uniforms for special occasions. They always wear the uniforms when delegates visit their groups or there is an annual meeting for example. The outfits usually are blue and are embroidered with the symbol of the AWG. Some groups have different patterns but basically have a Thai traditional style. The AWGs also have a logo for their specific products. In addition, they have their symbolic hymn that is recited on special occasions as well. All AWGs apply the main same principles, objectives, structures, and symbols within their groups.

1.4 Agricultural Women Group's Activities

The AWGs set off under DOAE persuasion with technical and financial support. Community staff, agricultural specialists and home economists have been involved and guided based on AWG's qualifications and aims. DOAE (2003:4) reports that each AWG engages in five main activities:

- “1. Having group meetings;
2. Gaining information and news from DOAE and other organizations to assist their group's work, quality of life and community development;
3. Having activities for work, quality of life and community development;
4. Having a benefit allocation to members and community;
5. Having a group evaluation.”

Customarily, the AWGs perform various kinds of value-added income generating activities such as selling agriculture products, food preservation and food processing, cloth weaving, embroidering, dressmaking, selling grocery and others. DOAE (1999b) reports that food preservation and food processing activities generated the highest income, approximately 70 million baht in 1998, and most groups were involved in these economic activities.

In my experience (Field notes 1995-2000), generally, each AWG produces many products, from 2 to 10 or more; depending on the resources in its area, its own interests, skills and suggestions given by the agricultural home economists and the government officers who work as consultants. I did not find any group in my field work that produced only one product. Members told me that the reason for this was that they were afraid of not being diversified because of risk and uncertainly market if they just produced only one product. As a result, the AWGs have their own major products, and minor products as well. Sometimes they manufacture new products if they feel confident that those will provide more benefits to the group. In addition, all members I met agree that if they sold raw agricultural products in the markets or to the “middle men,” they would get a low price compared to providing some value-added things such as food processing and preservation. They refine the raw materials because agricultural products are perishable and cannot be kept for long time, especially without cold storage in the village. Although the application of refining takes more time to create the final product, the AWG gets more profit from the value-added activities. Therefore, the group decides to add value to agricultural products via food processing and preservation processes as an indication of member and committee commitment and through a democratic process. Judy Ziewacz states that “member control through a democratic process is essential for success” (Keller et al. 1997: 173).

Puengpit Dulyapach describes that the local processing of food is the responsibility of Thai farm women. It plays a crucial role in the local food system. She states:

“Whenever there is a surplus in farm produce, the price of food decreases. When this happens, food preservation is necessary to alleviate the

problem. Furthermore, food preservation technical knowledge can show the farm women that when there is a surplus of food, the price can be maintained as well as the life span of the processed food, which can be consumed out of season. At the same time, it would be possible to establish a small business based on food preservation, which in turn, would increase income (Horton 1996: 169-170)."

For handicrafts, many groups also make cooking utensils and ornaments such as earrings and bracelets from parts of the coconut tree. Some make baskets, bags, etc. from straw, water hyacinth, corn, bamboo, agave, etc. Puengpit Dulyapach explains that "some at-home activities such as basket-weaving and embroidery can help tremendously to increase the family income" (Horton 1996: 170).

Based on the value-added income generating activities mentioned above, the DOAE recently established a project called "One Tambon (One District) One Product" or "One Village One Product." In 2001, DOAE studied the possibility of a mushroom project, sweet chili, asparagus, mango (Nam Dok Mai variety), rose apple, chrysanthemum, orchid, mulberry and silk, palm sugar, peanut products, longan, garlic and seafood products in 13 communities in Thailand. From 2002-2006, DOAE plans to introduce the project into 99 communities throughout the country (DOAE 2001). The Thai government supports and promotes this project in its annual plan. The AWGs definitely play crucial roles in these activities. There are more than 40 premium 'One Village One Product' products made by the AWGs and 589 products of the AWGs guaranteed by the Food and Medicine Institute (DOAE 2003).

In addition, all groups I have visited identified their thrift and credit activities as a "Savings Group" so called "*Sajja*" group - for Thai word "truth." The members of the group save money monthly and are required to tell the truth when they need some money to use for their own purposes. The main purpose of these groups is to promote savings

among the members and to provide loans for productive investment, education, medical treatment and short-term emergency money needs. The savings group, which is under the AWG, usually allows its members to borrow money from the group and they will get dividends from their shares as well. Besides, they prefer to save their money within the group because of the low interest rates available from commercial banks that are currently affected by an economic recession (Field notes 1995-2000).

Clearly, although the AWGs have different kinds of income generating activities, these activities help the AWGs obtain more income for their members and families. In addition, their activities support a net-working among the AWGs as well.

1.5 Rural Thailand – 1960-2006

From 1960 through 2006, the economy of rural Thailand has changed dramatically. The national strategies for development are generally the core of central plans of economies or countries. The National Economic and Social Development Board (NESDB) created a five-year plan called the National Economic and Social Development Plan. Every 5 years, the NESDB creates a new plan. Thailand has a 30-year record of successful development planning. The focused nature of the plans as well as the process of review, and of planning itself has kept the plans relevant to the needs of the nation and its people. The First Five-Year Plan was begun in the early 1960's (NESDB 2007). Currently, Thailand is in its Tenth Five-Year Plan. For every five-year phase, NESDB oversees the drafting process of the subsequent five-year plan. Each national plan has a focus and essential features that make it unique. The topics of the 10 five-year plans from 1961 to the present are: (NESDB 2007)

The First Five-Year Plan (2506-2509* or 1961-1966) focused on physical capital assets and public investment in infrastructure development such as roads and irrigation dam. This plan was “a top-down” plan and focused on a single objective.

The Second Five-Year Plan (2510-2514* or 1967-1971) continued the work of the First Five-Year Plan but added new dimensions such as plan analysis and sectoral approach development or sectoral analysis by focusing on the Northeastern region. In addition, the target sectors were manufacturing and services.

The Third Five-Year Plan (2515-2519* or 1972-1976) focused on reducing income inequality which resulted from the first two five-year Plans. The plan also enhanced social development and focused on a population policy.

The Fourth Five-Year Plan (2520-2524* or 1977-1981) focused on poverty and income distribution. The plan emphasized multiple objectives and started to create linkages and complementarities between numerous economic sectors as opposed to promoting some specific economic sectors.

The Fifth Five-Year Plan (2525-2529* or 1982-1986) focused on poverty reduction in the rural areas and decentralization. This plan used an inter-disciplinary approach and adopted an area based approach. The plan introduced joint efforts of four main Ministries (Ministry of Interior, Public Health, Education, and Agriculture and Cooperatives) in reducing poverty in critical areas. During this plan, the Eastern Seaboard project was initiated as an area based approach.

* In the Thai calendar, the year 0000 coincides with the birth of Lord Buddha which is in the year 543 B.C. To connect the Thai calendar years into Julian years, subtract 543 from the Thai calendar year.

The Sixth Five-Year Plan (2530-2534* or 1987-1991) continued the Eastern Seaboard project by expanding the project approach into a program approach. In addition, the plan encouraged “bottom-up” planning.

The Seventh Five-Year Plan (2535-2539* or 1992-1996) continued from the Sixth Five-Year Plan and added the new concept of sustainable development and liberalization.

The Eighth Five-Year Plan (2540-2544* or 1997-2001) continued sustainable development by regarding human development as a main target of the plan. In addition, the plan focused on administration, management, and decentralization of planning authority by allowing greater popular participation. The main idea of this plan was a people-centered development approach. It encouraged area function participation.

The Ninth Five-Year Plan (2545-2549* or 2002-2006) continued a people-centered development approach which complemented the measures introduced to strengthen the economic and social foundations for long-term sustainable growth. The plan adopted the philosophy of sufficiency economy bestowed by His Majesty the King as a guiding principle of national development and management based on adherence to the middle path. The plan emphasized the balanced development of human, social, economic, and environmental resources. In addition, the plan was explicit in the need for continued restructuring, mainly of the financial sector, and for improving the information technology knowledge base in Thailand. The plan suggested the importance of good governance and political reform. In addition, the plan emphasized the role of civil society in the decision making process and participatory planning approach.

* In the Thai calendar, the year 0000 coincides with the birth of Lord Buddha which is in the year 543 B.C. To connect the Thai calendar years into Julian years, subtract 543 from the Thai calendar year.

The Tenth Five-Year Plan (2550-2554* or 2007-2011) continues a people-centered development approach and the philosophy of sufficiency economy bestowed by His Majesty the King as a guiding principle of national development and management based on a moral principle. The plan emphasizes the balanced development of human, social, economic, and environmental resources. In addition, the plan is explicit in the need for continued restructuring, mainly of the financial sector, and for improving the information technology, biotechnology and nanotechnology knowledge. The plan suggests the importance of good governance and political reform based on a democratic system. In addition, the plan highly highlights the green and happiness society and encourages human resources to have quality and moral principle all together.

Beyond the National Economic and Social Development Plan, Thailand has a Women's Development Plan. The first long term Women's Development Plan (2525-2544* or 1982- 2001) was initiated after Thailand participated in the declaration of the Women's Decade in 1976 (NCWA 1999). Based on the long term plan, a five-year Women's Development Plan was incorporated in the Fifth and Sixth National Economic and Social Development Plan respectively. In addition, the second long term Women's Development Plan (2535- 2554* or 1992- 2011) was included in the Seventh and Eighth National Economic and Social Development Plans (NCWA 1999).

Basically, the Women's Development Plan has been formulated by using the concepts and directions of the National Economic and Social Development Plan as guidelines (NCWA 1999). The Women's Development Plan's objectives both short-term and long-term plans are as follows:

* In the Thai calendar, the year 0000 coincides with the birth of Lord Buddha which is in the year 543 B.C. To connect the Thai calendar years into Julian years, subtract 543 from the Thai calendar year.

1. to enhance women's economic and political opportunities and choices so that they can fully develop their potential. Consequently, women will be equipped with the skills and abilities needed to adapt to changing circumstances. Having become self-reliant, in time they will also be capable of supporting their own families and making greater contributions to national economic and social progress;
2. to encourage women to become more involved in all aspects of national development at all levels of the decision-making process; and.
3. to create a national environment that will be supportive of women's employment. Discrimination and inequalities will be gradually eliminated and new social attitudes that recognize women's contributions to economic progress in Thailand will be developed. (ADB 1998: 34)

Obviously from the First Five-Year Plan to the Ninth Five-Year Plan, Thailand's development vision has been focused on the poverty alleviation and the upgrading of the quality of life for the Thai people. The Women's Development Plan also has encouraged women to participate in the development process. This part of the proposal attempts to point out the details in rural area in Thailand and its development process over the decades. The details are as follows:

In the 1960s, the Royal Thai government had concentrated a high proportion of its development funds on rural infrastructure investment mainly through transportation and irrigation. These sources of new public capital were needed for Thailand's main export product, rice (Silcock 1970). By the mid 1960s, the Green Revolution was introduced to farmers to increase new agricultural production and to gain higher yields. It was based on new technology and rapid growth in fertilizer and chemical use (Mellor 1990). Rice was the major export product and several "miracle crops" such as rubber, maize, kenaf, and sorghum greatly diversified Thailand's rural economy during the 1960s (Silcock 1970). Noticeably, people mostly lived in rural areas and worked as farmers. Based on the reports of the National Statistical Office, the Population Census of 1969 and 1970, the

report of the Labor Force Survey of August 1979, 1991 and 1993, Jomo et al. (1997) showed that the employed labor force of the agriculture sector in Thailand in 1960 and 1970 was 82.3 and 79.3 percent respectively.

In the 1960s and 1970s, agriculture was the engine promoting the economic growth of Thailand. Agriculture helped support industrialization by supplying cheap food and labor, generating tax revenues and foreign exchange, and providing a market for industrial output (Medhi 1995, Poapongsakorn, Ruh and Tangjitwisuth 1998). During these two periods, several organizations were initiated in rural areas by the Royal Thai Government such as the Farmer's Group, Agricultural Women's Group, Agricultural Youth Group, Cooperatives and so on. The government has had a democratic policy to encourage people to form their own interested groups. It believes that groups or organizations have a capacity to do great good and do things that individuals cannot do by themselves.

Around 1972, the priority of the industrialization policy shifted from import substitution to export promotion. Several export-oriented industries which were labor intensive such as textiles and garments, food processing, electronic goods and gem cutting enlarged rapidly (Phananiramai 1996).

In the 1980s, sound economic reform and political stabilization built up investor confidence in Thailand. After 1985, it had allowed the government to lower real interest rates considerably. Accordingly, the export boom led to the expansion in investment (ISIS Malaysia and SPF 1993). Poapongsakorn, Ruh and Tangjitwisuth (1998) mentioned that in the 1980s, industrial growth had become self-sustaining, displacing Thai agriculture from being the economic engine for growth into a status of decline.

During the Sixth National Economic and Social Development Plan (1986-1991), the Thai economy had grown very quickly with an average of growth rate of 10.5 percent per year. Economic growth was mostly focused on the non-agricultural sectors, industry, construction and services. During the same time, the farm sector experiences only an average growth rate of 3.4 percent per year (Viratphong 1996). People in the rural areas, noting the opportunities elsewhere, increasingly left their rural villages to look for the better paying urban jobs (Falkus 2000). Women who were employed in the agricultural sector worked as unpaid family workers (Phananiramai 1996). As if confirming the rural to urban shift, Kaosa-ard et al. (1995) indicated that in the 1980s women rather than men had become the “backbone” of Thai manufacturing industries.

By way of explaining the shift, Falkus (2000: 176) wrote that “the great infrastructure improvement of the 1950s and 1960s opened a path by which migrant female workers might seek work in Bangkok or other centres.” Consequently, the women’s labor force participation rate in municipal areas was increasing while in non-municipal areas it was declining overtime. In 1990, the number of employed persons by non-municipal area was 25 millions and 23.4 millions in 2002. During the same period, the number of employed persons by municipal area was increasing from 5.03 millions in 1990 to 10.68 millions in 2002 (NSO 2003).

ISIS Malaysia and SPF (1993) mentioned that in the 1990s, industries were the driving force behind Thai economic growth. The Royal Thai government attempted to promote rural industries and, small and medium enterprises (SMEs). However, from 1997-1998 Thailand, like many other countries, faced the Asian financial crisis (CIA 2005). Many workers in manufacturing factories and especially in financial companies

were laid off. The Royal Thai Government attempted to hire them as non-intensive workers in rural areas and many returned to their rural areas once again.

Doner, Ritchie and Slater (2005) stated that in the 2000 election, the Thai Rak Thai (TRT) Party won an unprecedented, near majority victory*. The TRT attempted to expand major support for village economic development by introducing a large-scale village fund and a universal health-care scheme (Hewison 2003). The Party also raised concerns about fiscal discipline and the health of financial institutions (Doner, Ritchie and Slater 2005). CIA (2005: 6/10) report that, "Thailand has fully recovered from the 1997-1998 Asian Financial Crisis and was one of East Asia's best performers in 2002-04." In addition, Thailand increased consumption and investment spending. Thailand's strong export growth pushed GDP growth up to 6.9 percent in 2003 and 6.1 percent in 2004 despite a lethargic global economy (CIA 2005: 6/10).

Without doubt Thailand has changed noticeably from the past to the present in various ways. "The Thai population grew from 17.5 million in 1947 to over 50 million by 1985, and to over 60 million by 1998" (Falkus 2000: 177). The total population in Thailand in 2003 was 63.08 millions (UNESCAP 2004). The main export commodities have changed from rice and the miracle crops of the 1960s to textiles and footwear, fishery products, rice, rubber, jewelry, automobiles, computers and electrical appliances, today (CIA 2005). In addition, social indicators of development in Thailand have shown rapid progress. For example, from 1980-2003, the Thai infant mortality rate declined from 13.3 per 1,000 live births to 7.2 per 1,000 live births. Life expectancy of males increased from 62.6 to 67.1 years and females from 68.0 to 74.8 years. In education, the

* This is an important point because since the First Five-Year plan (1961-1966) of the elected governments, only one has had this status. Thailand has traditionally been ruled by minority coalitions throughout the latter half of the 20th century.

adult literacy rate increased for males/ females from 92.5/82.6 percent in 1980 to 97.5/94.6 percent in 2003 (UNESCAP 2004).

1.6 Pattern of Population Settlements

Generally, Thai people live near transportation routes. In the past, the main Thai transportation system was the river or canal. Therefore, the Thai population settled along the rivers and canals, and later along the railways. As the subsequent demand for farmland increased, they moved into areas with lower productivity per rai (6.25 rai equal to 1 hectare, 1 acre equal to 2.4 rai) (Silcock 1970). Silcock (1970) also stated that Thailand has plenty of land and the stereotype of Thai farmers is always that they own their lands. Many small farmers would sell their land and move out to find other lands where they could do better by buying more land at cheaper prices.

Panyakul (1991: 116) reported that “By 1982 forested areas had declined to about 97, 875, 000 rai (or 30 percent of total land area) from the 1961 figure of 171, 017, 812 rai (or 58% of the total land area).” Nartsupha (1991) tells us that since the forest area was greatly reduced to less than 25 percent of the whole area of the country, while the total amount of land remained the same, villagers or farmers could not open up new land for cultivation as easily as before. Therefore, they began to face the problem of landlessness. Nartsupha (1991: 132) reported that “In 1987, of 4.1 million households in the country, 0.9 million occupied less than 5 rai.” This problem pushed landless villagers to seek for jobs outside their community. Their children in communities toiled in factories and female members worked for the service sector including prostitution. In addition, the problem led to an increase in internal conflicts within communities, increasing an economic-class differentiation within communities and affecting the

strength of villages. Panyakul (1991) also suggested that forest depletion does not just mean a massive reduction in trees but also a loss of genetic resources, the demolition of the rural ecology and the extinction of thousands of plant species.

The percentage of the population employed in agriculture in 1960 was 82.3 (Jomo 1997) and decreased to 70.8 in 1980 and 44.9 in 2003 (UNESCAP 2004). In addition, more and more people in rural areas have migrated to find urban jobs in the cities (Falkus 2000). Kaosa-ard et al. (1995) said that since the mid 1980s significant numbers of rural women have become permanent members of industrial and commercial workforces, and manufacturing sector as paid workers, private employees, and self-employed workers.

Clearly, there is a connection between rural poverty, migration to the big city and the number of people in the work force. The labor force changes have had dramatic implications for rural people especially Thai women in terms of employment and income opportunities. The occupational change from agriculture to manufacturing and services, and rapid urbanization and globalization has had a great impact on rural people especially women's lives (Kaosa-ard et al. 1995). Kaosa-ard et al. (1995: 7) confirmed that

“Migrant female workers now work outside their clan where they used to be well protected. Modern laws have replaced local customs with varying degree of effectiveness. Working in cities brings new plights, sexual harassment and exploitation, occupational hazards, environmental degradation and so on.”

From time to time, many workers working in the urban areas go back to their rural areas to visit their families and to help with harvesting. Kaosa-ard et al. (1995) referred to evidence from village case studies that suggested that poor women in the rural North move back and forth between cities and home villages if going to the cities does not offer an adequate livelihood. Interestingly, women workers who work in the factories do not

see themselves as an integral part of the industrial world but they remain as 'daughters of the farm' at heart (Bangkok Post 1996, Falkus 2000).

Viratphong (1996: 259) informed that although the rate of growth of the agricultural population has been declining, farmers are still the largest single occupational group in the country. In 1990, the employment proportion in agriculture was 63.4 percent and reduced to 46.2 percent in 2003. The employment proportion in industry was 14.2 percent in 1990 and increased to 21.1 percent in 2003. The employment proportion in services was 22.4 percent in 1990 and increased to 32.7 percent in 2003 (NSO 2003).

In examining the social and economic changes mentioned above, it is clear that agriculture, while likely to always remain as an important part of Thai culture and economic activity, is not as important as it was and is losing its place of prominence to other industries and other forms of economic activity. These economic changes have a consequence on rapid urbanization and with the depopulating of the rural areas. Life in Thailand is forever changed and now the rural people, especially the women in agriculture must become aware of that new life. Can they adopt to that new life or will they have a plan to prepare themselves for those inevitable coming problems?

The findings from this research will be useful to policymakers and to the AWGs, especially the "moderately advanced" and those identified as "in need of improvement" AWGs that total 76.3 percent of all AWGs around the country. Optimistically, the findings might also help women in agriculture to better prepare for the future and figure out how to alleviate the poverty that may well accompany the reduction in agricultural production by adopting other income-generating activities. In addition, these AWGs can avoid the weaknesses experienced by the successful NAWGs and embrace their

advantages for their own AWGs so that agricultural women can achieve their economic and social goals.

This dissertation is organized as follows. Chapter 2 reviews some comprehensive research on the subject of the AWGs, the development approaches, organizational theory especially the open system perspective and the leadership perspective mainly the style approach. In chapter 3, different approaches in the research methodology are illustrated. Chapter 4 presents the results of the research including background of respondents and development of NAWGs, the products and activities to develop NAWGs, NAWG's organizational structure and technical assistance and other supports from government offices and officers, advantages and disadvantages of the NAWGs, the factors associated with the successes of the AWGs over the Past 30 Years, the desirable leadership style of leaders, committees, members, and government officers working with the AWGs, NAWG's plans, problems and resolutions, outcomes within DOAE expectations and the connection of the development approach, the organizational theory and the leadership perspective toward the NAWGs. In Chapter 5, a summary and discussion of the policy implications and contributions of the study is provided.

CHAPTER 2

LITERATURE REVIEW

The issue of the Agricultural Women's Group (AWGs) in Thailand has been a growing concern for researchers and policy makers in the community and at the government levels especially since the AWGs developed a reputation for performing a One Tambon One Product (OTOP)'s policy aimed at strengthen the economy at the grass roots level. This chapter presents some research related to the AWGs to increase our understanding about the AWGs's structure and their organization. The chapter also explains the development approaches used in rural Thailand and organizational theory and leadership perspectives that help explain the how the AWGs work.

2.1 Some Comprehensive Research on the Subject of the AWGs

Research conducted in Thailand and government reports regarding the AWGs include the following:

Yawalak Makdee's thesis, *Participation in Group Activities of Farm Women Group Members in Amphoe Muang Maha Sarakham, Changwat Maha Sarakham* (1995), that reports that 92.4 percent of the farm women's group members participate in group meetings, 81.5 percent in group activities and 79.8 percent in community voluntary work. Makdee (1995) also states that the farm women group members with long time involvement participate significantly more in group activities than those with a short time of association.

The report, *Agribusiness of Farm Women Groups in Changwat Phra Nakhon Si Ayutthaya*, states that most agribusiness activities produce products for sale. In addition,

this research shows that the longer the group has been established, the more profitable and successful their agribusiness activities (Attawipakpaisan et al. 1994).

Srisangchan et al. (1996) reports in *“Factors Affecting the Success of Implementation of the Western AWG; Case study on the Rang Salee Tamuang District Changwat Kanchanaburi”* about the status of an AWG that has successful implementation, the economic and sociological conditions of members of the group, factors related to its implementation, problems and solutions of its implementation and strategies for implementation by using the Purposive and Accidental Sampling among a total of 26 respondents. The research finds that the first three factors that affect success in the implementation of the western AWG are the activities of the group, the members’ participation and the committee’s participation. In addition, members of the group stated that to make the group a better success in implementation, the AWG’s committee had to be honest, devoted, creative, have a capability in management, coordination, problem resolving, appropriate activity selection, and group decision recognition. Besides, the AWG’s members have to be devoted, united, and participate in group’s activities.

Keatmaneerat (1991) reports in *“The Important Factors Related to Reward Winning of the Farm Women Groups in Changwat Lamphun”* that the objectives of the research are to study the important factors related to successes by farm women’s groups, and make a comparison among the various important factors related to the success. The data are collected by interviewing, and percentage, arithmetic means and the chi-square test are used. The research finds that the important factors related to the success of the AWGs include support from agricultural extension agents, support from district officers and assistant district officers, and support from the village headmen.

Yongyai Sawasdipala's report entitled "*Working and Manipulating Roles of AWG's Members in Muang District, Changwat Chaiyapoom*" shows that for most members of the AWG in that area, 91.1 percent of a total of 180 respondents, "highly agree" that participating in the AWG helps them improve their abilities for self-help. Also 90 percent of them "highly agree" that the AWG should have a cooperative for selling and buying agricultural products. In addition, 87.8 percent of them "highly agree" that being a member of AWG allows them to have more income (Sawasdipala 1989).

Tirayut Chantikul reports in "*The Participation of Farmers Housework Groups Leaders in Agricultural Extension Work in Changwat Chiang Mai*" that 190 interviewed leaders of the AWGs had previous experience working in their groups' committees. They also had experience in training and contacting DOAE. They understand the objectives of agricultural extension quite well (Chantikul 1991).

Sompong Pantong's research entitled "*Member Participation in the Activities of Successful Farmer Housewife Groups*" in 1996 reports that 153 members of 9 successful AWGs in 1994 mostly participate in their groups' problem identification, decision-making, planning, and evaluation. They develop resolutions to improve the group's activities. He also suggests that all levels of people involved in the AWGs should analyze the group problems and situations and then assign appropriate activities to match the members' skills, knowledge and capabilities (Pantong 1996).

Jutaporn Srivipat interviewed 67 distinguished provincial AWGs in 67 provinces during 1989-1991 and reported that the AWGs that are more highly responsive to member's needs are more successful than the AWGs that are less responsive. The AWGs that receive more suggestions, knowledge, and material support from local leaders and

other agencies are more successful than the AWGs with less support. In addition, the AWGs that have more information and knowledge are more successful than the AWGs that have less (DOAE 2004).

Intavongsa (2003) reports in "*Factors Related to the Successful Activities of Farm Women Groups in Changwat Khon Kaen Province*" that the factors related to the successful farm women groups in Khon Kaen regarding the role of leadership were the age, income, and vision of the leader. Regarding the members of the group, the factors were the age, income, satisfaction of group joining and experiences. In terms of the role of management in the groups, the factors were responsibility sharing, brain storming, frequency of meetings, type of communications, budget support and knowledge transfer from agricultural home economists.

2.2 Social Change in Thailand

Over the 30 years, Thailand's development has changed a lot. In 1980, Thailand had a population of 46.9 millions (UNESCAP 2005), in 1990 and 2005 the number had increased to 55.8 and 65.0 millions respectively. In addition, the proportion of real GDP per capita in 1990 was 34,839 and 50,821 baht in 2002 (NSO 2008). In the 1960s and 1970s, agriculture was the major part to promote the economic growth of Thailand (Medhi 1995, Poapongsakorn, Ruh and Tangjitwisuth 1998). However, in the 1980s and 1990s, industrialization policies in export and service were the key parts. Shinawatra (2005) reports that during these periods a template of approaches' adoption based on professed U.S. or Japanese virtues such as adoption of free market principles, financial liberalization through adoption of Western etc. made Thailand the darlings of

international fund managers and Asian stock markets so called the leader of the Asian Miracle.

Between 1988 and 1996, Thailand had become one of the fastest growing economies in the world with the real annual GDP growth average around 9.5 percent. However, Thailand faced the problem of the Asian Contagion in 1997 and was not simple to get back on track with the 20th century paradigm of national development (Shinawatra 2005).

Shinawatra (2005) reports that in Thailand between 1961 and 1996, rural development largely emphasized on diversification and decentralization but failed to prevent the increasing disparity between the rich and poor and between urban and rural populations. He states,

“Grassroots industries and small and medium-sized enterprises (SMEs) had largely been ignored by 20th century development processes. Capital was almost entirely directed to urban areas and large urban firms, ignoring grassroots industries and SMEs. As a result, many people looking for work moved from rural areas to the city, subsequently creating other problems such as overcrowded slums” (Shinawatra 2005:30).

In addition, he mentions Thailand’s development emphasized on industrialization more than agriculture, albeit the rural agriculture was the majority of Thai people and 86 percent of the poorest Thais live in rural areas. Shinawatra (2005:32) informs,

“Power, progress and prosperity were not distributed evenly throughout the country, as they should have been, but concentrated in Bangkok and other big cities. The majority of the population remained impoverished. Benefits from development projects were confined to a handful of people, while national income relied mainly on exports. Consequently, Thailand a rapid growth was also unstable growth.”

Shinawatra (2005) points out the massive capital inflow in the form of short-term loans, not long term investments created debt rather than equity. In addition, the rapid

expansion of real estate, construction and financial sectors made a situation of over-investment and high external debt. When the export growth declined and increased concerns over the fitness of the financial sector came to Thailand suddenly, massive capital outflows led to the currency crisis.

In Thailand, the western countries, especially the U.S. and Japan have had an influence on Thai society for a long time. Although Japan did not have an affect on Thailand immediately after the World War II because of its defeat to the allies, its influence on Thai society today is as important as that of the U.S.. Shamsul (2005) notes that the U.S. has had several impacts on Asian nations. It has brought its funding and involvement, concepts, classifications, categories, theories and approaches related to the modernization project since 1950. Thailand simply could not avoid these changes. Shamsul (2005: 39) stated that since 1950,

“terms such as ‘development’, ‘development projects’, ‘economic growth’, ‘equal’, ‘distribution’, entrepreneurship’, ‘social justice’, ‘modernity’, ‘tradition’, ‘stage of growth’, ‘rural development’, ‘Green Revolution’ and many more became a part and parcel of the office top-down planned change, ‘officialising procedures’ affecting the lives of every Asian from every walk life.”

In Thailand, the Green Revolution*, was applied to Thai agricultural production in rural areas. It seems that this new technology did not fit well with the majority of Thai farmers since most Thai farmers had small land holdings and used their own labor in their production. They are poor, have little education and do not have knowledge especially about technology. Therefore, they cannot support modern inputs such as new hybrid seeds, fertilizers and chemicals because these increase the capital costs of production. On

* “The Green Revolution is a term used to describe the worldwide transformation of agriculture that lead to significant increases in agricultural production between the 1940s and 1960s... These technologies included pesticides, irrigation projects, and synthetic nitrogen fertilizer” (Wikipedia 2007:1).

the other hand, the rich farmers gained major benefits from modern technology and profited as a result. Hayami (1990: 417) confirms

“A large profit resulting from the exclusive adoption of MV (modern varieties) technology by large farmers stimulates them to enlarge their operational holdings by consolidating the farms of small non-adopters through purchase or tenant eviction. As a result, polarization of rural communities into large commercial farmers and landless proletariat is promoted. Furthermore, the large commercial farms have an intrinsic tendency to introduce large machinery for ease of labor management, which reduces employment opportunities and wage rates for the landless population, resulting in more inequitable income distribution.”

In addition, many people were concerned more about the environment and health. They recognized that the new technology such as fertilizer, pesticides, and chemicals were highly soluble in water. They might leach into the groundwater underlying farming areas, to canals and rivers.

Basically, Thais, particularly in rural areas, use water from these channels for their own survival. They were probably exposed to the chemical residues via this route. Sinives (2005a) reported that today the number of new born babies with mutation effects increased gradually especially in Kamphaengpetch province where the most chemicals were continuously used for more than ten years. He called these babies, “the new Thai human breed.” Sinives (2005b) confirmed that the chemicals named “Endosulfane” had reproductive, teratogenic, mutagenic and carcinogenic effects on pregnant women leading to the abnormal development of newborn babies’ organs such as watermelon-big head, crablike fingers, crablike eyes, eleven-toed and etc. Sinives (2005a).

Sustainable Agriculture or Regenerative Agriculture (Lianjamroon 1992), Integrated Farming, Santi Asoke Nature Farming, Organic Farming, etc. (Setboonsarng and Gilman 2003), are examples of alternative agricultural production in Thailand.

Basically, “the development of alternative agriculture in Thailand has its origins in traditional subsistence agriculture” (Panyakul 1991: 119). Alternative agriculture production systems have something in common. They support biodiversity more than does monoculture. Alternative agriculture production systems promote using efficient local resources and maintaining an ecological balance by avoiding the use of chemical fertilizers, plants hormone and pesticides. They also prefer the use of labor over machines (Panyakul 1991). Not surprisingly, they are a new way of agricultural production that is now popular in Thailand especially among small farmers.

Alternative agricultural production helps reduce household expenditure on food. It allows the family to consume sufficient food all year round, unlike the green revolution that encourages farmers to do monoculture. In addition, farmers can sell their extra products to the market and obtain revenue all year round, not just during a particular season or period because farmers grow several varieties of plants. Furthermore, farmers choose to plant indigenous plant species that are resistant to diseases and well-adapted to local conditions. Farmers apply Neem’s solution to prevent worms and insects, use intercropping techniques to help prevent plant diseases, grow Vetiver for protecting soil erosion. The local environment and local wisdom about ecological conservation is restored. Soil erosion and loss of fertility is prevented (Panyakul 1991). Moreover, the capital for production is reduced because it is not necessary to purchase fertilizers and pesticides, or hire laborers.

Nartsupa (1991) suggests a community culture (*wathanatham chumchon*) has emerged in Thai society over the last ten years. It has expanded rapidly among non-governmental development organizations (NGOs), intellectuals, academics, students and

development agencies. Nartsupa (1991: 119) states “Rural development must start from the base of the community culture which is the villagers’ strength.” She continues, “...a development worker wants to understand and work consistently with villagers, he or she must understand the community culture, and must study the villagers’ history and their way of life” (Nartsupa 1991: 119-120). Kua Wongboon, a retired teacher and an integrated farmer stated,

“Development should be aimed at promoting rural areas, not changing them. For instance, if people have already built their house, what we should do is to look at what is missing in the house first, not dismantle and build new house...Roofing a wooden house with ceramic tiles without considering whether the structure could take such weight may lead to the collapse of the house. Development in the past was wrong. Farmers were encouraged to produce for markets while they were not self-sufficient. It is a wrong concept to sell all and buy everything to make a living” (Wongboon 1992: 99).

In Kua’s opinion, an alternative agricultural production such as integrated farming can help farmers overcome their basic problems. In addition, Kua thinks that farmers should be encouraged to organize farmer’s groups and adopt self-reliance and self-sufficiency in their activities.

Regarding the organizing of these groups, the Royal Thai Government has developed a democratic policy to help the people form their own interest groups. The government believes that these groups or organizations have the capacity to do great good and to do things that individuals cannot do by themselves. Organizations related to agriculture in Thailand include many groups of various types such as the Agricultural Women’s Groups (AWG), Farmer’s Groups, Agricultural Youth Groups, Agricultural Cooperatives, Land Settlement Cooperatives, Fisheries Cooperatives, and the Alternative Agriculture Forum.

Obviously, alternative form of agricultural production is encouraged by the Royal Thai Government and promotes the self-reliance of households and communities by relying on local wisdom, the use of local agricultural resources and simple technology that farmers themselves can control and manage. This strategy helps reduce agricultural dependency on external factors. The capability of farmers to control the agricultural production process and marketing helps them enhance their own self-confidence and become empowered.

Another interesting point about alternative agricultural production is made by Vitoon Panyakul, who states

“Alternative agricultural is important for moral and spiritual development as farmers have more time to devote religious activities which makes their lives more fulfilling...Alternative agriculture is good for the consumer as they do not have to worry about toxic residues in fruit and vegetables” (1991: 122).

In many ways, alternative agricultural production is similar to the idea of alternative development. Alternative development is a strategy that uses more participatory, self-reliant, and people-centered techniques. It focuses more on local, grassroots and social movement activism. It also brings anthropology into development especially people’s knowledge that is seen to count on local rather than abstract expert knowledge. In addition, it follows from the local need to combine micro and macro approaches to development (Pieterse 2001).

Beyond those development’s strategies in Thailand, there has been one popular strategy. It is a unique strategy which is necessary to understand the special relationship between Thais and their monarch, His Majesty King Bhumibol Adulyadej. Along with the period of 60 years since His Majesty King Bhumibol became the king of Thailand,

His Majesty King Bhumibol has continuously done a great work for raising a standard of living of the poor through more than 2,000 of His Majesty's Initiated Development Projects (Pookpakdi 2006). "Starting in the 1970s (Shinawatra 2005), but especially since the economic crisis which was derived from unbalancing and inappropriate development, His Majesty King Bhumibol firstly introduced the term, "Sufficiency Economy" to the public on the 4th December 1997 (Pookpakdi 2006). Pookpakdi (2006:334) informs

"'Sufficiency Economy' can be modified as the economic of one who live moderately and adequately and posses the ability to support oneself in order to acquire for the four necessities of life." On the following year, His Majesty the King also explained more about his theory of "Sufficiency Economy" and tell his people and the government to use their consciousness considering and administer oneself to attain an appropriate living condition which will lead into the well off living in the future."

The meaning of His Majesty the King's concept is the philosophy in which Thais at all levels: individuals, families and communities from regional to national levels, take the middle path in life as the optimal route for personal conduct. It advises moderation, self reliance, honesty and integrity while employs knowledge with prudence particularly when implements technology to improve their works or business. It speculates that individuals should be able to lead a reasonably comfortable life without excess or overindulgence in luxury (Shinawatra 2005). In addition, sufficiency economy needs to reinforce the mental background of people especially government officers, businessman and individuals at all sectors at all levels to be honest, controlling oneself from lust, greed and temptation, and exercising oneself more for giving friendship and thoughtfulness and being patient so that people could be ready for materialistic, social, environmental and cultural changes coming from other societies or other countries (Pookpakdi (2006). As

Thailand is a nation of Buddhist heritage, sufficiency economy is a secular philosophy. Thais believe to have a middle pathway for their lifestyles. “Sufficiency Economy” does not reject economic theory, economic progress or globalization. Instead, it considers to the lifestyles governed by moderation and resilience (Shinawatra 2005). “...the philosophy of ‘Sufficiency Economy’ emphasizes the middle pathway of any attempt, together with reasonability, self reliance, an also developing oneself an immunity system in order to move and service in globalization world” (Pookpakdi 2006:335).

2.3 Understanding Development and Change

The terms of “Development” and “Change” are not quite equivalent but both terms may result in negative and positive side-effects. Generally, social change is the fundamental alteration in the patterns of culture, structure, and social behavior eventually. Many factors interact to generate changes in people’s behavior, in the culture and in structure of their society (Hughes and Kroehler 2005). Physical environments for surviving (new forms of organization, and new technologies), population (changes in the size, composition, and distribution), clashes over resources and values (conflict), supporting values and norms (a society’s values and norms), innovation (discoveries, and inventions), diffusion, and the mass media are some of the sources of social change.

In viewing social changes in developing nations, sociologists have approached social change from two somewhat different perspectives: modernization and world systems (Hughes and Kroehler 2005). Hughes and Kroehler combine the dependency perspective and the world system approaches together and call it the world system and/ or dependency perspective. However, So (1990) says there are three main schools in the field of development, the modernization school, the radical dependency or the

dependency school, and the world-system school. The modernization school dominated in the late 1950s. The dependency school appeared in the late 1960s and the world system school rose up in the late 1970s.

“The world-system school has started a chain of innovative studies on the cyclical rhythms of the capitalist’s world-economy that go beyond the confines of dependency studies” (So 1990:13). “The world-system school is different from the dependency school in that it treats the whole world as its unit of analysis, adopts a historical methodology that perceives reality as a state of flux, develops a trimodal theoretical structure, abandons the deterministic point of view on the direction of development, and has a much broader research focus” (So 1990:199). “In the modified version, the concept of the world-system is taken merely as a research tool rather than as a reified reality; studies are now conducted on both the world level and the national level; and class analysis is brought back in to supplement stratification analysis and the like” (So 1990:262).

Hughes and Kroehler (2005) combined the world system and dependency approaches into the so called “world system and/ or dependency.” They consider that this approach “views the social structures of developing nations as shaped by the historical experience of colonialism...developing nations cannot recapitulate the development trajectory of Western nations and Japan” (Hughes and Kroehler 2005:459).

In sum, So (1990) argued that the three schools share a common pattern of development. They are a state invention focusing on economic development and having slightly different aspects. While the modernization theory recommends the periphery to receive more contacts (aid, technology, new values) from the Western countries, the

dependency school argues that it is harmful for peripheral countries to have more contact with core countries. In addition, the world-system school is different from the other two schools in that it treats the whole world as its unit of analysis.

Hughes and Kroehler (2005) summarized that while modernization approaches look to convergences in political and economic development, and consider direct private foreign investment as an asset in the developing nations, world system and/or dependency approaches, look to divergences and view foreign investment as the major culprit in many Third World social ills. Hughes and Kroehler (2005) believed that the advantaged international positions tend to favor explanations that emphasize the internal features of development (modernization approaches), and the disadvantaged international positions prefer explanations that look to external factors (world system and/ or dependency approaches).

Clearly, this section of this paper examines social changes in Thailand as the only Southeast Asian country that has never been conquered by a European power (CIA: 2005). Thailand is a unique country that has “the Thai constitutional monarch—the longest-reigning monarch in the world (since 1946), who has attained a special moral status and power over the decades—has provided continuity and thus legitimacy to the Thai state, linking it with the welfare of the people and hence with developmentalist tasks for the government” (Jomo et al. 1997: 17). Thais adore their Three Institutions: Nation, Religion (Buddhism) and King. “This national ideology imposes an idealized, a historical picture in which Thai society appears as a well structured moral community under the benevolent guidance of the king” (Mulder 2003: 28).

From the previous background material on rural Thailand, it is clear that rural Thailand has changed significantly from the 1960s to the present. The sources of social changes are various. Clearly, the population changes in the rural Thailand have moved from big to small size. More elderly and young children live in the villages more than adults, and it is likely that women are increasingly migrating to the cities for jobs.

In addition, some organizations in the rural areas such as AWGs, cooperatives and so on have been initiated to support people in the rural areas in economic and sociological aspects. The Green Revolution technologies were introduced and adopted as replacements for the traditional technologies. There have been clashes over resources and values caused by adopting these technologies. This has led to having an alternative development, an integrated farming system and etc. Villagers are concerned more about supporting society's values and norms of so called community culture, etc.

Remarkably, the green revolution and industrial growth are the major developments that have shaped rural Thai society (Siamwalla and Roche 2001). In their *“Study of Rural Asia Volume 5: The Evolving Roles of the State, Private, and Local Actors in Rural Asia”* Siamwalla and Roche suggest that the green revolution and rapid industrial growth are two major developments that have shaped Asian society. They state *“The result of both of these changes is demolishing role of agriculture”* (Siamwalla and Roche 2001: 1/12).

The Green Revolution transformed lands or areas of rural Thailand where new technologies were adopted. Increasingly, the transformation changed the way of life and the standard of living of rural Thais. This caused them to require more consumer products. In addition, the Green Revolution needed the government and public sector to

provide more basic infrastructure in the form of roads, electricity, better education, knowledge and healthcare. It led to a major increase in food production and food security problems. At the same time, it brought several negative outcomes to Thailand for example a heavy dependence on the Western countries and Japan for new technology, the problems of chemical residues, environment degradation, and health diseases such as cancer and abnormal development of newborn babies' organs and etc.

Industrial growth also has impacted rural Thailand. This growth results in huge migrations from villages or non-municipal areas to the factories and urban areas. The migration can cause some urban problems such as slums, criminality and prostitution, AIDS and contagious diseases such as SARS. Additionally, the industrial growth initiated the development of rural non-farm industrial and service businesses. The industrial growth changes the way of life of the rural people who traditionally value community culture and local wisdom.

Social changes in Thailand from the 1960s to the present has presented an amazing and bewildering phenomenon for the Thai people. Thailand, like many nations in the 21st century, has become more global and more willing to open its doors to new ideas, new enterprise, and new money at the expense of more traditional worldviews. Within that new world are new organizations that are either truly new or are reengineered versions of what was before. Change is unavoidable. It is a desirable and necessary condition for organizations to survive in a new society. This paper sets the stage for discussing organizational theory as it applies to the likelihood that AWGs will be part of the future enterprises of Thailand since Thailand has a small labor force. Thailand is

therefore likely to face serious labor shortages if labor in agriculture, and especially women, migrate to the industry and service sectors.

What will the AWGs in Thailand do in the future? Although this question does not require an answer, the AWGs' should be concerned with their own future and should now start thinking about how to deal with the problems ahead. This paper attempts to use organizational theories to explain how AWGs work and predict their function and activities in the future.

2.4 Organizational Theory

Organization is a tool used by people to coordinate their actions to attain their goals. "Organizations have existed for thousands of years. Many have succeeded. Many have failed." (Handy 1979:16) Definitely, they are all around us. In our modern society, organization plays a leading role. The occurrence of organizations in every arena of social life is one indicator of their importance (Scott 1981). "...People who value entertainment create organizations such as the Walt Disney Company, CBS, or a local club. People who desire spiritual or emotional support create churches, social service organizations, or charities. Organization is a response to and a means of satisfying some human need" (Jones 2001: 2).

Scott (1981) indicates that organizations are highly varied and often highly complex. "Every organization, of any size, has its own culture, and its leaders exert tremendous influence over the values that drive that culture." Gallagher (2003:225) "The use of an organization allows people jointly to increase specialization and the division of labor, use large-scale technology, manage the external environment, economize on transaction costs, and exert power and control which increases the value that an

organization can create.” (Jones 2001:6) Luther Gulik informs that work division is the basis of organization and it is the reason for organization (Shafritz and Ott 2001). Chester Barnard remarks that: “[An] essential element of organizations is the willingness of persons to contribute their individual efforts to the cooperative system...The individual is always the basic strategic factor in organization.” (Shafritz and Ott 2001:93)

Basically, organization is composed of five elements: social structure, participants, goals, technology, and environment (Leavitt 1965; Scott 1981). Social structure refers to the patterned aspects of relationships existing among participants in an organization. Participants are those individuals participating in the organization. They also vary in the level of skills or expertise they bring to the organization. Goals are conditions that participants attempt to effect through their performance of task activities. Technology refers to the work performed by the organization. Every organization does work and process a technology for doing that work. Technologies can be part of machines, mechanical equipment, technical knowledge and skills of participants. In addition, every organization exists in a specific physical, technological, cultural, and social environment to which it must adapt (Scott 1981).

Hodge and Anthony (1988) report that people use organization theory to work cooperatively toward a common objective or set of objectives for their group’s activity. Jones (2001) states that any theory of organization needs to address the structure of coordination imposed upon the work-division units of an enterprise. Handy (1979:16) says that, “The aim of organization theory is to explain the difference. To conceptualize and understand what works well so that it can be repeated.” Jones (2001:8) states, “Organizational theory is the study of how organizations function and how they affect

and are affected by the environment in which they operate.” Organizational theory seeks to substitute a coherent set of conceptual frameworks for collections of assumptions (Handy 1979).

In modern times, the study of the functioning of organizations has been approached from three different perspectives, the individual, the organization and its form, and the system and interactions within the organizations (Handy 1979). In addition, there are three main perspectives to create a unified approach to the study of organizational structure, the rational system, the natural system and the open systems perspectives (Scott 1981; Ruch 2004a). Scott’s (1981:56) three perspectives are:

- “1. The *rational system* perspective (including the classical, the traditional, the scientific management, and the Weberian approaches)
2. The *natural system* perspective (including the human relations and the institutional approaches)
3. The *open systems* perspective (including the general systems, systems design, and environmental approaches)”

Each perspective has somewhat different criteria to define organization. It tries to analyze organizations and explains how and why organizations work. Evidently, “each perspective is like an umbrella with different schools within it and different theorists within these schools” (Ruch 2004b:1/2). Nevertheless, some analysts have consciously attempted to reconcile the three perspectives by combining them into more complex models of organizations, and others sometimes less explicitly, have developed varying combinations of closed or open systems models with rational and natural system perspectives (Scott 1981).

However, this paper focuses only on the open systems perspective that was developed later, relative to the rational and natural systems perspectives, and views that organizations should be studied as a whole because every unit in the AWG is related to

everything else. The AWG takes in resources to the system, transforms them, and sends them out to the AWG's external environment which probably is a market, other AWGs, other agencies in the villages and etc.

The open systems perspective focuses on the interrelationship among organization's parts, and its relationship with its environment (Jackson et al. 1986). Silverman views organization as the systems. Silverman (1970: 27) mentions that

“General Systems Theory emphasized the similarity of the process occurring in many different types of relationship. Whether one is dealing with a machine, an organism or an organization, it is fruitful to use the idea of a supply of resources ('input'), a conversion process ('throughput'), and the production of an object or objects ('output').”

Organization creates value through three stages; Inputs, Conversion and Outputs process. “Each stage is affected by the environment in which the organization operates” (Jones 2001:3). The following definition of organization viewed as the open systems theory approach, is presented:

“An organization is a collectivity with a relatively identifiable boundary, a normative order (rules), ranks of authority (hierarchy), communications systems, and membership coordinating systems (procedures); this collectivity exists on a relatively continuous basis, in an environment, and engages in activities that are usually related to a set of goals; the activities have outcomes for organizational members, for the organization itself, and for society.” (Hall 2002: 31)

According to the open systems approach, an organization is a coalition of shifting interest groups that develop goals by negotiation; the structure of the coalition, its activities, and its outcomes are strongly influenced by environmental factors. “The open systems view of organizational structure stresses the complexity and variability of the individual component parts—both individual and subgroup—as well as the looseness of connections among them.” (Scott 1981:119) Katz and Kahn are examples of the open

systems approach theorists (Silverman 1970; Dessler 1980; Scott 1981; Jackson et al. 1986).

This paper attempts to use the open systems perspectives to explain the future of AWGs in Thailand. In addition, the paper tries to provide a discussion on how this organizational theory could be applied to explain the differences in the success of the NAWGs.

2.5 The Leadership Perspectives

Across many decades, many researchers have published their studies regarding leaders and followers. The charisma of leaders and followers is an intriguing issue especially in leadership situations. People have generated many concepts to define leadership. Some definitions are:

Leadership is about articulating visions, embodying values, and creating the environment within which things can be accomplished (Richards & Engle 1986, p.206)

Leadership is “the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization...” (House et al., 1999, p.184) (Yukl 2002: 3)

[Leadership] involves an influence process concerned with facilitating the performance of a collective task” (Yukl 2002: 19)

Leadership is defined as a process whereby an individual influences a group of individuals to achieve a common goal (Northouse 2004: 11)

The common notion associated with nearly all of the categorizations is that leadership is an impact process to help groups of individuals on the subject of their goal accomplishment (Northouse 2004).

Obviously, leadership has been examined in different ways conditioned by the methodological preferences and definitions of leadership (Yukl 2002). There are many

theoretical approaches to deal with leadership in real world organizations. The three general approaches are trait theories, style theories, and contingency theories (Northouse 2004, Yukl 2002, Handy 1979).

This study is focused on the style approach based on Northouse's perspective and the trait approach. Northouse (2004) clarified that the style approach explains what leaders do or behave and how they act by emphasizing two general kinds of behaviors: task behaviors and relationship behaviors. Task behaviors assist the groups' members to attain their goals. Relationship behaviors help members feel comfortable with each other in their groups and with the circumstances in which they find themselves. The main objective of the style approach is to give reasons about how leaders unite these two kinds of behavior to influence members of the groups in their efforts to reach the group's goal.

According to the trait approach, the focus is on the leader and not directly on the followers or the situation. This approach proposes that "organizations will work better if the people in managerial positions have designated leadership profiles" (Northouse 2004:21). The trait approach is used for individual awareness and development since it allows leaders to analyze their strengths and weakness and to gain a clearer perception of how they should try to adjust to enhance their leadership (Northouse 2004). Some of the main traits are intelligence, self-confidence, determination, integrity and sociability (Northouse 2004). Besides, most successful leaders appear to have good health, come from the upper socio-economic levels in society, etc. (Handy 1979).

As presented above, the literature provides relatively weak evidence on the development approach, organizations and leadership toward the AWGs. This study attempts to explore the background and development of the NAWGs in Thailand. In

addition, it will find the products, activities used to develop NAWGs, search for the NAWGs' organizational structure and obtaining technical assistance and other supports from government officers. The study reveals advantage and disadvantage factors of NAWGs, the factors associated with successes of NAWGs for over 30 years. Moreover, the desirable leadership style of leaders, committees, members, and government officers working with AWGs, and NAWGs' plans, problems and resolutions are presented. The study also explains outcomes within DOAE expectations and the connection of the development approach, the organizational theory and the leadership perspective toward the NAWGs.

CHAPTER 3

METHODS

This study is the first study in Thailand that explores all NAWGs around the country. The study applies a combination of several techniques in the research and operationalizing the methods which are the most appropriate to each situation. As McNamara (1999) states, for those who have very limited resources, can use various methods to gain a good mix of breath and depth of information. Babbie (2002) also suggests balancing the advantages and disadvantages of the different methods in relation to their research needs and their resources.

The methods used for data collection in this study are divided into 5 types: 1) Observation; 2) Participatory action research (PAR); 3) Archival data; 4) Face to face in-depth interview; and 5) Telephone long interview. The researcher decided on the specific method based on several factors and chose the method that was the most appropriate to each situation. Each method has its place in social research. The details are in the following part.

3.1 Setting

Based on the DOAE's administration, there are 6 regions in Thailand and there is no research dealing with all NAWGs from the past to the present. This research, therefore, attempts to collect data on and compare each and all NAWGs. From 1982 to 2006, there were a total of 24 NAWGs throughout Thailand. Ideally, the numbers of NAWGs would be distributed evenly in all regions but seven NAWGs are in the northeastern region, five groups in the eastern region, four groups in the central or northern regions, three groups in the southern region, and one group is in the western

region. The ratio of having NAWGs per region in the eastern region was highest. The rest were central, northeastern, northern, southern, and western region respectively.

Beyond the 24 NAWGs around the country, there are two groups located in the same province but in different districts that attained the NAWG awards. Four groups were located in the northeastern region. Two groups were situated in the northern or the central area. Furthermore, for the two groups in the central area, one group received the NAWG award after another had obtained the award for one year.

3.2 Population of the Study

Today, there are approximately 19,000 AWGs around the country and about 730,000 women participate in these groups (DOAE 2005). The population of NAWGs consisted of 24 groups around the country (from 1982 to 2006). This study uses these groups because they were likely to be the most progressive and aware. Additionally, there were reasons relevant to symbolic recognition of excellence ensured by Department of Agriculture Extension (DOAE). To be a NAWG, these groups had been recognized as being the best groups of all AWGs.

3.3 Research Design

The followings are details of the research methods used for data collection in this study.

3.3.1 Observation

The researcher used an observation technique when the researcher visited the AWGs and applied a face to face interview like Babbie (2002:271) states that the face to face interview “can make important observations aside from responses to questions asked in the interview. In a household interview they may note the characteristics of the

respondents or the quality of their interaction with the respondents...” The researcher used the observation technique in some processes of this study by attending some conference and meeting of AWGs held by DOAE, accompanying the leader of the NAWG to a client’s place when that leader took the AWG’s products to the clients, visiting the OTOP’s Fairs in Bangkok and some fairs in some provinces when AWGs’ members selling their products, and accompanying with the DOAE’s staff to observe the NAWGs’s contest process at a real site.

3.3.2 Participatory Action Research (PAR)

Basically, Participatory Action Research (PAR) is used to empower the local community, or its representatives, to manipulate the higher level power structures. PAR can empower a community (Taggart 1989, IISDnet. 2005). Babbie (2002) informs that researchers typically use this method to empower a disadvantaged group. Women are considered as disadvantage people. Then many projects in the Third World Countries apply this technique to women. In Thailand, the Department of Agricultural Extension (DOAE) uses this method in several projects (Huizer 1997). IISDnet (2005: 1/2) informs:

Participatory Action Research is fine if you understand the local power structure and the issues. It is best reserved for situations where the external agent is aware of the potential for damage, both to themselves and, more importantly, to the disempowered in the community. It also works best where the external agency has a clear status and relationship with the community and can command resources for a long-term commitment.

Salkind (2003: 210) informs that participant observation is difficult and time-consuming “because it requires the researcher to be an active participant in the social network being studied while maintaining sufficient objectivity and detachment to be able to accurately evaluate the material being gathered. However it can yield some terrific

and very useful information.” This study applied the PAR approach when the researcher attended a conference and meeting of AWGs held by DOAE.

3.3.3 Archival Records

This method provides descriptive data on the composition of an organization to the researcher (Salkind 2003). Archive records are the documents created, received, and accumulated by a person or organization in the course of the conduct of affairs, and preserved because of their continuing value (Oberlin College Archive 2003). Generally, archival records are created in the process of government doing its regular business. A photograph, audio tape, videotape, and a computer disk are all archival records. Archival records are worthy of continuing preservation because of their on-going administrative, legal, fiscal and historical value (Bartowski 1995). The records provide critical information to local government officials to assist them in decision-making and continuing ongoing operations. Not only archival records are useful, practical assets to local governments, but they also serve as an important resource to document the “community memory” for local citizens, teachers and students, community groups, and historical researchers (Bartowski 1995).

The legislature archives of DOAE were examined to present how the government reacted to the changes in the management of AWGs. The archives were limited because this study focuses on all NAWGs. The archives of formal documents related to the award contest and related issue were obtained through a web search and library of the DOAE, and AWGs. This study explored photographs, CDs, and documents. Qualitative content analysis was used to examine the archive records regarding a set of certain procedures.

3.3.4 Face to Face In-Depth Interview

A face to face in-depth interview with leaders, committee members, members and government officers was conducted to obtain a comprehensive understanding of NAWGs and complicated contingency questions were applied to the 22 NAWGs. Data collection was conducted between January and April 2006, October 2006, and December 2006 and January 2007. This study did not use a sampling method but rather collected data from the entire population of the NAWGs (24 groups) around the country. However, one group no longer exists and another group is located in a daily killing zone in the southern part of the country and these two groups used telephone long interviews to collect the data.

The respondents were leaders, committee members, members, and consultants, mainly DOAE's government officers working with each group, and people working for the group. In addition, government officers working at the DOAE headquarters in Bangkok, regional offices, provincial offices, and sub-district offices assisted in identifying and contacting informants. The present leader and the leader of the group when the group had been awarded NAWG status were the target population as well as committee members, members, and the government officers working with the group.

This method allows the researcher to gain in-depth information and get high response rates because the researcher can ask every question and not skip questions. Different semi-structured interviews were used for those four groups to satisfy the specific purposes of the interviews. In addition, all the interviews were conducted by the researcher in Thai language. The average hour-long interviews were an hour to four hours. This method consumes time for interviewing, for traveling to and from the place

of the interview (McIntyre 2005) because most NAWGs are located in scattered locations around the country.

3.3.5 Telephone Long Interview

A telephone long interview is a popular interviewing method in the U.S. nowadays (Mcintyre 2005) but in the researcher's opinion it is not popular in the third world countries because of the lack of telephone in many rural areas. Babbie (2002:271) suggests that the telephone interview saves time and is cheaper than the face-to-face interview. In addition, it is more appropriate when it is used in high-crime areas because interviewers cannot be seen by the respondents. This study applied this method to the NAWG that is located in the southern area of Thailand that has faced daily killings and one NAWG that no longer exists. In addition, the study used this method to follow up some questions when some informants could not stay for the whole interview or for unclear answers.

3.4 Census

I conducted a survey using a face to face interview for 22 of the 24 groups and telephone long interviews for the other 2 groups. In addition, an observation, participatory action research, and archival records were collected. I traveled to 22 NAWGs around the country excluding the one located in the Southern Region, Pattani province because this province is one of Thailand's three Muslim-majority southern border provinces (Pattani, Yala and Narathiwat) that have been the location of a violent separatist rebellion, with political, business and criminal arguments resulting in almost daily killings. However, I applied the telephone long interview for the leader and government officer working with this group and used secondary data and pictures.

In addition, I did not travel to one group located in Lopburi province as the group no longer exists. I attempted to interview the previous president of this group but she did not want to talk about the group at all. Furthermore, although I traveled to the group that just received the national award in 2006 and did observation and participatory action research, I did not include the data from this group in my study because the respondents just have had an experience in obtaining the national award in April 2006.

3.5 Data Collection

I interviewed the president, the committee of each NAWG, and either the vice president, secretary, treasurer, public relations staff, other committee members, member, people working for the group or consultant of each NAWG, and the DOAE staff, the agricultural home-economist or agricultural specialist, working with each NAWG, a total of 176 respondents. In addition, I went to observe some AWGs and NAWGs presented their displays in a trade fair, a mall and an exhibition center as well. I used the various methods mentioned previously to collect data.

3.5.1 The Questionnaire

One of three differently focused questionnaires were asked of the leader of the group, the committee or the member, and the DOAE government officer working with the group. The final questionnaire was composed of both open-ended and closed-ended questions, and consisted of 5 parts as follows: 1) demographic and life style questions; 2) NAWG's history, activities and conditions questions; 3) NAWG's plan, problems and resolutions, and; 4) 20 items regarding attitudes toward two core dimensions of leadership behavior: task and relationship based on respondent's experiences (Northhouse 2004); and 5) questions on the desirable leadership style, committee,

member and government officer working with the group's style to examine the appropriate characters of those people.

The English version of the questionnaire is in the Appendix A, and B for the Thai version.

3.5.2 Instrument Development

The three types of questionnaires with five major parts of questions mentioned above were combined and reviewed by the dissertation committee. After lengthy discussions with the Ministry and a review of all questionnaires administered to the population, questionnaires were prepared for the president, committee, member, and DOAE officer working with each NAWG. These data were gathered in face to face and telephone interview and focused on life history, NAWGs' activities, their future plans, obstacles, resolutions, suggestions and so on.

3.5.3 Pre-testing of the Instruments

The long interview questionnaire was pretested on one regional AWG in each of six regions (Central, Northern, Northeastern, Eastern, Western and Southern part of Thailand) by using a face-to-face interview and a telephone-interview. The sites were the *Kratumrai* AWG in Bangkok (Central part), the *Ban Sanmana* AWG in Lampoon province (Northern part), the *Kuansuban* AWG in Surathanee province (Southern part), the *Sangkom* AWG in Nongkai province (Northeastern part), the *Huaypra* AWG in Nakorn Pathom province (Western part), and the *Yannasungwararam* in Chonburi province (Eastern part). Each AWG had been a regional advanced AWG in the years of 2003, 2003, 2002, 1998, 1999 and 2000 respectively. Noticeably, two regional advanced AWGs in the year of 2003 were selected because the researcher would like to check the

differences between one group that was located in the urban area and another group in the rural area. The pre-testing of the instruments was conducted in December 2005.

From these selected regional advanced AWGs, basically the presidents, vice presidents, secretaries, treasurers, and public relations staff of the groups were selected for interview. However, members or committee of the groups were selected if those first choice respondents were not available. In addition, the previous leader of each group (if the group had more than leader), and the agricultural home-economists or agricultural specialists working with each selected regional AWG in the six regions were selected for a total of 30 respondents.

After some modifications with the experts in the AWGs' field, the field survey was conducted. The pretest was accomplished in order to check the clarity and time commitment to ensure that the questionnaire would have a high validity and reliability.

3.5.4 Pre-testing of Result

The study found that there were a variety of activities which ranged from food processing products and plant production to home decoration products. Their activities were: making different types of chili paste (the *Sanmana* AWG, Lampoon), making fish sauce (the *Yannasaungwararam* AWG, Chonburi), planting chemical free vegetables (the *Huaypra* AWG, Nakorn Pathom), producing different kinds of banana chip (*the Sangkom* AWG, Nongkai), creating a magnetic butterfly attached to refrigerator and butterfly brooch from rubber leaves (the *Kuansuban* AWG, Surathani), and formulating herbal facial cream, herbal shampoo, conditioner and etc. (the *Kratumrai* AWG, Bangkok). Some products from the *Huaypra* AWG from Nakorn Pathom province and the *Kuansuban* AWG from Surathani province were exported as well.

The average age of leaders was 47 (maximum 63 years, minimum 35 years). Five of six AWGs are still active even the AWG that received the award from the Department of Agriculture in 1998. One AWG has just been inactive because of the illness of its leader. Regarding the leader style's questionnaire based on Northouse (2004), all leaders had high score in their jobs and their behavior.

3.5.5 Human Subjects Protection

The protocol for this research had University of Hawaii Committee on Human Studies approval before being administered. Before starting to collect data, I introduced the purpose of my research to the target people and asked them for permission to interview. All data collected were kept secure at all times and all possible identification of the respondents was protected so that the respondents remain anonymous. The Protection of Human Subjects Assurance is in the Appendix D.

3.5.6 Validity and Reliability's Instruments

In this study, alpha reliability (internal reliability) was used for the analysis. It was used to test each scale's compatibility across items. For example, the alpha reliability of the 20 items regarding attitudes toward two core dimensions of leadership behavior: task and relationship was 0.9794 for the first president of NAWGs and 0.9354 for the present president of NAWGs which were high score.

To access content validity of the questionnaire, I attempted to consult with many experts in the AWG's field.

3.6 Research questions

To address my research questions, a face to face and a telephone long interview were applied. This study analyzed data from 22 National Agriculture Women's Groups (NAWGs) with 176 respondents in total.

For the research question, *What are the factors associated with the successes of the AWGs over the past 30 years and how have those factors assisted the AWGs in accommodating to the changes that have occurred in rural Thailand during that time?*, frequency distributions, percentage, means, standard deviations, and Chi-square were computed using the statistical package SPSS 11.0 (SPSS 2002).

3.7 Data Analysis

All my questionnaires were translated from Thai language to English. Data from the questionnaires were pre-coded. A wide variety of data were summarized and categorized in different ways for ease of presentation and comprehension. Some data such as age of respondents, education etc. were categorized into appropriate groupings.

I applied both qualitative and quantitative research in this project. Basically, descriptive statistics, frequency distributions, percentage, means, standard deviations, and Chi-square were computed using the statistical package SPSS 11.0 (SPSS 2002).

CHAPTER 4

RESULTS

This chapter examines the demographic characteristics and lifestyles of the respondents and the development of NAWGs, the products and activities to develop NAWGs, NAWG's organizational structure and recruitment of technical assistance and other supports from government offices and officers. In addition, the advantages and disadvantages of the NAWGs, the factors associated with the successes of the AWGs over the past 30 years, the desirable leadership style of leaders, committee, members, and government officers working with the AWGs including their attitudes toward two core dimensions of leadership behavior: tasks and relationships based on respondent's experiences, NAWG's plans, problems and resolutions, and outcomes within DOAE expectations and the connection of the development approach, the organizational theory and the leadership perspective toward the NAWGs are determined.

4.1 Background of the Respondents and Development of NAWGs

This section describes respondents' background, attitude and support from men and families of the respondents. As seen in Table 1, 176 respondents, including 23 presidents, 74 committees, 55 members and 24 government officers of the Department of Agriculture Extension from 23 NAWGs were interviewed for this study. The gender distribution of all respondents was 95.5 percent female and 4.5 percent male. Women participated more than men because one of the regulations of the AWG is that members of the group are required to be women. From this study, male respondents were mostly DOAE's officers and consultants respectively. In addition, all consultants, excluding DOAE's government officers, of all AWGs were mostly men. Many respondents

mentioned that it is better to have these people as the group's consultants because they can support the group with different types of assistance. The respondents noted that many of their consultants work for the Tambon (or Sub district) Administrative Organization (TAO) or *Or-Bor-Tor* which can help support some funding for the group. Many respondents commented that their consultants worked hard for their groups.

In this study, around half of respondents (52.9%) were older adults. Their ages were between 50-54 years old (20.5 %), between 55-59 years old (12.5 %), between 60-64 years old (10.2 %), between 65-69 years old (6.3 %) and 70 years and older (3.4 %). Other respondents were between 45-49 years old (18.8 %). The youngest respondent was 14 years old and the oldest was 76 years old, and the average age was 50.4 years old. Normally, DOAE (1996) points out that members of the AWG are women whose work is relevant to agriculture or could be daughters or nieces of farmers or farmers' wives working in the group's villages or sub districts. In addition, if they are single, they have to be 20 years old or older. In this study, the youngest respondent was not a member of the group but she worked as temporary labor during her school break or on weekends. This girl claimed that her grandmother was a member of the AWG. Therefore, if the study had excluded the 14 year old case, the average age of the respondents would have been higher than 50.4 years of age because the youngest respondent would have been 27 years old instead of 14 years old.

Nearly all of the respondents (94.3%) including the ones who were widowed and divorced were married. The percentage of members who were widowed and divorced was 8.5 percent. Approximately 39 percent and 24 percent of the respondents had 2 children and 3 children respectively. Ordinarily, most married women in this study

participated in the work force and parents, husbands or cousins of the respondents helped take care of their children. These women worked and looked after their children with little interruption for child rearing, a pattern that Lin (1993) referred to as a 'plateau pattern.' Lin (1993) also explained that, the Philippines, Thailand, Malaysia and Indonesia, are 'high plateau' pattern countries in which women contribute to the less age-selective nature of female employment in agriculture or in domestic service, petty trade or handicrafts where the combination of childcare and work are possible (Horton 1996).

Most respondents had finished primary school (73.2%) which equals to grade 4 in the U.S. system. Interestingly, the leaders of the AWGs were more likely to have higher education than the *members* of the group and were respected by their *members*. Some leaders received an honorable degree from a university in their region which is normally presented to people who perform exceptional service, for their communities or societies. The respondents also inspired their children, both boys and girls, to attain a higher education. Many respondents mentioned that their children have to attend the school in the cities and stay apart from the family during week and come back home on the weekend or during the school break. Further, many of the leaders received the Eminent Mother Award, the Good Citizen for Community Award and other awards and many of their husbands got the Eminent Father Award, the Good Citizen for Community Award etc. Their children also got the Award for Studying. Beyond the leader's family, many committees and members' families also got those awards.

The main religion of the respondents in this study was Buddhism (94.9%) and the rest was Islam. Respondents in one group mentioned that all of its members are Muslim. However, they said that they get along well with the government officers who were

Buddhists and religions are not an obstacle for them. In addition, respondents in the other two groups stated that their respondents are both Buddhist and Muslim and they have a very good relationship.

Regarding agricultural holding areas, 30.7 percent of the respondents informed that they have agricultural holding areas around 10-39 rais (4-15.6 acres). Around 20 percent of them have agricultural holding areas of less than 9 rais (3.6 acres), and 9.7 percent of them have more than 40 rais (16 acres). Approximately 18 percent of the respondents do not have any agricultural holding areas and most of these respondents are government officers. In this study, the respondents are likely to have agricultural holding areas passed down from their families. Several old respondents mentioned that they did not cultivate anymore because of their age. They, therefore, gave their lands to their children or grandchildren or allowed them to work in the fields and the descendants would give back some of the agricultural products.

Most respondents (52.3%) informed that their main occupation is farmer and 16.5 percent of the respondents work as government officers. Around 14 percent of the respondents depend on AWG activities. Among the respondents working as farmers, 23.9 percent of them work on integrated agricultural farms especially cultivating rice and raising animals such as cattle and dairy cows (11.9%), and growing rice and plants such as cash crop and orchard (6.8%), etc. In addition, 14.8 percent of the respondents only cultivate rice and 7.4 percent just plant horticultural plants such as vegetables, orchard, Para rubber tree and flowers.

In proportion to the respondents' minor profession, 46.6 percent of the respondents mentioned that their minor professions are working on AWG activities. In

addition, 29 percent of the respondents informed that they do not have a minor occupation and most of these respondents are government officers.

In relation to the income gained from their main occupation, most respondents (21.6%) have monthly incomes of 3,000 to 6,000 baht*. The minimum income is 250 baht. The maximum income is 140,000 baht and the average income from the main occupation is 9,091.3 baht.

In terms of income gained from the minor occupation, most respondents (21.6%) have monthly income from 1,000 to 3,000 baht. The minimum income is 500 baht and the maximum income is 7,500 baht. In addition, the average income from the minor occupation is 3,135.7 baht.

In line with the approximate income that members of the AWG gained from the AWG activities monthly, one third of respondents (33.0%) mentioned that the members monthly income varied from 1,000 to 3,000 baht. The minimum income is 833.3 baht. The maximum income is 5,000 baht and the approximate income from the AWG activities that the members of AWG gained is 2,653 baht. From this study, each AWG has different criteria to earn income and the amount of income varies. Basically, their members' earnings depend on the time spent in the activities, different type of activities and complexity of activities. The respondents reported that they were pleased to obtain this benefit because in the past they just worked as full time housewives and did not receive any payment. They stated that many families in the respondents' communities depend on the AWGs activities as their main occupation now. Many respondents informed that their households receive more income from doing AWGs activities than being farmers. They feel like having more power because they have a stable income.

* \$1.00 US.= 38.00 baht in 2006

In 2002 and 2004 NSO (2006) reported that an average monthly income per capita in Thailand was 3,913 and 4,337 baht respectively. Comparing these data to the approximate income that members of the AWG gained from the AWG activities monthly, it is a better deal for people in their areas to gain more income from the AWG's activities. Besides, Mathana Phananiramai reported that "when women were employed in the agricultural sector, the majority were classified as unpaid family workers" Horton (1996: 282).

From this study, many respondents informed that when women work for AWG, they have more power to bargain with their husbands because they are the ones who bring home the income. In addition, many of the respondents mentioned that they really like to work for AWG because they have more time to spend with their families and to devote to their communities. In addition, they do not have to travel far from families or migrate to find job at other places. One respondent informed that she had just moved back from the U.S. and planned to work for the AWG until she could not work anymore. All respondents in one NAWG mentioned that in the past the majority of men in their areas went to work in Brunei but later on the income generating activities of the AWG helped them to move back to work in their areas. The respondents feel very happy to live with their families.

Although Falkus (2000:177) reported that "Thailand became a heavily populated country where migrants increasingly left their rural villages to look for urban jobs rather than to seek new land," most respondents from the study would like to have a simple life with their families and do not want to immigrate to find for city jobs. From this study, only 8 percent of the respondents moved from their hometown to find jobs at other

places, however most of them were government officers. Around 10 percent of the respondents moved because of marriage and 73.9 percent of the respondents did not move from their birthplaces. One respondent mentioned that she realizes that working for an industrial company or a factory in the city may gain more income than working for the AWG but she does not want to face problems with traffic and accidents. Many respondents also mentioned that after the Tomyum Koong Crisis in 1997-1998, many villagers, especially women who worked in the big cities, lost their jobs and had to come back to the village. They feel comfortable to return to their mother land. The Bangkok Post (1996:27) reported that

Until recently, factory workers have remained 'daughters of the farm' at heart, not seeing themselves as an integral part of industrial world. Despite the difficulty and poor working conditions of factory jobs, they could choose to end the injustice and suffering any time by quitting their jobs and returning to the farm (Falkus 2000:190).

Basically, the Thai family of the past was an extended family, many households lived together. At present, this pattern has changed into a nuclear family. Most respondents mentioned that they have one household (79.5%). The rest have two households (13.1%), and three households (2.3%) respectively.

Respondents said that most of their husbands were farmers (46.0%) and government officers (18.2%). Among their farmer husbands, 25.0 percent work on paddy fields and 21.0 percent work on integrated agricultural farms especially cultivating rice and plants (9.7%). Besides, respondents mentioned that their husbands help do all types of agricultural activities (59.1%).

Interestingly, respondents mentioned that all members in their family always help to do the household chores (59.4%) and some members in their families help do

household task sometimes (13.5%). Interestingly, only 1.1 percent of the respondents informed that their husbands do not do any household chores. However, in a few cases, husbands did not help to do household chores but they worked at other jobs such as landscaping, raising pets, fixing some instruments such as electric light bulb, water pipes and bathroom apparatus (4.8%). Furthermore, in several AWGs in the northeastern region, especially the ones having Lao-Thai ancestors, respondents mentioned that their husbands do not help with any household chores because of the dominant customs in their areas (16.2%). Anyway, a couple of respondents in those areas mentioned that their husbands help them do household work although the customs in their areas do not favor this activity. Those couples do not feel stigmatized but feel proud of their husbands. Still, some of their neighbors are jealous but those people do not want to force their husbands to help with household errands. One male respondent working as a village leader in the central region mentioned that men in his village are likely to help women do household chores more than in the past (20 or 30 years ago). Noticeably, although husbands of most respondents help the respondents do household tasks, it seems that the husbands could choose or avoid some types of chores. Five respondents mentioned that their husbands do not want to do laundry and one respondent told that her husband does not want to clean up the house. Moreover, most respondents mentioned that when their children were small, all members in their households especially their parents helped to take care of the babies as well. Even their older children could help look after their younger ones.

Around 98 percent of the respondents told that their families always support them to be involved in the AWG's activities. Only 0.6 percent mentioned that her parents did

not support her at the beginning because she had to work far from her family but later they approve for that. In addition, 0.6 percent mentioned that their family backed them up at the beginning but later did not want them to work for the group because the respondent has no time for their family. Both of the cases mentioned are government officers. Noticeably, respondents who are government officers usually move from their hometown to the place that the AWG is located but *members* of AWG mostly are laypeople in their communities. All respondents recognized that the AWG's activities are pretty good for the people in their communities.

It seems that families of the respondents, especially their husbands, understand them. The husbands encourage the respondents to attend the AWG and do activities with the group. In addition, the husbands help support the respondents with AWG activities and household tasks when they have time and opportunity. Most of them pool their income and allow their wives to control the house's budget. In one group, respondents mentioned that women play an important role in the temple as well. In some groups, old women play a key role in producing a holy container made of banana leaves and stem to bless the holy spirits. The women in the study were of relatively high economic status and were also socially and physically advantaged in their communities in their areas, a finding similar to several other researchers' findings. John de Yang (1955:24) mentioned in *Village Life in Modern Thailand*, "The social position of Thai women is powerful" (Potter 1979:5). Phankasem (1998) reported that Richter and Yoddumnem-Atting (1992) mentioned that Thai women in rural areas have high economic and social status. Smutkupt et al., (1993, 1994) and Keyes (1991) found that women working as traders, textile weavers and natural source managers and participants in ritual ceremonies in

particular in rural northeast area, have somewhat egalitarian relations vis a vis men. Phankasem (1998: 22) stated, "These cultural and economic practices are performed by women employing specialized knowledge that is central to their lives and productivity." Kaosa-ard et al (1995) informed that in Northern Thai areas if parents allow use of their land by their daughters then women do not out-migrate when they marry but instead, husbands move into their brides' household. Women remain well-protected economically and physically when they live among their clan. In addition, women uphold responsibility for the culturally noteworthy preparation of family worship.

Noticeably from the field notes (1995-2000), many agricultural home economists informed that the AWGs had no activities and families of women in those AWGs especially their husbands did not help and support the women much which are different from the good AWGs. In addition, in other fields such as business, Chaichareonwattana and Tammasajjakarn (1995) report in "*Factors Associated with the Success of Women in Business: Case Study from Southern Thailand*" that more than half of 20 business women who were married in the southern Thailand had a support from family especially their husbands. It is generally acknowledged that Thai agricultural women's work is essential for their families' survival. Thai agricultural women play major roles both in farms and families. However, the overall background of the respondents, especially *members* of the AWGs in the study, gives them some advantages. People in the respondents' household, particularly their husbands, support them both mentally and physically. The husbands encourage respondents who are *members* of AWGs to join the AWG and be involved in AWGs' activities. In addition, most of husbands help with household chores and take care of the children. It would be harder for these women who have to work in the fields,

to do their daily household chores, and have child-care duties without any support from anyone in the household. As Harley, Wilson and Logan (2002: 5) mentioned, "Farming was a collective enterprise, as a farm family could not survive without the labor of all of its members." Therefore, women and other members in their households could not avoid helping their farm family work on the farm. Necessarily, women themselves should try to find ways to encourage their husbands and everyone in their household to assist with household tasks and child-care duties.

4.2 Findings Related to the Focus of Products and Activities to Develop NAWGs

The DOAE in Thailand is administratively divided into six regions: northeastern; northern; western; eastern; southern; and, central region. The Bangkok Metropolitan Administration is in the central area. Each region is varied in population, wealth, resources and the numbers of provinces. This study is the first study in Thailand that has gathered information from all the NAWGs. This study found that from 1982 to 2006, there were a total of 24 NAWGs around the country. There are seven NAWGs in the northeastern region, five groups in the eastern region, and four groups in the central or northern regions, three groups in the southern region, and there is one group in the western region. The first group to receive the NAWG award in 1982 was Tha Care Samakkee AWG in Tha Muang district, Kanchana Buri province in the western area (See more details in Table 2.

Basically, the Thai northeastern region has the most population and numbers of provinces. It comprises a large plain that has poor soils and regular droughts. People in this area are mainly Lao-Thai and have cultures and language similar to the neighboring Lao People's Democratic Republic (PDR). There are 19 provinces in this region. The

northern part of Thailand is a mountainous forest region bordering Myanmar and Lao PDR. The climate in the northern Thailand is suitable for growing temperate crops. It is also popular as a tourist center especially Chiang Mai where most of Thailand's ethnic minorities live. There are 17 provinces in this region. The western region is small and comprised of the least numbers of provinces (8). It is a mountainous region bordering Myanmar. The eastern region is famous for industry and growing economic crops such as para rubber and some orchard plants especially durian, rambutan and mangosteen. There are 9 provinces in this region. The central region of Thailand has the alluvial plain of the Chao Phraya River. The central plain is the main agricultural wealth area and has several population centers bordering the Gulf of Thailand. It has a good irrigation and is suited for paddy fields. The southern is a mountainous area and is located in between the Gulf of Thailand on the east and the Andaman Sea (Indian Ocean) and Myanmar on the west. It is the home for Thailand's Muslim minority especially in the southernmost three provinces bordering Malaysia. One of its major industries is para rubber production. There are 14 provinces in this region. In overall analysis, the ratio of having NAWGs per region in the eastern region was highest (0.56). The rest were 0.44 for central, 0.37 for northeastern, 0.24 for northern, 0.22 for southern, and 0.13 for western region.

Beyond the 24 NAWGs around the country, the study found that there are two groups located in the same province but in different districts that gained the NAWG awards. Four groups were located in the northeastern region, two groups were situated in the northern or the central area. Furthermore, for the two groups in the central area, one group received the NAWG award after another obtained the award for one year. Some

respondents in the group receiving the first award mentioned that her group helped escort the one located in a different district but the same province as well.

From the data, the time since the group's establishment varies from 13 to 32 years. The average period since the group's establishment is 22.5 years. Most groups (10 groups) have been set up for around 21-25 years. Five groups have been set up for more than 26 years. Four groups and three groups have been set up for around 13-15 years and 16-20 years respectively.

Contrary to expectations, the first group that gained the NAWG award in 1982 is still active even though it has been 28 years since it was awarded. Although respondents of this group do not produce any fancy food processing products or other non-farm activities now, they produce some daily home care products. For example, detergent and fabric softener in a simple plastic bag were sold to their group's members whom they have to meet at least once a month. The respondents from this group stated that they did not care about the appearance of these products because these goods are just made for members or interested local customers. In addition, they have no time to work on non-farm activities because they spend their whole time raising dairy cattle and cultivating baby corn which provides them better profits. In addition, the task related to milking cows needs to be done in early morning. They accepted that they needed to do several types of non-farm activities in the past, but these contemporary activities are more suitable for them now.

The study found that one group, with an average age of 32 years, does not produce any fancy activities either. This group's location has a pretty big river penetrating the two ends of the village. Respondents of the group mentioned that in the

past the two villages were combined as one village. In summer, people could walk from one bank to another mound on the river's sand dune but normally they have to use a boat to cross the river. Respondents shared their memories and said that they felt very happy working together back then, although it was difficult to contact each other sometimes. However, to them the river is not an obstacle at all. The respondents stated that after the village had been divided into two villages, the AWG did not work well. They thought that the change of the village boundary and administration caused the group to have less numbers of women and desperate feelings to continue working. In addition, several respondents mentioned that they are old now. Therefore, they do not want to work as hard as in the past and would rather to encourage younger women to do this task.

From the field trip reports, respondents in most groups attempted to do their best. However, about three of the groups did not work so well. Some respondents mentioned that there were some problems about cheating and etc. In spite of this, respondents in those groups would like to have their stronger group back again and would like the DOAE staff to comfort and support them as well. One group located in Lop Buri province no longer exists. The leader of this group mentioned that members in her group do not want to do AWG's activities any more. She explained that there was some problem between government officers and the group and she did not want to talk about this matter anymore. Anyway, she reported that those staff members were not DOAE officers but someone else. The problems that the AWGs coped with are explained more in the next part.

From the field trip, the activities of each group were varied (from grocery store, food processing products such as pickled garlic, Thai dish canned-food, durian paste,

mangosteen candies, powder pepper, rolled dried banana, bale fruit and herbal instant tea, veggie and fruit chips, and fish sauce, to wreath and funeral flower making, bamboo weaving, mat-weaving, silk cloth weaving, cotton cloth weaving, batik painting, embroidery, herbal shampoo and body lotion products and etc. (See more details in Table 3). In addition, some groups prefer to concentrate on agricultural production such as cattle and dairy cow raising, baby corn, flowers and ornamental plant cultivation. The groups sold their products thru both local and city markets. Sometimes, they had a chance to exhibit their activities and sell the products in some exhibitions such as the Agricultural Fair, One Tambon (or sub district) One Product (OTOP) Exhibitions and etc. managed by different government offices in their province and other provinces. Basically, middle men travel to most groups to buy their products. Some products of the NAWGs including to the groups from the pre-test survey have been exported to abroad by middle men. For example, respondents of one group producing food processing products mentioned that middle men export their products to Africa and United States. Respondents of one group producing handicraft products mentioned that middle men export their products to European countries.

For the most part, the AWGs attempt to use readily available raw materials in their areas to produce their goods. For example, a group in the northern area, which is famous for garlic cultivation, produces pickled garlic. A group in the southern area, which is located near the ocean, produces fish sauce. Many groups that have traditional knowledge and use their intricate skills of weaving lace, plain or patterned silk, and cotton including brocade, and embroidery as their products. In several groups, their people are able to weave a variety of beautiful objects such as hand bags, trays, dishes,

and mats for glasses, baskets with different materials such as bamboo and reeds, and always develop different products from different kinds of plants. Moreover, the groups are flexible in finding proper activities over time. The groups have changed in the activities and products from time to time depending on demand and supply in the markets and profits. In many groups, the respondents mentioned that they do not want to totally change the product but would rather make their old products better. For example, the group producing herbal shampoo and conditioner attempts to produce a new product such as body lotion or a new formula. The group producing instant bale fruit tea plans to produce a candy made of bale fruit. The groups producing deep fried tiny fish and fried banana make different flavor products by adding herbal plants such as lemon grass, kaffir leaves and etc. to make exotic tastes for the consumers.

In addition to adjusting the type of activities to meet the market, many groups also tried to find activities that are suited for *members's* capability and interest. Respondents in one group producing flowers and ornamental plants mentioned that in the past they had a crafting activity such as making artificial flowers by using a silk cocoon etc. However, to work on that project they had to deal with tiny elements which made their eyes sore and made their vision worse. They therefore had to abandon that type of activity.

Although women are motivated to be involved in the AWG's activities, in many groups men and children in their family help produce products. In addition, all groups that have cloth weaving activities, respondents mentioned that the women in the groups are invited to give lectures and practical training to students in the school. Furthermore many groups encourage elderly and children to work part time for the group especially after the students finished their classes or during the school break. In some activities,

they can either come to work in the AWG or take some raw materials to work at home such as peeling garlic's skin, ripping off some type of vegetable's leaves to make a canned dish, tying the end of scarf, tablecloth and so on. Respondents in one cloth weaving group mentioned that it is a tradition in their groups that two people sit nearby in the same seat and weave together. More importantly, men and boys help weave too.

Beyond the farm and non-farm activities, AWGs have had various activities for social communities such as giving funds to poor students, distributing free lunches for students in the schools in their areas, being involved in activities on some special day such as Thai New Year, Adult's Day, Children's Day, and all religious days, helping out their communities by developing roads, cleaning places, mowing playgrounds, having alms, fighting for drugs, cultivating forest and plants in a public garden on an abandoned land. In addition, many AWGs especially the AWG that *members* have skills in cloth weaving, the *members* extend their local wisdom inherited from their ancestors to the students in school. Twenty-six percent of the respondents said that their groups had those social activities mentioned earlier. Fifty-seven percent of the respondents stated that their groups had social activities besides teaching students how to make products in the school. Six percent of the respondents said that their groups have helped select poor students to obtain funding. In addition, 9.1 percent of the respondents told that their groups had helped do those activities in the past but do not do that now.

In many groups, *members* of the AWGs create impressive activities for their *members*. For example, respondents of one group producing food processing products mentioned that her group gives a life insurance policy to the *members*. In addition, the leader of this group informed that their *members* have been provided with a medical

check-up at the National Cancer Institute in Bangkok yearly. Some years the group provides transportation costs to go to the institute and some years the group helps pay for X-ray for the members, depending on the profits of the group for that year. The leader said that this activity was initiated as a remembrance to one of the excellent *members* who devoted herself to work for the group but unluckily passed away because of cancer.

Noticeably, AWGs' activities create work not only for agricultural women themselves but also for people in their household and communities, especially the elderly and students. Various non-agricultural products are selected by each of the AWG's *members* and distributed to the markets locally and globally. All *members* of AWGs are proud of this fact and attempt to improve their products to meet the needs of the market. In addition, they are happy to perform social activities for their communities. From the study, the products of AWGs also inspire the Thai government to promote the campaign "One Tambon One Product (OTOP)", from a local industry through the manufacturing of attractive specialty products based on the abundant native culture, tradition and nature, and the Community Enterprise making these movements very popular in the regime of the Prime Minister Thaksin Shinnawatra.

4.3 NAWG Organizational Structure and Recruitment of Technical Assistance and Other Support from Government Offices and Officers

From the findings, each NAWG has various numbers of leaders, committee and members. The number of leaders in each group varies from 1 to 4 leaders. Eight groups (36.4%) have 2 leaders. Seven groups (31.8%) and six groups (27.3%) have 1 leader and 3 leaders respectively. Only one group (9.1%) has 4 leaders. The average number of leaders is 1.9.

Regarding the committee members, twelve groups have 5 to 9 committee members. Nine groups have 12-15 committee members and one group has 25 committee members. The numbers of members are also varied. Obviously, when the groups were initially set up, most groups had fewer members than the year in which the groups received the award. Only three groups had the same numbers of members in the initial year and the awarded year. Compared with the time the groups received the award, twelve groups currently have more members. Six groups have fewer members and four groups have the same number of members at present compared to the time the groups received the award. In 2006, the numbers of members in groups varied from 15 to 541 members.

It is common for the leaders and committee members to be elected for the second, third, or several times with considerable ease and with greater popularity among the members. Many leaders mentioned that they no longer want to be the group leader anymore, but their group members always vote for them. Many retired leaders have continued to behind the scene as consultants and have been allowed to continue on working for the group by their successor. Obviously, 15.3 percent of the respondents informed that they used to work in another position. About 2.8 percent of the respondents notified that they used to work in two other positions. Approximately 59.1 percent of the respondents reported that they have never worked in other positions. The rest were government officers and missing data.

In addition, many leaders served as vice president of their group at an earlier time. Respondents reported that it is good for committee members to have experience working in different positions because they will be more knowledgeable about the group. They do

not think that the ones selected to the same position will consolidate their positions to get advantage at the higher political levels. However, it was noted that many leaders and committee members of the groups have linkages with the head of village, as well as the officials at the local organization level. Many husbands of the leaders worked as the heads of villages or in local organizations as well.

In Thailand there are many organizations, both government and NGOs, involved in activities and programs for women. From this study, 42.0 percent of the respondents stated that women in their community were members of the AWG, under supervision by DOAE and that 7.4 percent of the respondents mentioned that women in their community want to be members of the AWG only. Nine percent of the respondents informed that women in their community were members of other organizations before the AWG. In addition, 11.3 percent of the respondents did not give any comments because they were government officers.

Although there are many organizations involved in the AWGs, 80.1 percent of the respondents said that their AWG was set up by DOAE. 7.4 percent of the respondents said that the groups were set up by the Community Development Department (CDD), or DOAE and CDD. Three percent of the respondents said their groups were set up by DOAE and the Office of the Non-formal Education or *Kor-Sor-Nor* which is under Ministry of Education (MOE) and 6.8 percent the AWGs were formed by their people themselves with the help from DOAE officers.

Interestingly, 83.0 percent of the respondents said that the first organization that helped the group the most was DOAE. Few respondents mentioned the Community Development Department CDD (4.5%) and Ministry of Public Health (MPH) (3.4%)

respectively. In addition, the organization that was ranked first in helping the group was DOAE (84.1%). The second ranks were CDD (33%), MPH (15.3%), and *Tambon* (or Sub district) Administrative Office (TAO or *Or Bor Tor*) (9.7%). The third ranks were CDD (21%), *Or Bor Tor* (12.5%), Department of Industrial Promotion (DIP) which is under Ministry of Industry (11.4%), and MPH and The Cooperatives Promotion Department (CPD) which is under Ministry of Agricultural and Cooperatives equally (9.1%).

Government organizations that helped the AWG most from the past to the present was DOAE (65.9%). The rest were DOAE and the Community Development Department (CDD) (6.3%), and all organizations in their areas (9.7%). In addition, respondents will need more help from all organizations in the future (83.5%).

From the study, 30.7 percent of the respondents informed that they were members of two organizations including the AWG. Twenty-five percent of the respondents were members of three organizations including their AWG. Four percent of the respondents were members of four organizations including the AWG. Three percent of the respondents used to be members of other groups but they are not the members of these groups anymore. Interestingly, leaders and committee of the group are more prone to be members of many organizations than their members. Some leaders stated that they wear many hats because they do not want the government officers to feel bad about them. Also, they need all the government offices to help support the people in their communities. Many respondents both members and DOAE staff members told that DOAE officers also encourage women in AWGs to be members of other groups so that the women will have more collaborations.

From the study, DOAE officers play an important role in the AWGs. Despite DOAE officers being only observers in the AWGs' meetings, *members* listen to the words from the DOAE officers and recognize them individually. It seemed that respondents of the AWGs excluding the DOAE staffers feel highly appreciative of these officers. Close to 50 percent of the respondents stated that AWGs could be survived without DOAE's staff working with them. Twenty-seven percent of the respondents told that the group could be survived but might not be as good as having the DOAE staff as their consultants. Sixteen percent of the respondents said that the group could not survive without the officers. Obviously, most DOAE's respondents mentioned that AWGs could survive without their help. They informed their organization attempts to encourage women in AWGs to have self reliance and self help. Generally, when the AWG could depend on itself, DOAE will seek other groups to help. In addition, DOAE persuades the advanced group to help the poor group or have networking among AWGs.

Most respondents said that being members of an AWG is valuable. From the government officers' view, they realize that it is a channel to contact to people and extend knowledge and skills to them. On the other hand, members themselves recognize that the AWG can help them develop their roles and capabilities that generate income for their families and build up their personality. The AWG is a center of agricultural, household and community development. From this study, 98.9 percent of the respondents who are not government officers and consultants were members of the AWG. Only 2 women were not the members of the AWG. One of them plans to apply for a membership when she is older. This girl is the youngest respondent claiming that her grandmother is a member of one AWG and she always comes to work for the group during her school

break or on some weekends. Another woman said that she would like to apply for a membership but she could not because she is a Myanmar citizen. She came to Thailand legally some years ago and has worked in different jobs. Now she enjoys working as a temporary laborer for the group.

Some respondents in some groups said that their groups have set a high standard for women to meet to come into their groups. The groups are concerned more about quality than quantity. *Members* of their groups have to meet their criterion and to be approved by *members* at their meetings. Therefore, they set up some conditions for the applicants, such as that it is compulsory that *members* of their groups attend the monthly meetings. If the applicants can not make it, they have to send a proxy member of their household to attend in their place. Some groups' respondents mentioned that they did not want many *members* but they could not avoid this situation because the activities and income gained from the AWGs are attractive to women and these women have a right to apply to the group.

From the study, although each AWG varies in the numbers of committee and other *members*, their unique history, the ways they handle the group, policies, and practices. Each AWG has some integrated identities that are similar to the five facets of an organization's identities; the professed identity, the projected identity, the experienced identity, the manifested identity, and the attributed identity as mentioned by Soenen and Moingeon (2002).

AWGs have multiple identities. They profess an identity of doing what the group feels about itself, such as the group's authority, status and power, and future oriented plans. The AWG projects its identity by referring to the elements the group uses to

present itself to the *members* which consists of an exchange of ideas, activities and symbols. The AWG experiences that identity by referring to what *members* experience regarding the group which consists of the collective image held by *members*. The AWG's manifest identity refers to the series of elements that illustrate the group from the past to present. The AWG has an attributed identity and this refers to the features that others, its diverse followers and *members* attribute to the group.

From the data mentioned above, NAWGs that could maintain their authority, status, power, and future oriented plans always exchange perspectives among members. They develop income generating activities based on market trends and sustainable social activities and have continued those activities over long periods by passing their experiences onto successors. The structure of NAWGs and recruitment of technical assistance and support from DOAE and other government officers also affects the success of the NAWGs. Noticeably, those NAWGs that have a strong committee, good management, continued activities for a long period of time, have a revolving fund and savings program that have benefits allocated to the members are likely to survive in the future.

Additionally, leadership is a major part of the NAWGs and this quality renders, them their own identities which are described below.

4.4 Advantages and Disadvantages of the NAWGs

From the study, it seems that the DOAE's officers have a good relationship with the *members* of the groups. In addition, the respondents have a good relationship with other organizations as well. Ninety percent of the respondents mentioned that the collaboration among the government officers from the different government offices is

good. Only 5.1 percent of the respondents said that not many agencies came to their groups.

Eighty-three percent of the respondents stated that their AWG has some advantages over other AWGs in terms of good *members'* collaboration. In addition, 15.3 percent of the respondents said that their collaboration at present is less than in the past. One person or 0.6 percent of the respondents mentioned that her group has some disadvantages because the group is located in a drought-prone and remote area.

On the other hand when asked about any disadvantages their groups have, the respondents (85.8%) said that their group does not have any disadvantages. Only 13.1 percent of the respondents mentioned that their leaders had financial problems. One person mentioned that the drought-prone and remote area where her group is located causes some disadvantages. As a result, no government officers would like to work for her group.

Relative to participation among people in the AWGs, 93.2 percent of the respondents told that their groups have good participation among leaders, *committees*, *members* and government officers. Six percent of the respondents or 11 people mentioned that their groups had good participation among those people in the past. One of them or 0.6 percent of the respondents told that the respondent does not have a chance to see the government officers much during this time.

Sagar et al. (1992) mentioned that participation should be voluntary and based on the will to join and cannot be imposed on the people from the top. In addition, people's participation is better understood using four types of participation: in decision-making, in implementation, in sharing of benefits, and in evaluation. In this study, 93.2 percent of

the respondents noted that their groups have good participation across the four types of participation. Six percent of the respondents mentioned that they had good four participations in the past.

It is generally observed from the study that, the respondents have good participation in the meetings and discussions in their groups. They have their rights to oppose or agree on the matters raised by *members*. Generally, the DOAE officers are observers at the meetings. Although not everyone in the AWG feels satisfied with all issues, *members* can disapprove but final accept once is by majority vote on all decisions and actions. The personal interests can be shared with the group and discussed among all *members*.

The AWGs encourage everybody in the AWGs to participate in the implementation of their activities, whether for farm-activities, non-farm activities or social activities. Women in the groups participate in the selection of the types of activities, approval of the money for the activities through the procedures and the committee's administration and finally, completion of the work through their small groups, which are a subset of the AWGs. Regarding the participation in administration and coordination, basically the leader and the committee have responsibilities for these matters. Although members themselves play a very minimal role in these matters, in many groups members always help to coordinate these activities too. For example, since one group is located separately, all members in the group have to take turn to collect money from everyone for their money saving project. Respondents in this group mentioned that it is better for everyone to learn how hard it is to collect money from each person.

Each group has its own rules to manipulate profits and share benefits for everyone

in the group. For example, one group managing a grocery store managed benefits by dividing the profits to the *members* who work as the sellers at 25.0 percent, *committee* 15.0 percent, the group 5.0 percent, dividends for customers 35.0 percent, share holders 15.0 percent and for the group's welfare 5.0 percent. All groups always consider this part as a main topic for discussion and they always use their meetings as a communication channel. Additionally, the benefits could be material benefits such as cash, shares, interests, dividends, living condition benefits such as the environment of the AWGs, households and their community, and abstract benefits such as their self esteem, proudness, personality, and confidence.

Each group has different ways to evaluate its activities, people in its group, etc. Some groups evaluate their activities and people every week, every month, or every year. Generally, they mark the date on the calendar routinely. Respondents of one group mentioned that their group's meeting is held on the 7th monthly. Most of the AWGs have a big meeting annually and all *members* are encouraged to attend. They also have smaller meetings and discussions only involving specific subset groups and *committees* of the group normally attend. One respondent of the group producing shampoo and conditioner reported that her group has a process for everyone to evaluate the activities and how the group has done in the past year or where the group should be directed to during the future next year. From the study it was observed that the groups that evaluate their activities to align their future markets by considering the demand from customers, seasons, trends of the market, fashion, social movements etc. tend to be the most successful. For example, respondents from one cloth weaving group said that they could sell many blankets and scarves during the winter season. Therefore, they have to prepare those materials in

advance for the demand in that season and weave something with a thinner fabric for summer. Respondents from another cloth weaving group said that they follow the color trends in the market. For example, if people like more natural colors at one time, the group will dye and weave more natural colors. On the other hand, in 2006, it was His Majesty King Bhumibol Adulyadej's 60th Anniversary or the Diamond Jubilee of His Majesty's Accession to the Throne along with His Majesty's 80th Birthday Anniversary. Thais celebrate these auspicious occasions by dressing up in a golden yellow color which is the emblem of His Majesty's day of birth. Then the group has to be updated on news and the movements in society as well. In addition, the group has to notice what patterns the customers like so that they can put those designs in their products. Furthermore, many respondents said that their products have been assessed by the evaluating the committee which is a subset of the big group. If the products do not meet the standards of the group, the weavers would be warned to do better; the products would be rejected or bought for a low price. The significant point of evaluation is to bring the opinions of *members* about the activities, management and etc. together for discussion and focus with the intention that the group would work better.

Obviously, the group meetings conducted by the *committee's* AWGs elucidate various aspects of the activities of the members. These methods build a powerful communication channel for creating awareness and inspiration among the *members*. Young *et.al* (2001:143) informed that "effective discussion respects individuals and produces common goals" that makes an individual become more important, more productive and satisfied how to share his or her idea with others.

From the study, respondents who are DOAE officers mentioned that they had experience working with many AWGs, ranging from 6 to 250 AWGs or 23.2 groups each on average. They also had an opportunity to work with the groups across the 9 provinces or 3.4 provinces on average. In addition, they had experience in working with the AWGs ranging from 5 years to 30 years or 12.1 years on average and had experience working with their NAWGs from 4 months to 27 years or an average of 9.6 years. Among the respondents working as DOAE officers, 92.3 percent mentioned that there were real differences in working with the advanced group or the good group, and the poor group. From their perspective, it was easier to work with the advanced groups, especially the groups in this study, than the poor groups. They mentioned some reasons regarding difficulty and ease in working with the strong groups and the weaker ones. For example, the advanced groups have many advantages and better readiness in several ways such as good and strong leaders, committee, members and local leaders. The Group's participants have a strong will to do AWG activities and develop better activities and welfare to suit their groups. They are always devoted or arranged their time to work on the AWG activities. They understand more about the group's concept. They have greater awareness and accept more responsibilities than the poor groups. The DOAE staffers also informed that at the present time it was harder to work with the AWGs located in industrial areas, cities and markets than in the rural areas because the participants in those areas do not have much available time. However, the staffers understood the participants' situations. In addition, failed AWGs did not exist because they did not pay much attention to the performance of their activities. Members did not gain actual benefits from the activities or the benefits were not distributed to all members

but rather only to some of the “connected” families. From the staffers’ views, the groups that could encourage members to hold their shares and have a welfare project always continued because everybody in the group participates in some activities. In addition, the groups initiated by people in their areas themselves are easier to work with than the group set up by government officers because they have more personal incentives to accept knowledge and technology from the government.

Although the staffers have comprehended the characteristics of good groups and poor ones, many of them would like to help the strong groups as their first priority. One respondent mentioned that poor groups have many problems compared to advanced groups such as when a staffer suggests the groups have an exhibition and sell their products in some area, the poor groups always asked for free transportation and accommodations and etc. while the advanced groups attempted to exert a great effort to take care of themselves. One respondent mentioned that people easily get used to having free services from the government and quickly decide they do not want to improve themselves.

Among the DOAE’s officers in the study, 2 respondents or 7.7 percent mentioned that there are no differences in working with these two types of groups. Working with the advanced groups is as difficult as, and as easy as working with the poor groups. In addition, some of the DOAE officers mentioned that many good AWGs did not receive much recognition but are still strong groups. One respondent informed that whether the group is an advanced group or a poor group, gaining the award is more about the *committee* and its *members*.

During the past three decades, AWGs have come in many sizes, and have operated in all areas over the country. Rather than restricting attention to just for-profit AWGs, several of them are non-profit. They differ in many ways; management, activities, strategies, human resources, structure etc. Most respondents mentioned that their groups have been changed in better ways over time by because the groups could not stand still. They have to move and adjust themselves as long as the world moves around itself. The groups have to develop or reinvent themselves in an updated situation. Many respondents mentioned that although their main activities have not changed much, their capabilities have been changed a lot. Most respondents mentioned that the groups that have not been changed much are likely the poorer groups or inactive groups.

The respondents mentioned that after the AWGs received the NAWG Award, everything became better. More people in other places know more about their products. Their products also developed in various ways including nicer packaging, more varieties and etc. Their communities developed in almost all aspects. People have more opportunities for business, to gain more skills and build up their personalities and self-confidence. These reasons lead to the reinforcement of their communities. Many of them are so proud of these changes. They mentioned that they have learned how to use a serving spoon, to dress up, to be a master of ceremonies, to take a break when working long periods, to have a sanitary restroom and etc. Some of them mentioned that they were scared of policemen in the past but they did not feel that way anymore. They would also like to have more leadership in their groups and communities.

Evidently, from the data mentioned above, the NAWGs that have an advantage for example good relationships among their group members and with other organizations,

and participation among people in the NAWGs are successful groups. Those advantages are the important factors underlying the groups' survival in the future.

4.5 The Factors Associated with the Successes of the AWGs over the Past 30 Years

Many factors are associated with the successes of the AWGs according to 74.4 percent of the respondents. These factors included internal factors such as the leaders, the committees, the members of the groups, and the external factors such as the officers from different government offices, non-government organizations, monks, consultants, local leaders, etc. all of which are human resources. Respondents felt that leadership was the main reason for the successes of the AWGs and that the leaders, committees, and members, and so called "followers" including the officers of DOAE and other government offices, non government organizations and other agencies share in the leadership and success process. Among those respondents, 9.1 percent believe that the leaders, and the followers including the officers of DOAE and other agencies could not be successful without the others.

In identifying key factors, respondents mentioned that the most important factor associated with the successes of the AWGs, was the leader (25.6%), then the DOAE staff (19.3%), the member (9.7%), and the committee (8.5%). Since respondents were asked to rank the importance of the factors, the second most important factor, was the committee (21.0%), then the member (11.4%), the leader (9.7%) and lastly the money (8.0%). Finally, the third most important factors were, that the member is an important factor (17.0%), the leader and DOAE staff were equally important (9.7%), and the committee was ranked last (8.0%).

From the study, leader, “committee and member” or followers were all important factors associated with the successes of the AWGs over the past 30 years. This result is similar to Northouse’s (2004). He stated that both leaders and followers are a part of the leadership process and they need to be aware of relation to each other. “...In addition to having leaders who can lead, successful organizations need followers who can follow them” (Sims 2002: 220, Challeff 1995, Kelley 1988). Importantly, leaders and followers are related in several essential ways. They could not be successful without each other (Sims 2002).

While leaders, committee and members are the important factors affecting the success of the AWGs, the DOAE’s government officers, local leaders, consultants, and monks were also considered to be a part of the factors affecting the success of the AWGs. All of them have are correlated between and among themselves. They all are part of the leadership process.

Yukl (2002) informed that leaders can influence the effectiveness of a group or organization in many ways by influencing some of the following things:

the interpretation of external events by members, the choice of objectives and strategies to pursue, the motivation of members to achieve the objectives, the mutual trust and cooperation of members, the organization of work activities, the development of member skills and confidence, the learning and sharing of new knowledge by members and the enlistment of support and cooperation from outsiders (Yukl 2002:7)

Based on Ronald R. Sims’ idea, leaders actions should include some of the following styles. First, leaders should coach and develop people instead of only giving orders. Second, leaders have to bestow autonomy to people in the group so that they can become self-managed. Third, leaders ought to participate and persuade cooperation among people in the group. Fourth, leaders should promote quick decision making by

those people closest to the circumstance. Fifth, leaders ought to encourage innovation and venturesome chance to encounter the altering challenges facing organizations. Finally, leaders have to treat everyone in the group as assets, not expenses, and they desire to provide more time and resources in the training and development of their human resources (Sims 2002).

Chemers (2003) also mentioned that effective leadership is built on three important components. Leaders have to provoke followers to regard them by establishing creditability and legitimate status. Second, leaders have to motivate and last, leaders must mobilize and direct the efforts of the group to make most effective use of the combined resources of the group in task accomplishment.

Besides, Sims informs that effective followers should have some following qualities. First, the followers have to manage themselves well in terms of working independently and working without close supervision or monitoring. Second, they have to commit to a purpose outside themselves such as something like a reason, a product, a work team, a group, a vision. Third, they need to try to build their capabilities and bring together their endeavors for maximum impact. Last, they are audacious, honest and reliable (Sims 2002, Kelly 1988).

Clearly, leaders and followers have a potential to affect the groups and some of the qualities of them are motivating and worth focusing on. Beyond the human resource factors associated with the successes of the AWGs over the past 30 years, the respondents were asked to rank the importance of other factors. The respondents mentioned that the most important factors associated with the successes of the AWGs over the past 30 years are the fact that the AWGs have generated jobs, increased incomes, decreased migration,

enhanced a better quality of life, and brought a positive reputation to the group and community (22.7 %). In addition, the AWGs have provided the respondents with a better quality of life, and also created income for people in their community (17.6%).

Besides, the AWGs have generated a unity and participation's environment to their group and community (9.1%) and the villages nearby have imitated the success for running businesses and activities in their own style (1.1%). The policy of working as an AWG and doing the activities such as One Tambon One Product (OTOP) and etc. also helped develop the groups and the community (8.0%). The AWGs' activities and production also made the groups and their community to be more popular than in the past (5.7%).

The respondents mentioned that the second most important factor associated with the successes of the AWGs over the past 30 years was the income generated (21.6%), the fact that the AWGs have generated jobs, increased incomes, decreased migration, enhanced a better quality of life, and brought a positive reputation to the group and community (15.3%), decreased migration (10.1%), provided the respondents with a better quality of life, and created policy and project to people in their community equally (8.5%), enhanced a unity and participation environment (6.8%), soothed stress (4.5%) and etc.

The respondents said that the AWGs generated jobs and increased incomes to people in the village, and decreased migration from the village to town. When people had income generating activities from the AWG, people did not migrate to find jobs at other places. In addition, they had a better quality of life. The respondents told that the AWG's production also brought a positive reputation to the group and community. Many

respondents told that many clients would like to buy woven clothes and goods from their specific NAWGs. One group mentioned that to do activities of AWG helped them release some stress especially when their group faced problems like the Tsunami attack which caused a casualty of around 20 members from that incident.

Evidently, from the data mentioned above, the leaders and followers of the NAWGs are important factors governing the success of NAWGs. Some NAWGs had leaders and followers that worked very well together in the past but did not perform well later could make the NAWGs inactive. Surely, leaders and followers affect the success of the NAWGs and the NAWGs that have attempted to maintain the effective leaders and followers are likely to be survived in the future.

The next section of this chapter describes the respondents' opinions regarding their favored style of leaders, committees, members and government officers working with the AWGs.

4.6 The Desirable Leadership Style of Leaders, Committees, Members, and Government Officers Working with the AWGs

After the Style Questionnaires (Northouse 2004: 82) prepared for interviewing were tested in 6 regional AWGs in 6 regions (36 respondents), the real survey was focused on the NAWGs in each year and 176 people replied. Regarding attitudes toward two core dimensions of leadership behavior: tasks and relationships based on the respondent's experiences, the study found that 50 percent of the present leaders of NAWGs received a task score equal to their relationship score, 23.3 percent of the present leaders of NAWGs received a task score less than their relationship score and 23.3 percent of present leaders of NAWGs obtained a task score more than their

relationship score. The data indicate that 50 percent of the present leaders of NAWGs consider helping their groups' members accomplish their goals and assisting members to feel comfortable with each other in their groups are important leader functions. In addition, most leaders (73.3%) received very high scores, 11.4 percent obtained high scores, 4.6 percent moderately high scores and about 7 percent moderately, low to very low scores. Certainly, the higher the score the better the leader.

Northouse (2004) told some of the main traits of leaders are intelligence, self-confidence, determination, integrity and sociability. Besides, most successful leaders appear to have good health, come from the upper socio-economic levels in society, etc. (Handy 1979). From the study, according to the desirable styles of the leader, committees, members and DOAE's government officer is based on the trait approach, the respondents mentioned numerous good styles of those people. Mainly, they stated that the styles of good leader should be, "devoted, honest, taking good care of AWG and bold." The styles of good committees are "participatory, devoted, honest and sincere." The styles of good members are "participatory, obedient, united/unity and honest." The styles of good DOAE staff are "suggestive, knowledgeable, friendly and sincere."

In addition, the respondents mentioned that some of the positive points about the present leaders of their NAWGs are devotion, participation, suggestive, diligent, nice, taking good care of AWG, and honesty. Furthermore, the respondents said that some of the negative points of the present leaders of their NAWGs are impulsiveness, overly sympathetic, blunt, curt, less meetings, and old. These findings are quite similar to some other studies. Srisangchan et al. (1996) reports in "*Factors Affecting the Success of Implementation of the Western AWG; Case study on the Rang Salee Tamuang District*

Changwat Kanchanaburi” that members of the group said that to make the group a better success in implementation, the AWG’s committees have to be honest, devoted, creative, have a capability in management, coordination, problem resolution, appropriate activity selection, group’s decision’s recognition. Besides, the AWG’s members have to be devoted, united, and participated in group’s activities. Chaichareonwattana and Tammasajjakarn (1995) report in *“Factors Associated with the Success of Women in Business: Case Study from Southern Thailand”* that some factors and characteristics that support business women in the Southern Thailand are leadership and confidence, boldness in term of making decision, friendliness, responsibility, truthfulness, having *“Sajja”* or truth, diligence, patience, industriousness and creativeness.

From these data, human resources are one of the most important factors governing the successes of the groups. The good points of their leadership styles also inspire *members* to work together. To encourage leaders, committees, members and DOAE’s government officers of the AWGs need to adopt those good central themes into their quality is requisite. In addition, to renounce bad or negative styles of leaders, committees, members and government officers of the AWGs should be promoted.

From the data mentioned above, the leaders and followers of the NAWGs who have those characteristics are the keys to the success of the NAWGs in the past and present. In addition, those characteristics are important for administrating the NAWGs to be survived in the future.

4.7 NAWG's plans, problems and resolutions

From the study, respondents answered the question, "How will the AWGs do in the next ten to twenty years if agriculture production diminishes or people in the agriculture section change their occupations?"

Only 0.6 percent of respondents said that the AWGs would not exist. The rest informed that the AWGs would exist. Among those informers who believed the AWGs would exist, 60.8 percent of respondents had a high confidence that the AWGs would exist, 10.2 percent of respondents needed the AWGs to be existed but they were not sure, and 28.4 percent of respondents thought that AWGs would exist but there were some conditions related to their existence. Those main conditions affected to the AWGs were the AWG's itself (17.6%), DOAE's staff (6.2%), and the AWGs' activities (4.5%). The respondents said that if *members* of the AWGs were still involved in the groups, the group would exist. However, the number of *members* (5.1%) and the participation among *members* (6.2%) would have been less than the present time. One person said that the AWGs would exist within ten years. Another person told that in the next generation the AWGs would not exist. Another one responded that the AWG would exist but it would not be as popular as the present time.

According to the DOAE's staffers, respondents felt that if the DOAE's staffers such as home-economists, agricultural specialists come to help them like they did in the past, the AWGs would definitely exist. From the study, the members especially the *committee* of the group had had a very good relationship with the DOAE's staffers. They adored government officers especially the ones from the DOAE. They said that it was more difficult to work without DOAE officers.

Interestingly, 84.1 percent of the respondents claimed that they had discussed about plans and strategies for the future. Among those respondents, they had talked about long term plans and strategies (74.4%) and the rest had talked about short term plans and strategies such as annual plans (9.7%). For the remainder (15.9%), people had not discussed about plans and strategies in depth but they had rather helped run the group's activities every day based on their unity and participation.

According to a future picture, the respondents informed that their groups would have some plans to handle the situations in the next ten to twenty years if agriculture production diminished. Those plans mostly were related to their activities, their human resources, their own organization or AWGs, their unity and the duration of the plans.

Thirty-five percent of the respondents suggested the groups to develop the activities suiting to the AWGs. Some AWGs suggested that the group develop its original products from liquid soap to solid soap, cream soap and body lotion. Some AWGs proposed to frame its initial woven cloth as and an accessory production. Some AWGs recommended its group to convert mats into purses, plate liners and coasters. Some AWGs urged its group to produce more herbal candies instead of its previous instant tea products alone.

Respondents said they tried to find the appropriate activities fitting with the future. They said that they were always concerned about that issue all the time. Some group reported that its group would make Kamomjeen Namya Pong (Instant spicy typical Thai curry made of ground fish, garlanga etc. eating with a special Thai rice noodle) and canned Sen-Chan (a special Thai rice noodle which was created originally in Chanthaburi province). Some groups would emphasize a popular wisdom or a local wisdom and

especially for the cloth weaving group. Many groups said they encouraged a networking between and among AWGs and maintained their products' quality. Some group wanted its own village's bank and imitated a private bank's arrangement in its community. Some group wanted a village cooperative. Most respondents said that they would preserve the activities that benefited most *members* such as the savings group and insurance. They also would develop the packaging of their products for a current market at all time. One group would like to run a floating market for tourism as well.

Regarding the human resources, 25.0 percent of the respondents suggested that the groups might persuade younger generations to look after the AWGs. They also encouraged their children and new generations not to leave their communities. In addition, some groups said that to be the AWGs was one way to help people who did not want to migrate to work in other places including to elderly and students. According to the AWGs themselves, 16.5 percent of the respondents suggested the groups should have a subset group which is under the main group so that the subset can handle activities flexibly.

As regards the AWGs' plans, 10.8 percent of the respondents suggested the groups to concentrate on preparing their future plans. Although the respondents said that the AWGs had an annual plan, some groups did not follow their plans. Many respondents reported that their groups always discussed their future plans which were varied from a short range goal, a medium range goal to a long range goal. Basically, the groups had an annual meeting which would invite *members* and government officers to join and have a brainstorming about what should be done for the next year's plan. The respondents of one AWG were proud to inform that their original office once was located

on the ground floor of the building belonged to the first leader of their AWG and later the office was moved into a new building on land purchased by the group itself. They always thought ahead and would not stop developing their group. The respondents of another group mentioned that their group had a discussion every time they received a dividend. The group encouraged *members* to talk and give a feedback about previous projects and activities and create new ways for future activities. They told that their products had been developed all the time. In one group, respondents mentioned that they had faced the problem of lacking a raw material especially bananas because many OTOPs needed the same input. They, therefore, contacted the government officers in their district and province to develop a suitable variety of banana that was just right for their product and plant them for their own sake. In addition, they said that this cooperation research included a way to develop the banana's skins to produce methane gas because they used a lot of bananas and had lots of banana's skins available.

Beyond those instructions from the respondents, 12.5 percent of the respondents told that they had been working for the group with their passionate feeling, and they would like to continue doing activities with their groups in the future as well.

The AWGs' plans or strategies to empower their roles of improving their productivity and quality of life in rural Thailand contributed to the overall successes of the AWGs. Respondents thought that their AWGs should focus on marketing issues (37.5%), encourage to have a successor (32.9%), give a suggestion and knowledge to *members* (11.4%), focus on a group's plan (6.8%), be concerned about a unity (2.5%) and consider miscellaneous (8.5%).

Among the marketing issues, the respondents were concerned about types of products (18.7%), quality of products and successors (6.8%), quality of products (4.0%), appropriate products (2.8%), and selling (2.3%). Several respondents who were government officers told that women of the AWGs did not have problems about a production process much. The women could make a top quality grade but they might face a problem of marketing.

In accordance with the successors, the respondents said that they had tried to tell their children to be concerned about the AWGs, their activities and communities through learning by doing. They also gave those ideas to their children while the children were young. They hoped that their children would absorb those things and would apply them in the future when the children grow up. In addition, most respondents suggested that the group extend knowledge and skills to *members*, and learn how to make a plan from the DOAE's officers. The DOAE officers told that while the officers attempted to encourage participants to depend on themselves, the officers should keep in touch with the respondents through different channels such as giving advice by telephone, having meetings for individuals and groups. The DOAE officers said that to have a meeting with women in the AWGs was a good way that the officers would gain more information and with this information the officers could help them develop a plan for the AWGs. However, if the officers did not have much time to visit the groups, the staffers should call the respondents to update the groups' news from time to time.

In addition, the staffers should have contemporary information and knowledge about the AWGs' activities all the time to support the respondents as well as encourage potential women in the groups to attend appropriate training courses and come back to

teach other *members*. One staff asked that the officers give advice and consult with the respondents although some respondents did not accept their idea. In addition, the staffers should encourage the AWGs and their participants to write a plan and make that plan come true.

Respondents in one AWG were proud to present that in the past they did not have their own office but they used part of the first leader's house for their office. Later, they rented a place in a community for their office. In the first five years, they had paid a rental for 600 baht a year and in the later five years, they had paid 2,500 baht a year. Recently, they had their own office in their own land which they bought for 150,000 baht. Respondents of this AWG were pretty confident that their group would have successors. They always persuaded their children to work for the AWGs and have a plan for their future.

One DOAE's staff even suggested that the NAWG under his responsibility could depend on itself. He did not do anything with this group now but just gave a moral support because this group could run its business by itself. This staff wished to have a world competition for the AWG and had a confidence that this group would win the award. Another DOAE staff said that she tried to encourage the AWGs to improve themselves and understand the objective of working as a group. The DOAE staff also persuaded respondents to write a plan and project for grants with *Or Bor Tor* (the local administrative organization). The Respondents stated that each year *Or Bor Tor* provided a funding of around 100,000 baht for a village then the respondents highly recommend AWGs to write a plan for this grant. For one inactive AWG, the respondents mentioned that they needed a new opportunity from the DOAE to recover their group and hope that

the DOAE's staff would help the group start a business again and the respondents told that they would try their whole effort to keep the AWG in existence.

From the study, when asking the respondents, "What will your AWG especially your leader, committees and agricultural home economist, do for the next ten to twenty years to make your groups survive?"

The respondents told that everyone in AWGs and the government agents had to help with everything especially brainstorming about activities and improving themselves over time (34.6%). The AWGs had to find a successor to continue their activities (18.2%). The respondents had to develop quality in their products to meet market criterion (17.6%). Everyone had to find a new and proper technology to improve the group's activities (9.1%). The groups should be urged to make plans for themselves (7.4%). The respondents had to support the popular activities such as a saving group (6.2%). The group had to encourage a networking between and among AWGs and promote an affectionate feeling for working in the groups (5.1%).

Interestingly, most respondents suggested that the DOAE needed to have a policy for the AWGs over the next ten to twenty years to help the groups survive (61.3%). Some respondents were not sure about this matter (17.0%). Some respondents did not know about this issue (6.8%). Few respondents thought that DOAE would not have any policy for the future for AWGs (1.7%). Among the DOAE's staffers, several respondents said that they had heard that the DOAE would be dissolved and this issue may affect the existence of the AWGs. The respondents stated that the director general of DOAE was an important factor to frame policy for the AWGs. Many respondents mentioned that under the administration of Mr. Anan Dalodom, the ex-director general of the DOAE, the

AWGs and other groups such as the Farmer Groups, and Agricultural Youth Groups were promoted. Afterward, those groups including the AWGs had not been promoted much. In addition, there was a policy to transfer the home-economists to work at the provincial level instead of the *Tambon* level (Sub-district level) later. Therefore, the home-economists did not have much time to work with the people in the villages much. From the study, *members* of the AWGs still bonded with the DOAE's officers. In several groups, the respondents mentioned that previous staffers worked better than the present officers and those groups mentioned were not the good groups. One respondent said that all policies were good to people in the village but those policies depended on the ones who practiced them. He recalled that he gave a score for the government of 30.0% and for the leader and *members* of 70.0%. Many respondents said that it was a pity that the DOAE was not as interested in the AWGs as in the past. The respondents stated that they needed more attention from the DOAE. Most DOAE's staffers reported that in general the AWGs was stronger than other groups under the DOAE's responsibility.

Many respondents suggested that DOAE should have policies to encourage people in the village not to migrate to other places. However, the respondents said that it seemed that DOAE tried to bring back the same policies that emphasized the AWGs.

One respondent noted that the DOAE did not have any long range plan but it had short term plan ranged between 1-5 years. However, this respondent said that maybe she was wrong since she did not have a chance to attend many meetings and the present director general of DOAE did not pay very much attention to the AWGs. This respondent gave an excuse that probably the DOAE had smaller budgets from the Thai government.

The respondents brought up some suggestions to make their groups work better as follows; the AWGs themselves should enhance skills of *members* and factors to develop the groups' production, marketing and administration (36.1%). Among these themes, some respondents stated that each member had to improve one's skills all the time (10.3%), and find new ways and technology to improve skills of *members* and their activities (4.0%). For the skills improvement, respondents said that they should begin with their family and then their community.

In addition, the AWGs needed some instruments for making goods' production such as a slicer to cut banana, a plastic bag sealer to seal food packages, an oven to dry preserved fruit, a fish sauce's filtration machine, a bottle packing machine (6.2%). Besides, everyone in the group needed to find a new market for its products (4.0%), help do the activities continuously (0.6%), create a plan for the group (0.6%), and visit other AWGs to widen their perspective (1.1%). Furthermore, a couple of respondents said that their group's document needed to be improved (1.1%). One respondent told that *members* needed to know about accounting and an account rendered. Another respondent told that her group needed a computer to record its activities and information instead of a primitive way. *Committee* of this group, therefore, was encouraged to take a computer class from a university. Moreover, some respondents recommended that their groups get a new office for their activities (2.8%).

Beyond the groups' production, marketing and administration's issues, respondents said that they should promote unity and participation among their *members* (20.0%), should encourage women in the villages to be successors (13.1%). In addition, the government should provide a revolving fund or a budget for the AWGs (10.8%).

Moreover, the DOAE should allow its staff to work with the AWGs like they did in the past (11.3%). Additionally, the AWGs should keep doing a benefit activity at times such as a village bank, and a home stay (9.1%).

Beyond those issues, 4 percent of the respondents gave some excuses such as they did not have time, their group was located in a remote area, they did not know their problems and told that their leaders should offer a suggestion to solve problems. In addition, one respondent said that he had a lot of meetings in relation to the OTOP's project, etc. and he did not have enough time to work with the AWGs. Some officers also mentioned that they had a lot of paper work to do in the office regarding those projects. They therefore, did not have time to visit women in the AWGs often plus the budgets of training and visiting of DOAE were cut down then they did not have any budget to support their gas.

From the study, although many respondents had a good feeling towards the government officers (42%), almost 60 respondents pointed out some interesting information related to the government offices and politicians involved in the AWGs. Those respondents blamed some government offices and those people for some reasons. People and organizations blamed by those respondents were politicians and the Community Development Department (CDD) (25%), CDD (11.9%), politicians including local politics (11.9%), Department of Interior (especially CDD) and DOAE (4.0%), DOAE (2.3%), *Kong Tund Ngern Lan* (a Million Baht Funding for a Village) (1.7%), CDD and the head of villager, as well as CDD, DOAE and politicians (0.6%).

The reasons that government staffers were blamed were related to politicians and CDD's government officers (25%), CDD's government officers (23.9%), politicians

(9.1%) and policies of DOAE (5.1%). Regarding the reasons related to the CDD's government officers, 11.4 percent of the respondents indicated that the CDD gained faces despite not helping or working with the AWGs much. Around seven percent of the respondents stated that the CDD's staff were biased, could not work well with people in the AWGs, did not know how to work well for OTOP and did not know how to administer. In addition, the CDD's staff did not pay attention and were not considerate of the AWGs compared with the DOAE's staff (2.8%). The CDD's staffers did not pay money back to the AWGs after selling the AWGs' products in the market (2.8%).

It was disappointing to learn that some government officers took some products from the AWGs without paying the money back. The respondents said that when people in the AWGs requested money, those officers were mad at them and the groups. The government staff also took one AWG's products to another AWG. In addition, the staff of the CDD changed the name of the AWGs to a new name: the Community Development Women Group, for their own sake without informing or consulting with the *committee* of the AWG. One respondent stated that she had her name in that new group and felt very bad. This respondent said that it was not nice to do this matter and caused a community's problems. Many respondents indicated that the CDD was not the first organization to help the AWGs but the CDD always came to acquire benefits from the AWGs especially in the case of OTOP. Many respondents said that actually DOAE should continue doing the OTOP's project because the DOAE initiated many activities related to this matter. Many respondents suggested that the project of the CDD was set up to mainly make the CDD look good and not to respond to the people's real needs.

The respondents said that the CDD's officers did not have as nice a character as the DOAE's staff. The CDD's officers were always unsociable unlike the DOAE's staff who always were friendly and had a will to help. Further, the respondents told that in some periods, politicians intervened and asked the government officers to create a new group to address their concerns and this request made the government officers crazy.

From the study, not only the *members* of AWGs should prepare themselves in various ways for the future but also the government officers have to develop themselves, their plans and strategies to cope with the future's problems. In addition, networking of the AWGs, and collaborations between and among government offices should be established so that people in the AWGs could gain more benefits from those co-operations.

4.8 Outcomes within DOAE Expectations and the Connection of the Development Approach, the Organizational Theory and the Leadership Perspective toward the NAWGs

This study is the background material used to explore the NAWGs and other AWGs in the past, present and future. The research attempts to answer the following research question:

“What are the factors associated with the successes of the AWGs over the past 30 years and how have those factors assisted the AWGs in accommodating to the changes that have occurred in rural Thailand during that time?”

Although the study could not find the best criteria to measure success, it rather uses the definition inscribed in the government officers' perspectives to value NAWGs

achievement through DOAE's personal and committee indicators. These criteria are as follows: (Leoungkamnerd 2000, DOAE 2000b)

1. Having a strong committee;
2. Having good management;
3. Having continued activities for at least five years;
4. Having a revolving fund and saving money;
5. Allocating benefits to members;
6. Helping its community.

It is quite reasonable do so because the above criteria were the result of brainstorming among the experts and people involving in the agricultural women's field.

The study focuses on the 6 Regional Advanced AWGs for a pre-testing data and the census of all NAWGs (from 1982-2006) which were the best AWGs around the country. Incredibly, a couple of those best groups have not met the standard criteria mentioned recently. In addition, including the groups that have not met such standard, one group is inactive and others need some practices to be restored. Although it reveals a bitter outcome, it is at the same time good to know this probability in advance so that the groups themselves and government officers involved in the agricultural women's field could find better ways to cope with the unstable, different and more competitive conditions in the future. This section attempts to connect theoretical frameworks, the development approach, organizational theory and leadership perspectives to the results.

The first context focuses on the development approach. As Thailand confronted global economic, social and cultural influences to meet the needs and interests from the past, present and future, Thailand embarked on the national strategies for development almost five decades ago in response to the need for modernization in the fragmented national economic and social development. The agricultural sector especially the AWGs movement, stemmed from the need to help agricultural women to find alternatives

sources of income to support their families and improve their quality of life based on the National Economic and Social Development plans and DOAE policy. The AWGs have been adapted to aid women in the transition from an agrarian to a “modernized” society within a global framework. However, this study does not attempt to demonstrate the development perspective directly. It rather uses this development approach to explain the situation of the AWGs across different periods from past to present.

All NAWGs have experienced positively toward the rural and agricultural development plans. Respondents realize that government officers from different agencies have attempted to help them through different kinds of projects. For the AWGs related to agricultural work, many respondents recalled their memories that they did not know how to grow other plants except rice in the past. Later, with the technical and funding supports from the DOAE, they gradually learned how to do so including how to use pesticides, insecticides, herbicides, plant hormones, fertilizers and so forth from the DOAE officers. In addition, past projects were top down projects that did not involve AWG participation in the decision making process of these developments. Those situations occurred during the green revolution period. However, respondents inform that nowadays they try to use less chemicals because those inputs are expensive and hazardous to their health and environment. In addition, they do not want to grow monocrop plants at all. They prefer to do grow a greater diversity of plants to sell different products and gain income all year round. Obviously, they highly prefer to follow the idea of the Royal Thai King for the sustainable agriculture or sufficiency agriculture as their alternatives. As one NAWG located in the northern Thailand that has a big public land area near a big fresh water pond, all respondents point out that the AWG’s members and

villagers have small beds of land to plant their own vegetables and these vegetables are chemical-free plants.

It seems that the alternative agricultural production is a more suitable strategy for farmers in Thai society nowadays especially for small farmers and respondents in this study. Probably, most Thai farmers are poor, have low education and do not have knowledge especially in technology. In addition, they have small land and can use their own labor in their production. Therefore, small farmers do not want to use modern inputs such as new hybrid seeds, fertilizers and chemicals and many small farmers cannot support those inputs because these increase the capital needed for agricultural production. When the big farmers apply these new technologies to their production, this affects small farmers especially the ones having their farms nearby. The small farms have a higher risk to be destroyed by insects and plant diseases. And once the small farmers could not use their lands, they have to move to a big city to find other jobs and neglect the community they left behind.

Thailand is a unique country that people really adore the King and the Royal family. Whenever the King does something, Thais would like to show their respect by following his ideas. However, the development approach basically is initiated from the western perspective. To imitate the development project from some countries which have different backgrounds in culture, value and etc. and apply it to other countries, several factors are of concern such as the participation in decision making, community culture, and local wisdom of people of those countries. In addition, each theory might not fit well with a situation at all times. When time and situations change, a theory may not be suited to a situation any more.

To prevent the problem of leaving lands, shortages of agricultural land and other problems in the future, the small farmers should try to work as a group or as cooperatives to have more power to bargain. Nowadays, women in agriculture in Thailand are encouraged to find out their own problems and to use their own ways to solve their problems through the AWGs.

From the data, it shows that agricultural women's work is a key component to the Thai society especially in the rural Thai areas. The AWGs have enacted personal and social change throughout the communities in which they are located.

Clearly, most respondents of this study showed their abilities to earn an independent income, to work outside their home, to be educated by informal education, and to control their own property. Sen (1999: 191) stated,

“(women's earning power, economic role outside the family, literacy and education, property right and so on) may at first sight appear to be rather diverse and disparate. But what they have all in common is their positive contribution in adding force to women's voice and agency-through independence and empowerment.”

Sen viewed that this earning power of women has a unified role to empower both individual and women agency. The role of agency of women has a direct support on women's well-being. It promotes the power of women both individually and as a group and enhances the achievement of women's well being. Sen (1999) argued that the political economy of development with an adequate recognition of political, economic and social participation and leadership of women is a major aspect of development as freedom. In Sen's perspectives, while improving women's well-being is important, enhancing women's agency is essential. Friedmann (1992) also supported this idea. He confirmed that women working with other women in cooperatives, mutual support groups

and etc. “can accomplish a great deal more than a single women acting for herself alone. Networking and organization—that is acting collectively—tend to reinforce the process of women’s social, psychological, and political empowerment” Friedmann (1992: 116)

To encourage women in agriculture in Thailand to work and be involved in the AWGs is recommended above letting each woman work as an individual because working together as the AWG helps women in agriculture become more empowered and be stronger a dependent agency.

The second context attempts to connect organizational theory to the AWGs. Obviously, based on the above information, the AWG is a tool used by women in agriculture in Thailand who value the opportunity to be united in solving their occupations’ problems and developing their households. These women have similar goals and value the use of substitute aims to coordinate their actions. They join together and form their own AWGs to obtain something they desire or value, to achieve their goals. Consequently, the AWG is a response to and an instrument of satisfying their needs.

A central part of the AWG’s process makes the AWGs voluntary and open. They employ democratic member control. They focus on an economic purpose. They apply self-help that is controlled by the members of the group. *Members* have the chance to attend training programs and field trips and to gain information for themselves and their groups. They have opportunities to serve their groups and other groups in their area. They also work for the sustainable development of their communities through policies approved by their members. The members in the group learn that by working together they can accomplish more than the sum of each individual’s efforts. They all are owners

of the group. They have more power to bargain in the market place; unlike the past where individuals worked separately and tried to sell their individual labor in the market.

Therefore, forming a group by applying ideas of cooperation allows the group members of the AWG to gain benefits. They have their own decision-making; their choices and rights are based on their own needs. They are also independent and have more power to buy and sell products.

This study applies an open system perspective to explain the future of the AWGs. From the data in earlier sections, the AWGs are an example of collective power as women participate at greater levels.

As shown in the figure 1 is the model of the AWG as an input-output system. The AWG is an open system: to survive, it depends on its external environment and the importation of energy. The AWG obtains inputs from its environment. The inputs are raw materials especially agricultural products, money, economic capital, cultural capital and social capital, human resources, information and knowledge, and customers of service organizations. In the AWG's conversion or throughput process, the AWG transforms inputs and adds value to them by applying machinery, participant skills and abilities. Later, the AWG releases outputs (finished goods for community, services, dividends, salaries, value for its members) to its environment (customers, shareholders, suppliers, distributors, government, competitors). Consequently, sales of its products and outputs allow the AWG to get new supplies of inputs. This input-throughput-output sequence continues as the AWG operates.

Obviously, this cycle needs to import the right inputs and produce an output that the environment wants. A collapse in any portion of the cycle can cause the next cycle to

be drastically changed. Therefore, the AWG may attempt to produce and acquire control over those things in the environment that can cause problems so that the AWG can maintain the cycle and can have a steady state. It seems that the AWG has a dynamic balance rather than a static balance. The AWG possibly reaches the same final state from different initial conditions and by different paths of development. Therefore, there is probably more than one way for the AWG to get the job done. Moreover, participants in the AWG cannot ignore customers, suppliers, the government, and so on, because they can affect the AWG environment that leads to a stable condition and the final products of the AWG. Furthermore, good management is also important because it can help the AWG develop and maintain accurate feedback sensors to keep up with changes in the AWG environment.

Aside from using the open systems approach to explain how the AWG operates, the open systems approach can also help explain why each AWG has differences in success. The model of AWG is an input-output system interdependent with its environment. The effect of the environment is crucial since the AWG needs inputs from the environment and releases outputs to the environment. The AWG imports some forms of energy from its environment. Those forms are people, other organizations, materials etc. such as labor, the AWG's leader, the AWG's committee, the AWG's members, DOAE staff, other AWGs nearby, other groups in its village, raw agricultural materials and etc. The AWG's functions are also effected by the general environment such as culture, values, technological knowledge and other organizations such as suppliers, competitors etc. If the environment e.g., people, other organizations, materials involved in that AWG are good, that AWG should have more success. However, in a real

situation, the environment in which the AWG operates is a source of uncertainty. Those elements are various and not perfect. Therefore, the AWG that can manipulate or reorganize its environment very well should have more success than others that cannot. As a consequence, in terms of the differences in success of the AWGs, the rational systems approach (Scott 1981) and the natural systems approach (Scott 1981) can better explain why each AWG differs in its success because those two perspectives are more related to management of the AWG's environment in direct and indirect ways.

While the rational systems perspective employs management into an organization, the natural systems perspective applies cooperative social systems, the logic of sentiment and moral systems into the organization (Thompson and Mchugh 2002). Dessler (1976) mentions that the classical management theorists generally assumed that one best way to organize was centralization of decision making, downward communication flow, a highly specialized division of labor and a generalized emphasis by management upon efficiency and performance. In addition, the rational systems perspectives viewed by Fayol suggests the fourteen elements of good organizational management; division of work, authority, discipline, unity of command, unity of direction, subordination of individual interests to general interest, remuneration of personnel, centralization, scalar chains, order, equity, stability of personnel tenure, initiative, and esprit de corps (Campbell 1997; Shafritz and Ott 2001). These principles are flexible and capable to adapt in organizations. Many of them are still considered to form the basis of good management practice. However, how to make use of them is a difficult art requiring intelligence, experience, decision and proportion (Shafritz and Ott 2001). It seems that the successful and existent AWG has a better management than others.

For the natural systems perspectives, the human-relations theorists proposed that one best way to organize was through the use of decentralization, participation, upward and lateral communications, and relatively enlarged, unspecified tasks (Dessler 1976). The natural systems theorists emphasize the human element in organizations, human relations, cooperative social systems, the logic of sentiment and moral system (Thompson and Mchugh 2002). They view that personal relationships or trust (Pearce 2001:34), social capital, the concept of cooperation and human's elements such as leader, members, committee and etc. in organizations are important and these impinge on the success of the organizations.

Indirectly, the strength and success of the AWG reflects the cohesiveness of the group. People in the success AWG are somehow better connected, trusting and cooperated than others. The social environment within which the AWG exists, particularly the level of solidarity within the population from which the AWG recruits its members, can affect the effectiveness of its operation.

Douglass et al. (2001) stated that Putnam (1993, 1995) used the concept of social capital to clarify why some societies seem to do better than others in sustaining progress toward higher levels of shared prosperity. "The core proposition of this concept is that innovative, problem-solving capacities of society are embedded in institutions of cooperative association in civil society (Brehm and Rahn 1997; Woolcock 1997; Douglass et al. 2001: 5).

Judy Ziewacz describes the cooperative development process as having 3 distinct steps; 1) point of intervention; 2) empowerment; and, 3) organizing, sharing and managing risk (Keller et al. 1997). In a similar way, Conger and Kanungo, mention that

there are three reasons for empowerment. First, leadership and management skills suggest that the achievement of empowerment is a principal component of managerial and organizational effectiveness. Second, analysis of power and control within organizations reveals that the total productive forms of organizational power and effectiveness grow with superiors sharing control and power. Third, empowerment techniques play a crucial role in group development and maintenance (Craig 1993).

“Empowerment is basic to the idea of cooperation, where people work together to achieve goals that they could not achieve as individuals” (Craig 1993: 192). The idea of power sharing through democratic processes is central to cooperatives in Lambert’s perspective. In his view, “democracy is a cardinal principle. It distinguishes cooperative business most sharply from capitalist business and it can be applied uniformly to any type of cooperatives” (Craig 1993: 193). Pfeffer (1994) mentions that there is a link between cooperative behavior and group effectiveness. Tyler and Blader (2000) suggest that members of organized groups acting in cooperative ways will benefit their organizations.

In addition, it seems that a high-trust group creates better cooperation than a low-trust group. Many authors draw upon trust in organizations. Fukuyama, in *Trust: The Social Virtues and the Creation of Prosperity* suggests that “trust is the expectation that arises within a community of regular, honest and cooperative behavior, based on commonly shared norms, on the part of other members of that community” (1995: 26). On the degree of trust and social capital present in broader society, a low-trust society may never be able to take advantage of the efficiencies of cooperatives as high-trust societies do. Snively (2002) found that the development of trust among organization leaders and staff is important to the formation of successful organizational collaborations.

Deanne den Hartog also mentioned that “both trust in a focal leader and in general others (such management) may be of importance in maintaining cooperation (Nooteboom and Six 2003:133). Sztompka (1999:62) informed “Trust is the precondition for cooperation, and also the product of successful cooperation.” Callaway (1999:22) mentioned that, “To be effective as both a leader and a manager, the leader must be prepared to use the appropriate management or leadership skill for the situation.” In addition, to focus on people and being trusted by them are one of the good characteristics of a leader. “Putnam (1993) informed that trust in people helps produce the social cooperation that is necessary for government to function well, and to be trusted in turn” (Uslaner 2002:118).

The AWG in Thailand is a unique group that has developed and evolved in Thailand to fit the socio-economic context of the Thai lifestyle. Regarding the AWGs, the open systems perspective explicates better how AWGs work. The successful and existent AWGs consist of many factors. There is considerable evidence that the AWGs with a good leadership, good cooperation and participation among *members*, good management, good supply of social capital, trust, cooperation and environment in its group are likely to be more successful and will be motivated the groups to be existed in the future than others.

The last context of this section attempts to present a brief on the leadership perspective to the AWGs which is noted mostly in Part 4.5 and 4.6. From the data, leaders and followers are main factors related to the success of the NAWGs and there is a direct positive connection between good style of leaders and followers to the success of the NAWGs. In the modern world and globalization, leadership skills of leaders and followers are desirable and required to the workplace. From the data, most respondents

of all NAWGs explain that the human resources especially and leader and followers are the important factors governing the success of the group. This is comparable with the pretest data gained from the 6 Regional Advanced AWGs which somewhat mention that leader, followers and other factors such as the kinds of activities of the group are essential.

The data show that a good leader should be, “devoted, honest, taking good care of AWG and bold.” The good committee styles are “participatory, devoted, honest and sincere.” The characteristics of good members are “participatory, obedient, united/unity and honest.” The styles of good DOAE staff are “suggestive, knowledgeable, friendly and sincere.”

Regarding the definitions of those styles, this study views them through Thai lens which might be different from the western. Devoted issues refer to giving something voluntarily to the group. Basically, something could be time, labor, money, providing food, allowing the group to use one’s place and etc. Honest issues refer to the quality of being honest toward the group and members and not cheating especially not cheating for money. Taking good care of the AWG is the quality of trying to manage the group and members well based in the sense of parents taking care of their children. Bold issues refer to not being afraid of making decisions, not afraid of taking risks and not being afraid of doing the new things. Participatory issues refer to sharing of working, ideas etc. with other members in the group. Sincere issues are the feelings or behaviors truly from heart without deceit or falseness to people. Obedient issues are a matter for the followers to pay respect to and to follow the leader’s and the committee’s orders. United/unity is a style of all members’ concerns to join together in doing activities and etc. Suggestive

issues refer to stating useful ideas and the consideration or alternative ideas of people. Knowledgeable issues refer to the quality of a person that should know some information, skill, fact related to fields of the respondents' interests such as agriculture, marketing and accounting etc. Friendly issues refer to a quality that acts as a friend, fun, easy going which makes respondents feel good and comfortable to talk with.

The present and future societies are a world of globalization which deals with “economic reforms, structural adjustment programs, new world trade order, the opening up of commercial markets, the global communication village and the increasingly similar and smaller world” (Pande 2000:409) and there have been extremely changes in Thai rural development from the past to present. Evidently, almost all NAWGs are remarkable successes but not all of them could maintain their success. This study has tried to explore the groups that have had the success and look at the factors associated with their successes and adapt those factors to other AWGs so that the AWGs could maintain themselves to exist in the present and in the future.

CHAPTER 5

CONCLUSION

To help Thai agricultural women be united and empowered in solving their problems, developing their careers, creating their knowledge and experiences in income-generating activities and social activities, the AWG remains as an important resource. So far, the problems that the AWGs have faced are varied and dynamic and the groups themselves have also changed over time. Therefore, in the face of stories of concern and efforts regarding the formation of the AWGs in Thailand, keeping the groups alive is still a great challenge and there are still many issues that remain a concern.

This dissertation is more descriptive and practical than theoretical. It attempts to offer potential explanations for these issues within a broad social context and to learn how the AWGs have survived changes over the past thirty years and how they may continue to succeed over the next two decades. In addition, it seeks to learn how the AWGs have been successful in improving productivity and the quality of life in rural Thailand.

The specific population of interest in this study was the best AWG for each of the past 24 years in which NAWGs existed. The NAWGs are quite superior compared with common agricultural women farmers in Thailand in terms of their family's support, informal education and community's acceptance. The NAWGs have faced several problems unavoidably. The NAWGs were chosen because they represent the best of the process and dynamics of these multidimensional influences on the AWGs over the past thirty years.

The research question was proposed, *what are the factors associated with the successes of the AWGs over the past 20 years and how have those factors assisted the AWGs in accommodating to the changes that have occurred in rural Thailand during that time?*

5.1 Summary

To provide a comprehensive picture of AWGs, this study used archival data, in-depth interviews, face-to-face and telephone long interviews, observations with 176 respondents associated with the 24 NAWGs. To understand the overall structures of the systems and activities of the AWGs in Thailand, individual, focus group interviews and interviews with representative of government agencies were utilized. The major informants from each NAWG including the DOAE officers associated with the AWGs were interviewed to understand the AWGs' characteristics including cultural, social, organizational structures, available resources, social ties and relationships within the local community, the government and non governmental agencies, their problems and solution, and their plans for the future.

This study has several interesting findings focused on the research question. First, all AWGs are continually changing to accommodate local product demand and supply. To maintain the AWGs, the AWGs have to apply shared sets of values, beliefs, trust and etc. across all members in the groups so that they help conduct activities and maintain the group's stability. Although each NAWG has been at the top of the AWGs yearly, it does not mean that each NAWG can not improve. A successful group has a possibility to become a loser and fail to keep on top. On the other hand in all likelihood, if any AWG keeps developing, working harder and better at all time, their groups will improve and

become stable. In addition, assistance from internal and external agencies is very important to determine the ultimate success and failure of groups. Moreover, leadership is the main reason for the successes of the AWGs. Leaders, the committee, the members of the groups and the officers of DOAE have shared in the leadership and success process. Qualities of leaders and followers are important. Good styles of the leaders, the committee, the members of the groups and the government officers should be promoted to all people working with the AWGs.

Second, each NAWG is located in different common environments but tries to follow the same regulations based on DOAE's guidance. Although a level of cooperation and participation within the NAWGs and between the NAWGs and the community in which the respondents reside decreases as time passes by, there is still some cooperation. Most NAWGs have had much support from government agencies, strong bonds within households and outside their families, and useful information distribution among members. Most NAWGs have had a good connection with government agencies and their communities. Most respondents in the NAWGs have had good support from their families and had a fine relationship with their groups and tried to pass these relationships on their successors. Many NAWGs have known which networks to reach out to the resources outside the community. Therefore, the establishment and maintenance good connections, cooperation and participation among resource people and the AWGs' networks is highly recommended to the AWGs.

Third, AWGs have helped create an active process of learning involving social and economic awareness. AWGs can empower individuals and groups to promote social changes in their group, household and community. Participants of the AWGs have

integrated notions of active learning within each particular socio-cultural setting. Every single task of the AWG's activities is preceded by learning and then by doing. The AWGs have faced the challenge of sustainable development and have created many benefits associated with working as groups that can be identified as having economic benefits, human benefits, social benefits, cultural benefits and political benefits.

Economic benefits are the first benefits that have inspired participants to work through the AWGs in terms of increased individual and family income. This study finds that there has been a positive impact on earnings when participants have worked on the AWGs' income-generating activities. Clearly, working as an AWG has increased individual income and stimulated economic growth. There have been many positive impacts on earnings beyond working on the farm alone.

Human benefits have been deeply tied to an individual's confidence, self esteem, and personal empowerment. Leaders have made major decisions and task assignments whereas followers have helped their groups to attain their goals. These benefits bring a sense of individual and collective action. Through the AWGs' projects, members of the AWGs have tended to gain a stronger voice in their households and be shaped in their personalities because of what they have learned. Skills like knowledge, values and attitudes that to be able to promote survival that develop their full capacities, to live and work in dignity, to participate fully in development, to improve the quality of their lives, to make informed decisions and to continue learning in the group and from other groups.

Social benefits are bounded by social relationships and interactions among participants in the AWGs and are distributed to people in their household and community. Changes in social structure may affect individuals and groups and the

AWGs have helped their members gain better basic needs by exchanging and upholding power, and maintaining stability in times of social change within their groups and community. In all NAWGs, all members have known one another and interacted simultaneously. Working through the AWGs has helped people in the groups and community know each other and desire to do good things for their community via many social activities.

Cultural benefits are shared and fundamental for the survival of the group and the communities. In many groups, especially the ones that have been popular for cloth weaving, have had their own culture to value their systems through the income-generating activities' practices that makes the AWGs stronger. Obviously, those AWGs have created and passed their communal culture to their next generation and successors to maintain their identities so that people outside their groups can recognize these identities.

Political benefits are shared political awareness and empowerment for the AWGs. The AWGs have a capability to influence local institutions and cause the action. The NAWGs are most likely to have the power to access resources, information, support and cooperation from the local government officers. The AWGs have promoted the power of women in an achievement of women well-being.

Fourth, there have been various plans and strategies of the NAWGs to empower their roles by improving their productivity and the quality of life in rural Thailand. Those plans were mainly focused on their products and activity improvements based on the demand by the market for their products. In addition, the group's social activities including discussions and brainstorming strategies are important aspects with the plan

development. The maintenance of those plans in the AWGs at all times is likely to help the groups survive.

Therefore, all people working with the AWGs have to prepare themselves in several ways for future changes. Development of plans and strategies to cope with the future's problems need to be encouraged. In addition, encouragement of networking and collaborations between and among the AWGs and government officers in different government agencies needs to be improved.

5.2 Research Limitations

This study is the first project that focuses on all NAWGs in Thailand. There are some limitations. First, the study integrated archival data, in-depth interviews, face-to-face and telephone long interviews, and observations to provide comprehensive data for this study. Although the researcher obtained a great deal of in-depth information, had high response rates to interview requests, and had positive response to all complicated contingency questions, the researcher could not ask some questions to all respondents because some respondents could not complete the entire interview. The respondents claimed that they had to go to other places because the interview consumed too much of their time and some respondents had no time for the whole interview.

To respond to this concern, telephone interviews were conducted to follow up with those respondents. The telephone long interview was also employed for a group located in the southern region, Pattani province, where the problem of daily killings exists. However, in some rural areas there was a lack of telephone facilities and the researcher could not complete data collection with those specific respondents.

During the pre-test process, the researcher learned that respondents needed to be interviewed rather than to filling the form especially in the section related to their opinions on sensitive issues such as their leader, committee, members and government officers. Although the face-to-face interview was properly used in that section, the respondents were willing to anonymously answer the questions related to those issues.

In addition, most groups have operated for a long time. The groups have changed in several ways such as their human resources and environment. Some groups do not have a good management in recording and their filing activities. Some groups also depend on their government officers. When those officers left to work in other places, a gap was left behind. Even the government officers themselves faced the same problems because some government offices were moved to different locations.

In this study, the archival records management of some government offices was inadequate to the needs of the study. Generally, some local governments had no specific place to keep their records. Several problems occurred when the person who was responsible for archival records retired or changed locations to work in other offices. Some offices even kept documents in inappropriate places such as an unused restroom which led to damage to those documents. Each local government, including the government office in Bangkok, and the AWGs themselves should pay more attention to archival records management. Bartowski states (1995: 3-4/7)

“Each local government determines the level of archival management that best suits the conditions of its archival records and provides access to users. The size of the local government, quantity of archival records, the functional responsibilities of the local government, fiscal and staff resources, as well as the commitment of the local government to archival endeavors are important factors influencing the management of the archival records.”

Like women in many third world countries, women in rural Thailand basically are supported by local governments. Therefore, the government is the main resource to produce the archival records for women in rural development. The archival records would be more powerful if the sources of archival records had good data management. However, the researcher is concerned more about the validity and reliability of the resources by finding the archival records from several sources such as the village level, regional level and several libraries to compare and to choose the best information.

Second, most NAWGs are located in different locations in various provinces making it a little bit difficult for the researcher to travel to all groups in a short period of time. In addition, it was a high cost to conduct this study.

Third, the researcher did not have a chance to visit to one group that no longer exists because the previous leader did not want to talk about her group. Although this leader gave some useful information about the group via telephone, she avoided recommending the researcher to talk with other committees and members and seeing her and the environment of the group. Even though the researcher had already made an appointment with her and went to see her at her hometown, she finally could not make it because of her urgent family issue. In addition, a government officer at a local government office could not give any information about that group. This officer claimed that he was a new comer when that group did not exist when he arrived and the documents of this AWG were destroyed by improper storing.

5.3 Policy Implication

Through the long year of slow population change, and social and environment changes over thirty years, there have been many positive changes in the AWGs since

their initial creation and they have achieved in the AWG goals. It is noted that the AWGs have played a big role in shaping the environments within their communities. From this study, although financial and human resource supports provided by DOAE for AWGs are decreasing, the needs for assistance of AWGs remain enormous at all levels especially with respect to marketing.

The findings of this study suggest major policy implications for organizational development subject to inputs from DOAE, other government agencies and the AWGs themselves. Policies need to be developed in response to the regulations and the needs of the groups and government offices and especially DOAE's staff per se. Clearly, in the case of NAWGs, the DOAE's officers tend to help them less, in the form of access participation, after they gain the NAWG award. However, DOAE is willing to help the NAWGs in the form of cooperation. In addition, other government agencies are likely to have contacted the groups more.

Strong and sustained political commitment to the AWGs's strategy is a starting point for stepping up progress. This study calls for the cooperation of all government agencies especially from the Ministry of Agricultural and Cooperatives, in particular DOAE, and the Ministry of Interior, particularly CDD, to develop explicit supporting policies for the AWGs. The necessary human and financial loan resources are still likely to be provided and the promotion of individual and groups need to be encouraged. To prepare for the AWGs' future, the urgency of establishing plans and policies for the AWGs are needed especially from the DOAE and the AWGs themselves. Local organizations, mainly *Or Bor Tor* and other agencies, also are encouraged to be involved with the AWGs. Broader public policies and well-coordinated partnerships have also

been a key to positive outcomes. Long-term, moderate-term and short-term policies should be designed and delivered to the groups. Leaders and followers and government officers have to be encouraged to place emphasis on the value of capacity building and organizational development.

For commitments to be met, public funding for basic assistance must continue to increase and be allocated more efficiently with particular attention to NAWGs. In addition, to prevent some changes that respondents complained of the past, a disruption of moral disorder of the human resources should be overcome and the policy of DOAE towards the agricultural home economists and agricultural specialists who work for the AWGs should be carefully reconsidered.

5.4 Future Research Recommendations

As demonstrated by the analysis, the NAWGs have rich histories for helping Thai rural development and promoting many good activities for the communities. Although many visitors have called on the NAWGs, few studies have focused on NAWGs systematically in a macro view. In addition, those studies did not provide much information regarding all NAWGs as an overall perspective. Therefore, the multidisciplinary studies from different fields should be focused on the NAWGs and the AWGs in macro and micro views and look at the comparative issues between and among those groups. In addition, it would be nice and worthwhile to encourage the insiders to reflect their perspectives through their own studies especially the insiders' views toward the government officers, the DOAE and other government agencies and the insiders' real needs. Further research is also needed to explore the future policies of DOAE and other agencies, a control of those organizations, and comparative policies. In addition, more

research should be emphasized on the structure of DOAE after reconsidering the transfer the agricultural specialists or agricultural home-economists who work with the groups from the sub-district level to the provincial level. Furthermore, some DOAE policies, for example the promotion system, may discourage some officers need to be evaluated. Additionally, further research is needed to be conducted more fields related to trust and social capital, other styles of leadership, and compared with the study that measures success in the different ways.

APPENDIX A: SURVEY QUESTIONNAIRE (ENGLISH VERSION)

Date of Interview: _____

Interviewer: _____

Questionnaire for Interviewing Leader, Committee, Members, Consultants of NAWGs and DOAE's Staffers and People Working for the NAWGs: Signs of Change: the Next Two Decades of the Agricultural Women's Groups in Thailand by Oranutda Chinnasri

Part I: General Information of Respondents

1. Name and last name.....Tel. number.....
2. Name of the AWG of which you are a member.....
3. Address of the AWG of which you are a member.....
4. Age.....years old
5. Gender Female Male
6. Place of birth (District and Province).....
Reason for moving to this present district/province
 Married Working
 Others (please specify).....
.....
7. Marital status
 Single Married Divorced Widowed
 Others (please specify).....
.....
8. Number of children (if married).....
.....
 Female..... (number of children)
 Male..... (number of children)
9. Number of households.....
10. Who are in your household helping you do household work? And do which household's job? (Laundrying, Ironing, house cleaning, cooking-utensil washing, and others)
.....
.....
.....
.....

11. Who are in your household helping you do agricultural work? And do which agricultural job? (planting, fertilizing, watering, weeding, harvesting, and others)

.....
.....
.....

12. Do husband and other members in your family support you to work for the AWG ?

- Support Not support
- At the beginning, that person did not support but later on supports.
- Others (please specify).....

.....
And please tell the reasons of their support and how they do support.

.....
.....

13. Religion
 Buddhism Islam Christian Others (please specify).....
14. Highest degree of education
 Pathom4 Pathom6 Mathayom6 Mathayomseuksa6
 Vocational school (Por Vor Chor, Por Vor Sor, Kor Sor Nor and others please specify).....
.....
 Undergrad (please specify).....
.....
 Master (please specify)..... Others (please specify).....
15. Your major occupation
.....
.....
16. Your minor occupation
.....
.....
17. What does your main income come from?.....
18. What is a main occupation of people in the village where this AWG is located?
.....
.....
19. What is a minor occupation of people in the village where this AWG is located?
.....
.....
20. What are your AWG's main income generating activities?.....
.....
21. What are your AWG's minor income generating activities?.....
.....
22. How much is your major monthly income?
.....
23. How much is your minor monthly income?
.....
24. How much is your monthly income from your AWG's main income generating activities?

.....
.....
25. How much is your monthly income from your AWG's minor income generating activities?
.....
.....

26. Membership of AWG Membership Non-membership

27. Duration of AWG membership.....years.

Continuous Membership Non-Continuous Membership

28. Your working positions at this AWG (from the past -present).
.....
.....

29. Duration of each of your AWG working positions (from the past -present) (please specify).....
.....

30. Membership of other organizations (please specify).....

31. Period of time for being a member of other organizations (please specify)
.....
.....

32. What is your working position at each organization mentioned in the number 30 and 31?.....
.....

33. Number of years of your experiences in management.....years.
Please give more details about your experiences in management.
.....
.....

Part II: General Background of your AWG

1. Please specify the income-generating activities of your AWG in the past, when your group was set up, gained the NAWG award, including to the present, and the future?
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.....

2. Please explain the activities of your AWG both income-generating activities and social activities and how your group manages and processes those activities?
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.....
.....
3. **How much profit does your AWG gain per year? How does your AWG manage the profits to members and people working for the group? Please explain.**
.....
.....
.....
.....
4. **What month of the year does your AWG gain most profits from income generating activities or most agricultural production in terms of yield? Why? Please explain.**
.....
.....
5. **What month of the year does your AWG gain least profits from income generating activities or least agricultural production in terms of yield? Why? Please explain.**
.....
.....
6. **Does your AWG have any problems/obstacles regarding manipulation of AWG? Please give some examples of these problems and solutions to these problems.**
.....
.....
.....
.....
7. **What are your AWG's social activities for the members and community? (Please specify starting from when the group was set up, gained the NAWG's award including to the present and the future)**
.....
.....
.....
.....
8. **How does your AWG solve its problems (by group, individual or other ways)? Please explain.**
.....
.....
.....
.....

9. What are the differences before and after your AWG becomes the NAWG? Please explain.

.....
.....
.....
.....

10. Please tell the differences, problems and obstacles that this group faces before and after gaining the NAWG award and the problems that your group have faced so far.

.....
.....
.....
.....

11. Please tell the advantages and disadvantages of your AWG related to the leader, committee, consultants, members, DOAE's officers and other agencies involving in your group.

.....
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.....
.....

12. Does this AWG have a good cooperation (between and among the leader, committee, consultants, members, DOAE's staffers, and other agencies involving in your group)? How? Please explain.

.....
.....
.....
.....
.....

13. Does this AWG have a good participation (between and among leader, committee, consultants, members, DOAE and other agencies in four kinds of participations; decision-making, implementation, sharing of benefits and evaluation)? How? Please explain.

.....
.....
.....
.....

14. Why did your AWG receive the NAWG award in the year of.....?

.....
.....

15. Please explain how the agricultural home economists or agricultural specialists (DOAE's staffers) have worked with your AWG.

- They formed your AWG Your AWG asked them to form the group
 Others (please explain)

16. Please inform the name of organizations that help your AWG.

- Department of Agricultural Extension (DOAE)
 Community Development Department (CDD)
 Cooperative Promotion Department (CPD)
 Local Administrative Organization at Tambon or Sub district level (Or Bor Tor)
 Local Administrative Organization at Changwat or Province level (Or Bor Jor)
 Bank for Agriculture and Agricultural Cooperatives (BAAC)
 Others (Please specify)

...

- All mentioned above
 All (by focusing on the following factors in priority)

17. A collaboration with organizations involving in this AWG is

- Good Poor Others (please specify)

Please specify that collaboration.....

18. What among the following factors is the most important factor affecting the success of this AWG to gain the NAWG's Award on the year of

- Leader Committee Member
 Agricultural Home-economist/ Agricultural Specialist/.....
 Others (Please specify)

..

- All mentioned above
 All (by focusing on the following factors in priority)

19. How will your group do in the next ten to twenty years if the agriculture production diminishes?

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.....
.....
.....

20. Does your AWG have any plans or strategies to cope with the unavoidable future problem mentioned in number 19? And what are those plans or strategies?

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.....
.....

21. Do you have any ideas to empower your group's roles for improving the group's productivity and quality of life as this unavoidable future problem is approaching? And how?

.....
.....
.....

22. What and how will your AWG especially your leader, committee, members and agricultural home economist/ agricultural specialist (DOAE's staffers) do for the next ten to twenty years to make your group survive?

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.....
.....

23. What have been the factors associated with the successes of your AWG over the past 30 years?

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.....
.....

24. According to number 23, how do those factors affect the changes that have occurred in rural Thailand during that time?

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.....

25. Have the AWGs' plans or strategies improved their productivity and the quality of life in rural Thailand and contributed to the overall successes of the AWGs?

.....
.....
.....

26. If there are no agricultural home economists/ agricultural specialists (DOAE's staffers) to help this group in the future, could your AWG run the AWG's activities by itself? Yes, the group could No, the group could not
 Others (please specify)
-

-
27. Which organizations are they that you want them to help your AWG most at the present time?
- Department of Agricultural Extension (DOAE)
 - Community Development Department (CDD)
 - Cooperative Promotion Department (CPD)
 - Local Administrative Organization at *Tambon* or Sub district level (*Or Bor Tor*)
 - Local Administrative Organization at *Changwat* or Province level (*Or Bor Jor*)
 - Bank for Agriculture and Agricultural Cooperatives (BAAC)
 - Others (Please specify)
-

- ..
- All mentioned above
 - All (by focusing on the following factors in priority)
-

28. Which organizations are they that you want them to help your AWG most in the future?
- Department of Agricultural Extension (DOAE)
 - Community Development Department (CDD)
 - Cooperative Promotion Department (CPD)
 - Local Administrative Organization at *Tambon* or Sub district level (*Or Bor Tor*)
 - Local Administrative Organization at *Changwat* or Province level (*Or Bor Jor*)
 - Bank for Agriculture and Agricultural Cooperatives (BAAC)
 - Others (Please specify)
-

- ..
- All mentioned above
 - All (by focusing on the following factors in priority)
-

29. Which organizations have helped your group the most from the past to present?
- Department of Agricultural Extension (DOAE)
 - Community Development Department (CDD)
 - Cooperative Promotion Department (CPD)
 - Local Administrative Organization at *Tambon* or Sub district level (*Or Bor Tor*)
 - Local Administrative Organization at *Changwat* or Province level (*Or Bor Jor*)
 - Bank for Agriculture and Agricultural Cooperatives (BAAC)

Others (Please specify)

.....
..

All mentioned above

All (by focusing on the following factors in priority)

.....

Part III: Other Questions

1. Do you know the objectives of your AWG? And what are those objectives?

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2. Do you know the plans of your AWG? And what are those plans?

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3. How important are women in your village involved in the AWG?

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4. Do you think this AWG and other AWGs are changing all the time or not? And please explain how.

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5. How often have you involved in your AWG's activities? And how would you help or involve in those activities?

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.....

6. Do you think whether your AWG's income generating activities are proper with your group or not? How? Please Explain.

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7. Which products that you want to sell to your clients?

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.....
.....

8. Which activities that you want to make for your members and community?

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9. Do you have any suggestions that make your AWG better?

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.....

10. Do you think you have good benefits/payment from your AWG?

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.....
.....

11. Do you have any suggestions related to annual benefits/payment for your AWG?

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.....

12. Do you think whether *Visahakijchumchon* is good for your AWG or not? Why and how? Please explain.

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Part IV: Questionnaire's Guidelines for Interviewing Leader, Committee, Consultants, Members of NAWGs, DOAE's Staffers and People Working for this AWG about Leader Style of NAWG Based on Northouse (2004: 82)

Instructions: Read each item carefully and think about how often you (or the person you are evaluating) engage in the described behavior. Indicate your response to each item by circling one of the five numbers to the right of each item.

Key: 1=Never 2=Seldom 3=Occasionally 4=Often 5=always

(Remark: You in this following table are the leader of the AWG)

Style Questionnaire	1= Never	2= Seldom	3= Occasionally	4= Often	5= always
1. Tells group members what they are supposed to do	1	2	3	4	5
2. Acts friendly with members of the group	1	2	3	4	5
3. Sets standards of performance for group members	1	2	3	4	5
4. Helps others feel comfortable in the group	1	2	3	4	5
5. Makes suggestions about how to solve problems	1	2	3	4	5
6. Responds favorably to suggestions made by others	1	2	3	4	5
7. Makes his or her perspective clear to others	1	2	3	4	5
8. Treats others fairly	1	2	3	4	5
9. Develops a plan of action for the group	1	2	3	4	5
10. Behaves in a predictable manner toward group members	1	2	3	4	5
11. Defines role responsibilities for each group member	1	2	3	4	5
12. Communicates actively with group members	1	2	3	4	5
13. Clarifies his or her own role within the group	1	2	3	4	5
14. Shows concern for the personal well-being of others	1	2	3	4	5
15. Provides a plan for how the work is to be done	1	2	3	4	5
16. Shows flexibility in making decisions	1	2	3	4	5
17. Provides criteria for what is expected of the group	1	2	3	4	5
18. Discloses thoughts and feelings to group members	1	2	3	4	5
19. Encourages group members to do quality work	1	2	3	4	5
20. Helps group members get along	1	2	3	4	5

Part V: Other Questions Asked to the Leader of the Group.

1. When was your AWG set up?
2. Your AWG received a distinguished AWG award at the district level in the year of, the provincial level in, the regional level in, and the national level in
3. Other awards that your AWG received (please specify the names of the awards/ the names of organizations presenting the award and the years.
.....
.....
.....
4. Other awards that you and members of the group received (please specify the names of the awards/ names of members who received the awards and the years.
.....
.....
.....
5. Number of members, committee, consultants of your group when the group was set up, when the group received the national AWG award, and at present time (in 2006).
.....
.....
.....
6. Number of leaders of your AWG from the past to present and please specify their names.
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7. Please explain how does your group work.
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Part VI: Other Questions Asked to the DOAE's Staff Working with this NAWG.

1. Your present position
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.....
2. The period of time for working with the AWG
..... years.
3. How long have you been working with this AWG?
..... years.
4. Before working at this present position, what position did you work as at DOAE?
Please specify the position and the period for working in that position.
.....
.....
.....
5. Number of years of your working experiences after graduation
.....years.
And please specify the name of organizations that you had worked for (beyond
DOAE).....
.....
.....
6. Number of years of your experiences working for the DOAE
.....years.
7. Number of the AWGs for which you have ever
worked.....groups.
8. According to the AWGs mentioned in number 7, number of the provinces for which
you have ever workedprovinces. And please specify the
names of provinces
.....
.....
.....
9. What are the difficulties and eases that you have experienced in working for this
AWG and other AWGs in terms of leader, committee, consultants, consultants, local
organizations and other involving organizations and other issues?
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10. When was this AWG set up?
11. This group received a distinguished AWG award at the district level in the year of, the provincial level in, the regional level in, and the national level in
12. Other awards that this AWG received (please specify the names of the awards/ the names of organizations giving the award and the years.

13. Other awards that you and members of the group received (please specify the names of the awards/ names of members who received the awards and the years.

14. Number of members, committee, consultants of this group when the group was set up, when the group received the national AWG award, and in 2006.

15. Number of leaders of this AWG and please specify their names.

16. Please explain how does this group work.

APPENDIX B: SURVEY QUESTIONNAIRE (THAI VERSION)

วันเดือนปีที่สัมภาษณ์.....

ชื่อผู้สัมภาษณ์.....

แบบสอบถามผู้นำ, กรรมการ, สมาชิก, ที่ปรึกษา

ของกลุ่มแม่บ้านเกษตรกรที่ได้รับรางวัลระดับประเทศ,

เจ้าหน้าที่กรมส่งเสริมการเกษตร

และคนที่ทำงานกับกลุ่มแม่บ้านเกษตรกรที่ได้รับรางวัลระดับประเทศ เรื่อง

การเปลี่ยนแปลงของกลุ่มแม่บ้านเกษตรกรในประเทศไทยในสองทศวรรษหน้า โดย
อรนัตตา ชินศรี

ส่วนที่ 1: ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

1. ชื่อ

และนามสกุล.....เบอร์โทรศัพท์.....

2. ชื่อกลุ่มแม่บ้านเกษตรกรที่ผู้ตอบแบบสอบถามเป็นสมาชิก.....

3. ที่อยู่ของกลุ่มแม่บ้านเกษตรกรที่เป็นสมาชิก.....

4. อายุ.....ปี

5. เพศ หญิง ชาย

6. สถานที่เกิด

(อำเภอและจังหวัด).....

เหตุผลที่ย้ายมาที่อำเภอและจังหวัดนี้เพราะ

แต่งงาน ทำงาน

อื่นๆ

(โปรดระบุ).....

7. สถานภาพ โสด แต่งงาน หย่า หม้าย อื่นๆ

(โปรดระบุ).....

8. จำนวนบุตร.....คน หญิง.....คน
ชาย.....คน
9. จำนวนครัวเรือนในครอบครัว.....ครัวเรือน
10. ใครในครอบครัวคุณที่ช่วยทำงานบ้าน ?
และช่วยทำงานบ้านชนิดใด ? (ซักผ้า, รีดผ้า, ทำความสะอาดบ้าน,
ล้างจาน และอื่นๆ)
.....
.....
11. ใครในครอบครัวคุณที่ช่วยทำงานเกษตร ?
และช่วยทำงานเกษตรชนิดใด ? (ปลูกต้นไม้, ให้น้ำ, รดน้ำ, กำจัดวัชพืช,
เก็บเกี่ยว และอื่นๆ)
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12. สามี และ
สมาชิกในครอบครัวของคุณสนับสนุนให้คุณทำงานกลุ่มแม่บ้านเกษตรกร
หรือไม่ อย่างไร
 สนับสนุน ไม่สนับสนุน
 ตอนแรกไม่สนับสนุนแต่ตอนนี้สนับสนุน
 อื่นๆ
(โปรดระบุ).....
และโปรดระบุเหตุผลของการสนับสนุนของเขาเหล่านั้นและเขาได้สนับสนุน
อย่างไร
.....
.....
13. นับถือศาสนา พุทธ อิสลาม คริสต์ อื่นๆ
(โปรดระบุ).....
14. การศึกษาสูงสุด ป.4 ป. 6 ม.6 มศ.6
 สายอาชีพ (ปวช. ปวส. กศน. อื่นๆ
(โปรดระบุ).....
 ป.ตรี (โปรดระบุ)
 ป.โท (โปรดระบุ)
 อื่นๆ (โปรดระบุ)

15. อาชีพหลักของคุณ.....
16. อาชีพรองของคุณ.....
17. รายได้หลักของคุณมาจากอะไร.....
.....
18. อาชีพหลักของคนในหมู่บ้านที่กลุ่มแม่บ้านเกษตรกรของคุณตั้งอยู่คือ
อะไร.....
19. อาชีพรองของคนในหมู่บ้านที่กลุ่มแม่บ้านเกษตรกรของคุณตั้งอยู่คือ
อะไร.....
20. กิจกรรมที่สร้างรายได้หลักของกลุ่มแม่บ้านเกษตรกรของคุณคืออะไร
.....
21. กิจกรรมที่สร้างรายได้รองของกลุ่มแม่บ้านเกษตรกรของคุณคืออะไร
.....
22. รายได้ต่อเดือนของอาชีพหลัก.....
23. รายได้ต่อเดือนของอาชีพรอง.....
24. รายได้ต่อเดือนของกิจกรรมที่สร้างรายได้หลักของกลุ่มแม่บ้านเกษตร
กรของคุณ.....
25. รายได้ต่อเดือนของกิจกรรมที่สร้างรายได้รองของกลุ่มแม่บ้านเกษตร
กรของคุณ.....
26. การเป็นสมาชิกกลุ่มแม่บ้านเกษตรกร เป็นสมาชิก
ไม่เป็นสมาชิก
27. ระยะเวลาการเป็นสมาชิกกลุ่มแม่บ้านเกษตรกร.....ปี (
เป็นแบบต่อเนื่อง เป็นแบบไม่ต่อเนื่อง)
28. ตำแหน่งของคุณในกลุ่มแม่บ้านเกษตรกร (จากอดีต-ปัจจุบัน)
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29. ระยะเวลาการดำรงตำแหน่งนั้นๆในกลุ่มแม่บ้านเกษตรกรของคุณ
(จากอดีต-ปัจจุบัน) (โปรดระบุ)
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30. การเป็นสมาชิกกลุ่มอื่นๆ (โปรดระบุ)
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31. ระยะเวลาการเป็นสมาชิกกลุ่มอื่นๆ (โปรดระบุ)
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32. ตำแหน่งของคุณในกลุ่มนั้นๆที่ระบุไว้ในข้อ 30

และ31.....

33. ประสบการณ์ในการบริหารจัดการของคุณปี
(โปรดระบุรายละเอียดเกี่ยวกับประสบการณ์การบริหารจัดการของคุณ).....
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ส่วนที่ 2: ข้อมูลพื้นฐานทั่วไปของกลุ่มแม่บ้านเกษตรกรของคุณ

1. กรุณาอธิบายกิจกรรมที่สร้างรายได้ของกลุ่มแม่บ้านเกษตรกรของคุณในอดีต เมื่อกลุ่มของคุณเริ่มตั้ง, เมื่อได้รับรางวัลกลุ่มแม่บ้านดีเด่นระดับประเทศ, รวมถึงปัจจุบัน และอนาคต
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2. กรุณาอธิบายกิจกรรมของกลุ่มแม่บ้านของคุณทั้งกิจกรรมที่สร้างรายได้ขอกลุ่มแม่บ้านและกิจกรรมทางสังคมของกลุ่มแม่บ้าน

และกลุ่มแม่บ้านเกษตรกรของคุณบริหารและจัดการกิจกรรมเหล่านั้นอย่างไร

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3. **ถ้าไรของกลุ่มแม่บ้านเกษตรกรของคุณที่ได้รับต่อปี และกลุ่มแม่บ้านเกษตรกรของคุณบริหารทำอะไรให้แก่สมาชิก และคนที่ทำงานให้กลุ่มแม่บ้านเกษตรกรของคุณอย่างไร โปรดอธิบาย**

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4. **เดือนไหนของปีที่กลุ่มแม่บ้านเกษตรกรของคุณได้ทำอะไรจากกิจกรรมที่สร้างรายได้ของกลุ่มหรือ ผลผลิตจากผลิตภัณฑ์จากการเกษตรดีที่สุด เพราะอะไร โปรดอธิบาย**

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5. **เดือนไหนของปีที่กลุ่มแม่บ้านเกษตรกรของคุณได้ทำอะไรจากกิจกรรมที่สร้างรายได้ของกลุ่มหรือ ผลผลิตจากผลิตภัณฑ์จากการเกษตรน้อยที่สุด เพราะอะไร โปรดอธิบาย**

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.....

6. **กลุ่มแม่บ้านเกษตรกรของคุณได้พบปัญหา/อุปสรรคด้านการบริหารจัดการหรือไม่อย่างไร โปรดยกตัวอย่างของปัญหาและแนวทางแก้ไขปัญหาเหล่านั้น**

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7. กลุ่มแม่บ้านเกษตรกรของคุณได้ดำเนินงานด้านสังคมอะไรบ้างแก่สมาชิกและชุมชน โปรดระบุโดยเริ่มตั้งแต่ อดีตในระยะแรกตั้งกลุ่ม, เมื่อได้รับรางวัลระดับประเทศ รวมทั้งในปัจจุบัน และอนาคต

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8. กลุ่มแม่บ้านเกษตรกรของคุณแก้ปัญหาของกลุ่มอย่างไร (โดยกลุ่ม, ต่างคนต่างแก้ หรือ แก้โดยวิธีอื่นๆ) โปรดอธิบาย

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9. อะไรคือความแตกต่างก่อนและหลังจากที่กลุ่มแม่บ้านเกษตรกรของคุณได้รับรางวัลกลุ่มแม่บ้านเกษตรกรดีเด่นระดับประเทศ โปรดอธิบาย

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10. โปรดบอกถึงความแตกต่าง, ปัญหา และอุปสรรค ที่กลุ่มแม่บ้านเกษตรกรกลุ่มนี้พบก่อนและหลังที่จะได้รับรางวัลกลุ่มแม่บ้านเกษตรกรดีเด่นระดับประเทศ และปัญหาที่กลุ่มแม่บ้านเกษตรกรของคุณได้ประสบมาจากอดีต ถึงปัจจุบัน

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11. โปรดยกตัวอย่างความได้เปรียบและเสียเปรียบของกลุ่มแม่บ้านเกษตรกรกลุ่มนี้ ที่เกี่ยวข้องกับ ผู้นำกลุ่ม กรรมการของกลุ่ม ที่ปรึกษากลุ่ม สมาชิกของกลุ่ม เจ้าหน้าที่ของกรมส่งเสริมการเกษตร และหน่วยงานอื่นๆที่เกี่ยวข้องกับกลุ่มแม่บ้านเกษตรกรของคุณ

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12. คุณคิดว่ากลุ่มแม่บ้านเกษตรกรกลุ่มนี้ มีความร่วมมือที่ดีระหว่าง ผู้นำกลุ่ม กรรมการของกลุ่ม ที่ปรึกษากลุ่ม สมาชิกของกลุ่ม เจ้าหน้าที่ของกรมส่งเสริมการเกษตร

และหน่วยงานอื่นๆที่เกี่ยวข้องกับกลุ่มแม่บ้านเกษตรกรของคุณหรือไม่
อย่างไร โปรดอธิบาย

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13. คุณคิดว่ากลุ่มแม่บ้านเกษตรกรกลุ่มนี้มีการมีส่วนร่วมที่ดีระหว่าง
ผู้นำกลุ่ม กรรมการของกลุ่ม ที่ปรึกษากลุ่ม สมาชิกของกลุ่ม
เจ้าหน้าที่ของกรมส่งเสริมการเกษตร
หรือหน่วยงานอื่นๆที่เกี่ยวข้องกับกลุ่มแม่บ้านเกษตรกรของคุณ ในเรื่องของการมีส่วนร่วม 4 ชนิดอันได้แก่ การตัดสินใจ, การดำเนินงาน,
การแบ่งผลประโยชน์ และการประเมินผล หรือไม่ อย่างไร โปรดอธิบาย

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14. คุณคิดว่าทำไมกลุ่มแม่บ้านเกษตรกรกรกลุ่มนี้ได้รับรางวัลระดับประเทศในปี.....

15. โปรดอธิบายว่าเคหกิจเกษตร หรือนักวิชาการเกษตร (เจ้าหน้าที่ของกรมส่งเสริมการเกษตร)

ทำงานกับกลุ่มแม่บ้านเกษตรกรกรกลุ่มนี้อย่างไร

ริเริ่มฟอร์มกลุ่มแม่บ้านเกษตรกรกรกลุ่มนี้

กลุ่มแม่บ้านเกษตรกรกรกลุ่มนี้ขอให้ช่วยฟอร์มกลุ่ม

อื่นๆ (โปรดระบุ)

16. กรุณาบอกชื่อหน่วยงานที่ช่วยเหลือการดำเนินงานกลุ่มแม่บ้านเกษตรกรกรกลุ่มนี้

กรมส่งเสริมการเกษตร กรมพัฒนาชุมชน กรมส่งเสริมสหกรณ์

อบต.

อบจ.

ธกส.

อื่นๆ (โปรดระบุ)

ทั้งหมดที่กล่าวมาข้างต้น

ทั้งหมด (โดยเน้นหน่วยงานที่ช่วยเรียงลำดับมากน้อย ดังนี้)

17. การร่วมมือของหน่วยงานต่างๆในกลุ่มแม่บ้านเกษตรกรกรกลุ่มนี้เป็นไปอย่างไร

ดี

ไม่ดี

อื่นๆ

(โปรดระบุ).....

โปรดระบุการร่วมมือของหน่วยงานต่างๆเหล่านั้น.....

18. คุณคิดว่าปัจจัยใดต่อไปนี้เป็นปัจจัยที่สำคัญที่สุดต่อความสำเร็จของกลุ่มแม่บ้านเกษตรกรกรกลุ่มนี้ที่ทำให้ได้รับรางวัลกลุ่มแม่บ้านเกษตรกรดีเด่นระดับประเทศในปี.....

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 ผู้นำกลุ่ม กรรมการของกลุ่ม สมาชิกของกลุ่ม

เคนกิจการเกษตร/ นักวิชาการเกษตร/

.....
 อื่นๆ (โปรดระบุ)

.....
 ทั้งหมดที่กล่าวมาข้างต้น

ทั้งหมด (โดยเน้นปัจจัยที่สำคัญมากน้อย ระบุเรียงลำดับดังนี้)

19. กลุ่มแม่บ้านเกษตรกรของคุณจะทำอย่างไรในอีกสิบปีหรือยี่สิบปีข้างหน้าถ้าการผลิตทางการเกษตรลดลง

20. กลุ่มแม่บ้านเกษตรกรของคุณมีแผน หรือ ยุทธวิธีเพื่อรับมือกับเหตุการณ์ที่ไม่อาจหลีกเลี่ยงเหล่านี้ดังที่กล่าวถึงในข้อ 19 ที่อาจเกิดขึ้นในอนาคตหรือไม่ อย่างไร และอะไรคือแผนหรือยุทธวิธีเหล่านั้น

21. คุณมีแนวทางที่จะสนับสนุนบทบาทของกลุ่มแม่บ้านเกษตรกรของคุณต่อการปรับปรุงการผลิตของกลุ่มและคุณภาพชีวิตที่จะเกิดขึ้นในอนาคตเพื่อรับมือกับเหตุการณ์ที่ไม่อาจหลีกเลี่ยงในอนาคตหรือไม่ อย่างไร

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22. กลุ่มแม่บ้านเกษตรกรของคุณโดยเฉพาะอย่างยิ่งผู้นำกลุ่ม

**กรรมการของกลุ่ม สมาชิกของกลุ่ม เคหกิจการเกษตร/ นักวิชาการเกษตร
(เจ้าหน้าที่กรมส่งเสริมการเกษตร)จะทำอะไร
อย่างไรในอีกสิบปีหรือยี่สิบปีข้างหน้า
เพื่อทำให้กลุ่มแม่บ้านเกษตรกรของคุณอยู่ได้**

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23. ปัจจัยใดที่เกี่ยวข้องกับความสำเร็จของกลุ่มแม่บ้านเกษตรกรระดับประเทศที่มีมากกว่าสามสิบปี

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24. จากข้อ 23

ปัจจัยเหล่านั้นได้มีผลต่อการเปลี่ยนแปลงต่างๆที่เกิดขึ้นในชนบทไทยในช่วงเวลานั้นอย่างไร

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25. แผนหรือยุทธวิธีของกลุ่มแม่บ้านเกษตรกรฯ
ที่เกี่ยวข้องกับการปรับปรุงผลิตผล และคุณภาพชีวิตในชนบทไทย
มีส่วนช่วยต่อความสำเร็จของกลุ่มแม่บ้านเกษตรกรฯ
เหล่านี้อย่างไรโดยภาพรวม

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26. ถ้าหากไม่มีเคหกิจการเกษตร / นักวิชาการเกษตร
(เจ้าหน้าที่กรมส่งเสริมการเกษตร) ช่วยคุณในอนาคต
กลุ่มแม่บ้านเกษตรกรของคุณ สามารถดำเนินการต่อได้หรือไม่
 ได้ ไม่ได้
 อื่นๆ (โปรดระบุ)

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27. คุณอยากให้หน่วยงานไหนช่วยกลุ่มแม่บ้านเกษตรกรของคุณมากที่สุด
ที่สุดในปัจจุบัน

กรมส่งเสริมการเกษตร กรมพัฒนาชุมชน กรมส่งเสริมสหกรณ์

อบต. อบจ. ธกส.

อื่นๆ (โปรดระบุ)

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ทั้งหมดที่กล่าวมาข้างต้น

ทั้งหมด (โดยเน้นหน่วยงานที่ช่วยเรียงลำดับมากน้อย ดังนี้)

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28. คุณอยากให้หน่วยงานไหนช่วยกลุ่มแม่บ้านเกษตรกรของคุณมากที่สุด
สุดในอนาคต

กรมส่งเสริมการเกษตร กรมพัฒนาชุมชน กรมส่งเสริมสหกรณ์

อบต. อบจ. ธกส.

อื่นๆ (โปรดระบุ)

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ทั้งหมดที่กล่าวมาข้างต้น

ทั้งหมด (โดยเน้นหน่วยงานที่ช่วยเรียงลำดับมากน้อย ดังนี้)

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29. หน่วยงานไหนที่ช่วยกลุ่มแม่บ้านเกษตรกรของคุณมากที่สุดตั้งแต่ใน
อดีตจนถึงปัจจุบัน

กรมส่งเสริมการเกษตร กรมพัฒนาชุมชน กรมส่งเสริมสหกรณ์

อบต. อบจ. ธกส.

อื่นๆ (โปรดระบุ)

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ทั้งหมดที่กล่าวมาข้างต้น

ทั้งหมด (โดยเน้นหน่วยงานที่ช่วยเรียงลำดับมากน้อย ดังนี้)

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ส่วนที่ 3: คำถามอื่นๆ

1. คุณทราบจุดประสงค์ของกลุ่มแม่บ้านเกษตรกรของคุณหรือไม่
วัตถุประสงค์เหล่านั้นคืออะไร

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2. คุณทราบแผนของกลุ่มแม่บ้านเกษตรกรของคุณหรือไม่
แผนเหล่านั้นคืออะไร

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3. การที่แม่บ้านเกษตรกรในหมู่บ้านของคุณเข้าร่วมกลุ่มแม่บ้านเกษตรกรมีความสำคัญอย่างไร

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4. คุณคิดว่ากลุ่มแม่บ้านเกษตรกรกรกลุ่มนี้และกลุ่มอื่นๆได้เปลี่ยนแปลงตลอดเวลาหรือไม่ อย่างไร โปรดอธิบาย

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5. คุณเข้าร่วมกิจกรรมกับกลุ่ม แม่บ้านเกษตรกรบ่อยหรือไม่ และคุณได้ช่วยหรือมีส่วนร่วมในกิจกรรมเหล่านั้นอย่างไร

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6. คุณคิดว่ากิจกรรมการเพิ่มรายได้ของกลุ่มแม่บ้านเกษตรกรของคุณเหมาะสมกับกลุ่มหรือไม่อย่างไร โปรดอธิบาย

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7. สินค้าใดที่คุณต้องการผลิตให้กับลูกค้าของคุณ

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8. กิจกรรมใดที่คุณต้องการทำให้กับสมาชิก และชุมชนหมู่บ้านของคุณ

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9. คุณคิดว่าคุณมีข้อเสนอแนะใดที่ทำให้กลุ่มแม่บ้านเกษตรกรของคุณดีขึ้น

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10. คุณคิดว่าคุณได้รับผลตอบแทนประจำปีที่ดีจากกลุ่มแม่บ้านเกษตรกร
ของคุณ

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11. คุณคิดว่าคุณมีข้อเสนอแนะใดเกี่ยวกับผลประโยชน์/ ผลตอบแทน
จากกลุ่มแม่บ้านเกษตรกรของคุณบ้าง

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12. คุณคิดว่าวิสาหกิจชุมชนดีกับกลุ่มแม่บ้านเกษตรกรหรือไม่อย่างไร
โปรดอธิบาย

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**ส่วนที่ 4: แบบสอบถามลักษณะผู้นำกลุ่มแม่บ้านเกษตรกร โดยสอบถามจากผู้นำกลุ่ม,
กรรมการ, ที่ปรึกษา, สมาชิกของกลุ่มแม่บ้านเกษตรกรที่ได้รับรางวัลระดับประเทศ,
เจ้าหน้าที่กรมส่งเสริมการเกษตร
และคนที่ทำงานกับกลุ่มแม่บ้านเกษตรกรที่ได้รับรางวัลระดับประเทศ
โดยมีพื้นฐานหลักจากแบบสอบถามลักษณะผู้นำกลุ่มของ Northouse (2004:82)**

คำแนะนำ กรุณาอ่านข้อความต่อไปนี้ด้วยความรอบคอบและคิดก่อนว่าคุณ
(หรือผู้ที่คุณจะประเมิน) ได้มีพฤติกรรมที่กล่าวไว้อย่างไร

กรุณาตอบโดยวงกลมตัวเลขหนึ่งในห้าตัวเลือกทางด้านขวามือ (เงื่อนไข: 1=ไม่เคย, 2=นานๆครั้ง, 3=บางโอกาส, 4=บ่อยๆ, 5=เป็นประจำ) หมายเหตุ: คุณในตารางต่อไปนี้หมายถึงผู้นำกลุ่มแม่บ้านเกษตรกร

แบบสอบถามลักษณะผู้นำกลุ่มแม่บ้านเกษตรกร	1=ไม่
1. คุณบอกสมาชิกกลุ่มแม่บ้านเกษตรกรว่าเขาต้องทำอะไรๆ	1
2. คุณแสดงกริยาต่อสมาชิกกลุ่มแม่บ้านเกษตรกรด้วยความเป็นกันเอง	1
3. คุณตั้งมาตรฐานของการกระทำสำหรับสมาชิกกลุ่มแม่บ้านเกษตรกร	1
4. คุณช่วยผู้อื่นให้รู้สึกสบายใจเมื่อเข้ามาในกลุ่มแม่บ้านเกษตรกร	1
5. คุณให้คำแนะนำกับกลุ่มแม่บ้านเกษตรกรเกี่ยวกับวิธีการแก้ไขปัญหา	1
6. คุณตอบสนองด้วยไมตรีเมื่อผู้อื่นให้คำแนะนำกับกลุ่มแม่บ้านเกษตรกรเกี่ยวกับวิธีการแก้ไขปัญหา	1
7. คุณช่วยให้มุมมอง (ความคิดเห็น) ของคนที่เสนอความคิดเห็นชัดเจนต่อคนอื่นๆในกลุ่มแม่บ้านเกษตรกร	1
8. คุณปฏิบัติต่อผู้อื่นในกลุ่มแม่บ้านเกษตรกรด้วยความยุติธรรม	1
9. คุณพัฒนาแผนงานสำหรับกลุ่มแม่บ้านเกษตรกร	1
10. คุณประพฤติปฏิบัติในท่าทางที่ท่านายได้ต่อกลุ่มแม่บ้านเกษตรกร	1
11. คุณแยกแยะหน้าที่รับผิดชอบของสมาชิกแต่ละคนของกลุ่มแม่บ้านฯ	1
12. คุณติดต่อสื่อสารกับสมาชิกกลุ่มแม่บ้านเกษตรกรอย่างแข็งขัน คล่องแคล่ว	1
13. คุณมีการแยกแยะบทบาทของผู้ในกลุ่มภายในกลุ่มแม่บ้านเกษตรกรอย่างชัดเจน	1
14. คุณมีการแสดงความหวังใยต่อชีวิตความเป็นอยู่ของผู้อื่น	1
15. คุณมีการจัดสรรแผนสำหรับการทำงานให้สำเร็จ	1
16. คุณแสดงความยืดหยุ่นในการตัดสินใจ (การตัดสินใจเปลี่ยนแปลงไปตามกาลเทศะ)	1
17. คุณมีการจัดสรรเกณฑ์หรือบรรทัดฐานสำหรับสิ่งที่คาดหวังที่จะเกิดขึ้นต่อกลุ่มแม่บ้านเกษตรกร	1
18. คุณมีการเปิดเผยความคิดและความรู้สึกต่อสมาชิกกลุ่มแม่บ้านเกษตรกร	1
19. คุณมีการสนับสนุนช่วยเหลือสมาชิกกลุ่มแม่บ้านเกษตรกรให้ดำเนินงานให้มีคุณภาพ	1
20. คุณมีการช่วยให้สมาชิกกลุ่มแม่บ้านเกษตรกรทำงานให้เข้ากันได้ดี	1

ส่วนที่ 5: คำถามอื่นๆที่ถามผู้นำกลุ่มแม่บ้านเกษตรกรเพิ่มเติม

1. กลุ่มแม่บ้านเกษตรกรของคุณตั้งขึ้นเมื่อไหร่.....
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2. กลุ่มแม่บ้านเกษตรกรของคุณ
ได้รับรางวัลดีเด่นระดับอำเภอเมื่อปี.....
ได้รับรางวัลดีเด่นระดับจังหวัดเมื่อปี.....
ได้รับรางวัลดีเด่นระดับภาคเมื่อปี.....
ได้รับรางวัลดีเด่นระดับประเทศเมื่อปี.....
3. รางวัลอื่นๆที่กลุ่มแม่บ้านเกษตรกรของคุณได้รับ
(โปรดระบุชื่อรางวัลที่ได้รับ, ชื่อหน่วยงานที่ให้รางวัล และ
ระบุปีที่ได้รับรางวัลด้วย)
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4. รางวัลอื่นๆที่คุณและสมาชิกในกลุ่มได้รับ (โปรดระบุชื่อรางวัลอื่นๆที่ได้รับ,
ชื่อสมาชิกของกลุ่มแม่บ้านเกษตรกรของคุณที่ได้รับรางวัล และ ระบุปีด้วย)
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5. จำนวนสมาชิกของกลุ่มแม่บ้านเกษตรกรของคุณในระยะแรกตั้ง.....
.....คน
เมื่อได้รับรางวัลดีเด่นระดับอำเภอ.....คน
เมื่อได้รับรางวัลดีเด่นระดับจังหวัด.....คน

เมื่อได้รับรางวัลดีเด่นระดับภาค.....คน

เมื่อได้รับรางวัลดีเด่นระดับประเทศ.....คน

และในปัจจุบัน (ปี 2006).....คน

6. จำนวนประธานของกลุ่มแม่บ้านเกษตรกรของคุณตั้งแต่อดีตจนถึงปัจจุบัน...
.....คนและโปรดระบุชื่อของเขาเหล่านั้น.....

7. กรุณาอธิบายการดำเนินงานกลุ่มแม่บ้านเกษตรกรของคุณ

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ส่วนที่ 6:

คำถามอื่นๆที่ถามเจ้าหน้าที่กรมส่งเสริมการเกษตรที่ทำงานกับกลุ่มแม่บ้านเกษตรกรที่ได้รับรางวัลระดับประเทศเพิ่มเติม

1. ตำแหน่งของคุณในปัจจุบันคือ.....
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2. ระยะเวลาที่คุณทำงานกับกลุ่มแม่บ้านเกษตรกร.....
.....ปี

3. คุณทำงานกับกลุ่มแม่บ้านเกษตรกรกลุ่มนี้มานานเท่าใดแล้ว.....
.....ปี

4. ก่อนทำงานในตำแหน่งของคุณในปัจจุบัน
คุณเคยทำงานในตำแหน่งใดที่กรมส่งเสริมการเกษตรมาก่อน
โปรดระบุชื่อตำแหน่งและระยะเวลาที่ทำงานในตำแหน่งนั้นๆ.....
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5. ประสบการณ์ในการทำงานของคุณหลังจากจบการศึกษา
ปี
 และโปรดระบุชื่อหน่วยงานอื่นที่คุณได้เคยทำงานมาก่อน(นอกเหนือจากกรมส่งเสริมการเกษตร)

6. ประสบการณ์ในการทำงานของคุณกับกรมส่งเสริมการเกษตร.....
ปี
7. จำนวนกลุ่มแม่บ้านเกษตรกรที่คุณเคยร่วมงานด้วย.....กลุ่ม
8. จากกลุ่มแม่บ้านเกษตรกรที่กล่าวถึงในข้อ
 7จำนวนจังหวัดที่เคยทำงานมาแล้วรวมทั้งจังหวัด.....อะไร
 บ้าง.....

9. อะไรเป็นความยากง่ายในการทำงานกับกลุ่มแม่บ้านเกษตรกรกลุ่มนี้กับกลุ่ม
 อื่นๆที่คุณมีประสบการณ์ในการทำงานกับพวกเขา ในกรณีของประธาน
 กรรมการ สมาชิก ที่ปรึกษา องค์กรระดับท้องถิ่น
 หรือหน่วยงานอื่นๆที่เข้ามาช่วยกลุ่มแม่บ้านเกษตรกรกลุ่มนี้
 หรือประเด็นอื่นๆ

10. กลุ่มแม่บ้านเกษตรกรกลุ่มนี้ตั้งขึ้นเมื่อไหร่.....

11. กลุ่มแม่บ้านเกษตรกรกลุ่มนี้
 ได้รับรางวัลดีเด่นระดับอำเภอเมื่อปี.....
 ได้รับรางวัลดีเด่นระดับจังหวัดเมื่อปี.....
 ได้รับรางวัลดีเด่นระดับภาคเมื่อปี.....
 ได้รับรางวัลดีเด่นระดับประเทศเมื่อปี.....

12. รางวัลอื่นๆที่กลุ่มแม่บ้านเกษตรกรกลุ่มนี้ได้รับ
(โปรดระบุชื่อรางวัลที่ได้รับ, ชื่อหน่วยงานที่ให้รางวัล และ
ระบุปีที่ได้รับรางวัลด้วย
.....
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.....
13. รางวัลอื่นๆที่คุณและสมาชิกในกลุ่มได้รับ
(โปรดระบุชื่อรางวัลอื่นๆที่ได้รับ,
ชื่อสมาชิกของกลุ่มแม่บ้านเกษตรกรของคุณที่ได้รับรางวัล และ ระบุปีด้วย)
.....
.....
.....
.....
14. จำนวนสมาชิกของกลุ่มแม่บ้านเกษตรกรของคุณในระยะแรกตั้ง.....
.....คน
เมื่อได้รับรางวัลดีเด่นระดับอำเภอ.....คน
เมื่อได้รับรางวัลดีเด่นระดับจังหวัด.....คน
เมื่อได้รับรางวัลดีเด่นระดับภาค.....คน
เมื่อได้รับรางวัลดีเด่นระดับประเทศ.....คน
และในปัจจุบัน.....คน
15. จำนวนประธานของกลุ่มแม่บ้านเกษตรกรของคุณตั้งแต่อดีตจนถึงปัจ
จุบัน.....คนและโปรดระบุชื่อของเขาเหล่านั้น.....
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.....
16. กรุณาอธิบายการดำเนินงานกลุ่มแม่บ้านเกษตรกรกลุ่มนี้
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17. คุณคิดว่ากลุ่มแม่บ้านเกษตรกร(ไม่เฉพาะกลุ่มนี้)ได้เปลี่ยนแปลงตลอดเวลาหรือไม่ อย่างไร
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18. คุณคิดว่าทำไมกลุ่มแม่บ้านเกษตรกรกลุ่มนี้ได้รับรางวัลระดับประเทศในปี.....และมีความเหมาะสมหรือไม่
อย่างไรที่กลุ่มนี้ได้รับรางวัลระดับประเทศ
หรือรางวัลอื่นๆที่กล่าวมาแล้วข้างต้น
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Table 1: Background of the Respondents

Background of the Respondents	Frequency (Percent)	Background of the Respondents (Continued)	Frequency (Percent)
Sex		Education	
Female	168 (95.5)	No Education	1 (0.6)
Male	8 (4.5)	Primary school	122 (73.2)
Age		- Less than Pathom4	6 (3.5)
Less than or equal to 29	3 (1.7)	- Pathom4	87 (49.5)
30-34	5 (2.8)	- Higher than Pathom4	19 (10.8)
35-39	26 (14.8)	Secondary school	28 (16.0)
40-44	14 (8.0)	Vocational school	6 (3.5)
45-49	33 (18.8)	Bachelor degree	25 (14.2)
50-54	36 (20.5)	Master degree	1 (0.6)
55-59	22 (12.5)	Missing System	3 (1.7)
60-64	18 (10.2)	Religion	
65-69	11 (6.3)	Buddhism	167 (94.9)
70 up	6 (3.4)	Islam	7 (4.0)
Missing System	2 (1.1)	Missing System	2 (1.1)
Status		Respondents	
Single	10 (5.7)	Presidents	23 (13.1)
Married	151 (85.8)	Committees	74 (42.0)
Divorce	6 (3.4)	Members*	55 (31.3)
Widow	9 (5.1)	Government officers	24 (13.6)
Number of Household			
1.00	140 (79.5)		
2.00	23 (13.1)		
3.00	4 (2.3)		
Total	167 (94.9)		
Missing System	9 (5.1)		

Remarks: *2 people are not members but working for the group

Table 1 (cont.): Background of the Respondents

Background of the Respondents	Frequency (Percent)	Background of the Respondents (Continued)	Frequency (Percent)
Number of Children		Birthplace	
None	18 (10.2)	Same village of the AWG located	122 (73.2)
1.00	15 (8.5)	Other villages of the AWG located	10 (6.0)
2.00	68 (38.6)	Other provinces of the AWG located	39 (23.4)
3.00	42 (23.9)	Myanmar	1 (0.6)
4.00	12 (6.8)	Missing System	4 (2.3)
5.00	10 (5.7)		
6.00	5 (2.8)	Reasons of moving from birthplace	
7.00	1 (0.6)	Getting marriage	17 (9.7)
8.00	2 (1.1)	Getting job	14 (8.0)
Total	173 (98.3)	Getting marriage and job	1 (0.6)
Missing System	3 (1.7)	Following parents	7 (4.0)
		Following husband	2 (1.1)
Number of Female Children		Following brother to work in farm	1 (0.6)
None	49 (27.8)	Do not moving from their birthplace	130 (73.9)
1.00	67 (38.1)	Missing System	4 (2.3)
2.00	38 (21.6)		
3.00	16 (9.1)	Family Support to Work with AWG	
4.00	3 (1.7)	Supporting	172 (97.7)
Total	173 (98.3)	Not supporting at the beginning	1 (.6)
Missing System	3 (1.7)	because the office is far from the	
		respondent's home but it is ok later.	
Number of Male Children		Supporting at the beginning but not	1 (.6)
None	45 (25.6)	now because the respondent has no	
1.00	68 (38.6)	time for family	
2.00	36 (20.5)	Total	174 (98.9)
3.00	19 (10.8)	Missing System	2 (1.1)
4.00	5 (2.8)		
Total	173 (98.3)		
Missing System	3 (1.7)		

Table 2: NAWGs' Organization Details

NAWGs	Number of Respondents: Frequency (Percent)	Number of Leaders (From the past – present)	Number of Committee (Present)	Number of Members			Group's Initiated Year A.D. (B.E.)	Group's Awarded Year A.D. (B.E.)	Group Period (from Initiated Year-present:2006)
				Initiated Year	Awarded Year	Present Year			
1. Parkprai Samakkee AWG Uttaradit	8 (4.5)	1	15	56	115	114	1981 (2524)	2000 (2543)	25
2. Ban Pa Pai AWG Chiang Mai	7 (4.0)	3	12	38	149	149	1982 (2525)	1998 (2541)	24
3. Raichado Ruamjai AWG Phi Chit	5 (2.8)	2	6	32	47	32	1974 (2517)	1983 (2526)	32
4. Ban Srayaishee Pattana AWG Phi Chit	6 (3.4)	2	15	42	52	130	1982 (2525)	1984 (2527)	24
5. Huay Sor Mit Sampan AWG Phu Pha Man Khon Kaen	7 (4.0)	3	15	20	108	65	1992 (2535)	1996 (2539)	14
6. Ban Nong Waeng AWG Nong Rua Khon Kaen	8 (4.5)	1	12	14	45	53	1993 (2536)	1999 (2542)	13

Table 2 (cont.) : NAWGs' Organization Details

NAWGs	Number of Respondents: Frequency(Percent)	Number of Leaders (From the past -present)	Number of Committee (Present)	Number of Members			Group's Initiated Year A.D. (B.E.)	Group's Awarded Year A.D. (B.E.)	Group Period (from Initiated Year-present)
				Initiated Year	Awarded Year	Present Year			
7. Ban Pone AWG Kalasin	12 (6.8)	4	25	74	541	541	1982 (2525)	2005 (2548)	24
8. Ban Pangpuay AWG Nang Rong Buri Ram	11 (6.3)	1	5	38	84	15	1982 (2524)	1987 (2530)	25
9. Ban None Yang AWG Kut Chum Yasothon	8 (4.5)	2	7	19	280	356	1978 (2521)	2001 (2544)	28
10. Koke Na Go Samakkee AWG Pa Tiu Yasothon	15 (8.5)	3	5	68	180	200	1977 (2520)	1992 (2535)	29
11. Tha Sai AWG Sapphaya Chai Nat	7 (4.0)	1	13	20	171	171	1990 (2533)	1994 (2537)	16
12. Ban Hae AWG Ang Thong	12 (6.8)	3	5	26	86	86	1979 (2522)	2002 (2545)	27

Table 2 (cont.) : NAWGs' Organization Details

NAWGs	Number of Respondents: Frequency(Percent)	Number of Leaders (From the past -present)	Number of Committee (Present)	Number of Members			Group's Initiated Year A.D. (B.E.)	Group's Awarded Year A.D. (B.E.)	Group Period (from Initiated Year-present)
				Initiated Year	Awarded Year	Present Year			
13. Tha Din Dam AWG Chai Badan Lop Buri	8 (4.5)	1	5	35	50	42	1984 (2527)	1986 (2529)	20
14. Bankao Kaona Pattana Chumchon AWG Pan Thong Chon Buri	8 (4.5)	2	5	30	65	136	1991 (2534)	1993 (2536)	15
15. Tha Toom AWG Si Maha Phot Pra Chin Buri	6 (3.4)	2	15	36	36	67	1985 (2528)	1995 (2538)	21
16. Klong Narai AWG Tha Mai Chantha Buri	6 (3.4)	2	9	23	40	42	1982 (2525)	2003 (2546)	24
17. Ban Nongban AWG Muang Trat	6 (3.4)	2	5	21	21	32	1983 (2526)	1988 (2531)	23

Table 2 (cont.) : NAWGs' Organization Details

NAWGs	Number of Respondents: Frequency(Percent)	Number of Leaders (From the past -present)	Number of Committee (Present)	Number of Members			Group's Initiated Year A.D. (B.E.)	Group's National Awarded Year A.D. (B.E.)	Group Period (from Initiated Year- present)
				Initiated Year	Awarded Year	Present Year			
18. Nongcan Ruamjai AWG Ta Phraya Khok Song Sa Kaeo	9 (5.1)	1	15	18	38	31	1986 (2529)	1989 (2532)	20
19. Tha Care Samakkee AWG Tha Muang Kanchana Buri	8 (4.5)	3	13	24	24	81	1978 (2521)	1982 (2525)	28
20. Ban Muang AWG Takua Pa Phangnga	10 (5.7)	3	9	18	59	115	1985 (2528)	1991 (2534)	21
21. Yong Star AWG Palian Trang	7 (4.0)	2	8	25	32	40	1982 (2525)	1997 (2540)	24
22. Nam Tok Sai Khow AWG Koke Po Pattani	2 (1.1)	1	8	20	30	40	1988 (2531)	2004 (2547)	18

Remarks: Present year is 2006; Number of leaders: Minimum 1.00, Maximum 4.00, Mean 1.8824, Standard Deviation 0.96583, N valid 170, Missing 6

Table 3: Details of NAWGs' Activities

NAWGs	Main Activities of Farmers in the NAWGs' Area	AWG Activities
1. Parkprai Samakkee AWG Uttaradit	Paddy field	Cotton weaving, Thai liquor and etc.
2. Ban Pa Pai AWG Chiang Mai	Paddy field, garlic	Pickled garlic
3. Raichado Ruamjai AWG Phi Chit	Paddy field	Grocery store, Thai Dessert
4. Ban Srayaishee Pattana AWG Phi Chit	Paddy field	Cotton weaving
5. Huay Sor Mit Sampan AWG Phu Pha Man Khon Kaen	Paddy field	Herbal instant teas
6. Ban Nong Waeng AWG Nong Rua Khon Kaen	Paddy field	Cotton weaving
7. Ban Pone AWG Kalasin	Paddy field	Silk-weaving
8. Ban Pangpuay AWG Nang Rong Buri Ram	Paddy field, raising cattle	Cut flowers
9. Ban None Yang AWG Kut Chum Yasothon	Paddy field	Grocery store, cotton weaving, embroidery
10. Koke Na Go Samakkee AWG Pa Tiu Yasothon	Paddy field	Saving money
11. Tha Sai AWG Sapphaya Chai Nat	Paddy field	herbal shampoo, conditioner, body lotion products etc.

Table 3 (cont.): Details of NAWGs' Activities

NAWGs	Main Activities of Farmers in the NAWGs' Area	AWG Activities
12. Ban Hae AWG Ang Thong	Paddy field, fruit Orchard such as banana	Banana's products such as dried banana, baked banana
13. Ta Din Dam AWG Chai Badan Lop Buri	Paddy field, raising cattle	Mat-weaving from reed
14. Bankao Kaona Pattana Chumchon AWG Pan Thong Chon Buri	Paddy field, fishery	Artificial flower for funeral, decoration and etc.
15. Tha Toom AWG Si Maha Phot Pra Chin Buri	Paddy field	Bale fruit and herbal instant teas
16. Klong Narai AWG Tha Mai Chantha Buri	Fruit Orchard such as durian and mangoesteen	Native Thai dish canned-food, fruits' candies such as durian and mangoesteen candies etc.
17. Ban Nongban AWG Muang Trat	Fruit Orchard such as durian and mangoesteen	Vegetable, fruit and rice crispy
18. Nongcan Ruamjai AWG Ta Phraya Khok Song Sa Kaeo	Paddy field	Grocery store
19. Tha Care Samakkee AWG Tha Muang Kanchana Buri	Baby corn and dairy farm	Baby corn and dairy farm
20. Ban Muang AWG Takua Pa Phangnga	Para rubber, fishery	Souvenir such as batik cloth, handkerchief
21. Yong Star AWG Palian Trang	Para rubber, fishery	Fish sauce
22. Nam Tok Sai Khow AWG Koke Po Pattani	Para rubber, orchard such as banana	Banana's products such as shredded banana chip



Figure 1: the model of the AWG as open system, gaining input from the surrounding environment through the conversion or throughout process and then releasing output through the environment again to make its organization balance

Picture 1-5: Group 1 Tha Care Samakkee AWG, Tha Muang, Kanchana Buri



Picture 1: This NAWG gained the first NAWG's award from the King in 2525 (Thai calendar year) or 1982 (Julian year). Unbelievable, in 2006 the group is still active.



Picture 2: Although this group does not focus on the income generating activities much, it still produces some liquid washing detergent (in yellow color) and softener (in blue color) to sell to its members and local markets with the local packaging style to reduce the cost of production.



Picture 3-4: The major activities of this group are planting baby corn and raising dairy cow.



Picture 5: The two ladies standing in the middle of the picture are grandmother and her niece. Both of them are members of the group and a gentleman standing nearby them is the group's consultant. He also received the National Award for the Distinguish Consultant of Farmer's Institution.

Picture 6-8: Group 2 Raichado Ruamjai AWG, Sam Ngam, Phi Chit



Picture 6-7: Members of this NAWG claimed that they enjoyed working with each other in the past although there were some obstacles such as the river dividing them apart.



Picture 8: In the past, this NAWG made many income generating activities but nowadays someone just weave some types of bamboo containers and the group does not have a strong collaboration compared with in the past.

Picture 9-11: Group 3 Ban Srayaishee Pattana AWG, Sam Ngam, Phi Chit



Picture 9: The main income generating activities of this NAWG are cotton cloth weaving and sarong, scarf, and table cloth making



Picture 10-11: In the left picture, the elder spent her time for tying the end of a scarf. In the right picture, this lady was tying a yarn with the traditional pattern by a plastic string before dyeing the thread.

Picture 12-13: Group 4 Tha Din Dam AWG, Chai Badan, Lop Buri



Picture 12: In the past, this NAWG originally produced reed mat after members planted rice and raised up some livestock such as cattle and pigs.



Picture 13: Nowadays, the group develops its products to have more varieties from reed mats to coaster, basket, purse, bag, plate mat etc. and still uses reed as its raw material.

Picture 14-15: Group 5 Ban Paengpuay AWG, Nang Rong, Buri Ram



Picture 14: The head of the village, a man standing in a sky blue Polo-shirt, informed that men in his village are likely to help women do household chores more than in the past decades.



Picture 15: The lady standing in the back is a farmer and the lady in the front is a DOAE staffer. The main activities of farmers in this village are raising cattle and planting perennial flowers such as chrysanthemum.

Picture 16-18: Group 6 Ban Nhongban AWG, Muang, Trat



Picture 16-17: Members of this group are orchard farmers. They plant several kinds of fruits such as mangoosteens, durians and bananas. They told that they made several income activities in the past but nowadays they only make vegetable crispy chip made from taro and sweet potato.



Picture 18: These two ladies showed the area for making vegetable crispy chip. Unluckily, the day that I visited to this NAWG was not the day that the group planned to make the food processing products.

Picture 19-20: Group 7 Nhongcan Ruamjai AWG, Ta Phraya Khok Song, Sa Kaew



Picture 19: This NAWG is located in a remote area, the province has a border next to Cambodia. The group is not active but members of the group want people to work together again. They need government officers to help them renew the group another time.



Picture 20: The female elder in this group has a talent to make a holy container made of banana's stems used to sacrifice to god and holy spirits.

Picture 21-23: Group 8 Ban Muang AWG, Takua Pa, Phangnga



Picture 21: This NAWG is located in the southern area that was hit by Tsunami in December 2005. Sadly, 19 members of this NAWG died because of this incident.



Picture 22-23: One of the activities of this group is batik production and members of the group are both Buddhists and Muslims.

Picture 24-25: Group 9 Koke Na Go Samakkee AWG, Pa Tew, Yasothon



Picture 24: Members of this NAWG informed that they are quite old and need young generations to carry out their group's activities.



Picture 25: The public lands near the big pond were distributed to members of the group and villagers to plant their own vegetables.

Picture 26-28: Group 10 Bankao Kaona Pattana Chumchon AWG, Pan Thong, Chon Buri



Picture 26-27: This NAWG makes some products related to the memorial service. The left picture is the funeral wreath made of towel and in the right picture the member of the group showed the funeral fake flowers made of a plant named “Chan” in a glass cabinet.



Picture 28: Two DOAE’s staffers in purple and pink-long-sleeves blouses were chatting friendly with their clients. They told that members of this group are nice but the group is located in the industry area nowadays therefore not many women are interested in working for the group much.

Picture 29-30: Group 11 Tha Sai AWG, Sapphaya, Chainat



Picture 29: This NAWG is the first non governmental organization in Thailand that gained the GMP (Good Manufacturing Practice of Cosmetics Hygiene) from the Public Health Department.



Picture 30: This is a section of this NAWG allocated to sell their products; shampoo, conditioner, liquid soap, lotion and also products from its alliances such as weaving purses and baskets made of water hyacinth and bamboo.

Picture 31-33: Group 12 Tha Toom AWG, Sri Maha Phot, Prachin Buri



Picture 31-32: This NAWG produces several types of instant herbal tea such as bale fruit, lemon grass etc. The left picture is the dried sliced bale fruits that are ready for packing to the market. The right picture is the members of this NAWG working on packaging the instant herbal tea.



Picture 33: This picture shows the varieties of packaging of herbal tea's products. The more beautiful packaging it is, the more expensive the production cost will be.

Picture 34-36: Group 13 Huay Sor Mit Sampan AWG, Phupha Man, Khon Kaen



Picture 34-35: This NAWG does not do any activity now. The left picture is the place of the group located in the center of the village and used for producing food processing products which was claimed by some villagers that it created a bad smell to the public. The group therefore had to stop working on this activity. The right picture shows the plastic bags used for packaging the group's products. The group's members claimed that they would plan to use them again soon.



Picture 36: Committee and members of this group want the group to continue its activity as soon as possible by gaining assistance from the DOAE staffer wearing a light blue shirt and sitting in the right.

Picture 37-38: Group 14 Yong Star AWG, Palian Trang



Picture 37: This NAWG is located in the area of fishery. Therefore, the group produces fish sauce and fish chili paste. The group develops its packaging with different sizes of container to meet customers' needs.



Picture 38: This is the big size of fish sauce container developed to serve clients who have a high demand and want to cut the sale's cost.

Picture 39-41: Group 15 Ban Pa Pai AWG, Doi Saked, Chiang Mai



Picture 39: Farmers in Chiang Mai especially the area where this group is located plant garlic a lot. This NAWG, therefore, make pickled garlic as a product to generate income.



Picture 40-41: Members of the group could peel garlic at home and bring it to sell to the group later. The left picture shows the elder could gain some money from peeling garlic at her home and the right picture shows the lady brought the peeled garlic to the group.

Picture 42-43: Group 16 Ban Nhong Waeng AWG, Nhong Reor, Khon Kaen



Picture 42: This NAWG weaves cotton cloths and produces scarf, handkerchief, plate mat, bed covering sheet etc.



Picture 43: The weaving instrument of this NAWG is quite big. When members of the group make a bed covering sheet, two people help weave at the same time. Interestingly, men and boys help weave in this group too.

Picture 44-45: Group 17 Parkprai Samakkee AWG, Farktha, Uttaradit



Picture 44: One of this NAWG's famous products is weaved cotton cloths. Several members of this group work as part time teachers for weaving at many schools as well.



Picture 45: The lady standing in the left with a purse is the leader of the group. She came to this place for sending an ordered uniform to this organization.

Picture 46-49: Group 18 Ban None Yang AWG, Kood Chum, Yasothon



Picture 46: Committee and members of this NAWG are very proud to present its grocery store that makes a lot of profit from selling snacks, goods for household.



Picture 47: This group also makes a crochet bag, shirt and weaved cotton cloths.



Picture 48: The leader of this group showed the local flowers, “*Thong Kuow*” that gives orange color used for cloth dying



Picture 49: The standing lady helped her friend by putting wax over the thread so that the sitting lady could weave easily.

Picture 50-51: Group 19 Ban Hae AWG, Muang, Ang Thong



Picture 50: This NAWG produces dried banana and rolled baked banana. This picture shows a banana preparation process before putting the ready banana into the oven.



Picture 51: This picture shows the rolled baked banana packages. Its brand is “Joy” which is the group leader’s nickname.

Picture 52-53: Group 20 Klong Narai AWG, Muang, Chantha Buri



Picture 52: This NAWG is located in the area famous for planting durian, mangoesteen and pepper. The group products are related to food processing such as *Chamuang* canned food (in the yellow containers), durian paste (yellow paste in the plastic rolls), mangoesteen candies (black candies in the clear container), and ground pepper (in a plastic container with blue lid).



Picture 53: The leader of the group took turn with other members of the group to sell their products in a provincial festival.

Picture 54-59: Group 21 Namtok Traikhow AWG, Koke Po, Pattani



Picture 54-55: In the left picture, members of the group helped slice banana to make shredded bananas with paprica (*Capsicum annuum*) flavor. The right picture shows how to fry shredded bananas before mix them with paprica (*Capsicum annuum*)

Remarks: these pictures are the secondary data



Picture 56: Muekdaeng, a famous male food and cooking columnist standing in the center of the picture visited the group to promote the group's activities through ITV program entitled *Muekdaeng*. He also gave his signature on this picture.

Remarks: this picture is the secondary data



Picture 57-58: Members of the group joined the New Year Festival of Traikhow Sub district in 2547 (Thai calendar year) or 2004 (Julian year).

Remarks: these pictures are the secondary data



Picture 59: Members of the groups, joined with teachers, students, and parents at the Sport Day of Jipipoppittaya School, Koke Po District, Pattani

Remarks: this picture is the secondary data

Picture 60-63: Group 22 Ban Pone AWG, Kammuang, Kalasin



Picture 60: This NAWG is the famous groups in the northeastern part that produce traditional Phuthai silk cloths named, “*Praewa*.” In this picture, members of the group dressed up in their traditional costumes and had “*Praewa*” to cover their shoulders.



Picture 61: These two ladies show the styles of weaving patterns that the owner, a lady in a blue tank top, keeps this local knowledge in this piece of cloth.



Picture 62: This picture is the traditional home style of Phuthai people in Ban Pone. These homes are located in Phuthai Cultural and Praewa Silk Center.



Picture 63: This picture is the present home style of people in this village.

Picture 64-68: Group 23 Ban Nabor AWG, Waritchapoom, Sakon Nakorn



Picture 64: This picture shows the environment of the day that the contest committee of the DOAE from the main office in Bangkok came to observe the group, its village and its activities.



Picture 65-66: Members of this NAWG use their local knowledge to produce dried steamed traditional brown rice. The left picture shows how to pack the rice into a plastic bag. The right picture is one of the packages that have a high demand in the market in Bangkok.



Picture 67: The Thai girl scouts so called “*Anugachard*” support this group on the contest day.



Picture 68: After the DOAE committee from Bangkok had observed the activities of the group, they walked around the village to do a survey on the area and activities.

UNIVERSITY OF HAWAII

Committee on Human Studies

MEMORANDUM

December 1, 2005

TO: Oranutda Chinnasri
Principal Investigator
Sociology Department

FROM: William H. Dendle
Executive Secretary

SUBJECT: CHS #14080- "Sign of Change: The Next Two Decades of the Agricultural Women's Group in Thailand"

Your project identified above was reviewed and has been determined to be exempt from Department of Health and Human Services (DHHS) regulations, 45 CFR Part 46. Specifically, the authority for this exemption is section 46.101(b)(2). Your certificate of exemption (Optional Form 310) is enclosed. This certificate is your record of CHS review of this study and will be effective as of the date shown on the certificate.

An exempt status signifies that you will not be required to submit renewal applications for full Committee review as long as that portion of your project involving human subjects remains unchanged. If, during the course of your project, you intend to make changes which may significantly affect the human subjects involved, you should contact this office for guidance prior to implementing these changes.

Any unanticipated problems related to your use of human subjects in this project must be promptly reported to the CHS through this office. This is required so that the CHS can institute or update protective measures for human subjects as may be necessary. In addition, under the University's Assurance with the U.S. Department of Health and Human Services, the University must report certain situations to the federal government. Examples of these reportable situations include deaths, injuries, adverse reactions or unforeseen risks to human subjects. These reports must be made regardless of the source funding or exempt status of your project.

University policy requires you to maintain as an essential part of your project records, any documents pertaining to the use of humans as subjects in your research. This includes any information or materials conveyed to, and received from, the subjects, as well as any executed consent forms, data and analysis results. These records must be maintained for at least three years after project completion or termination. If this is a funded project, you should be aware that these records are subject to inspection and review by authorized representatives of the University, State and Federal governments.

Please notify this office when your project is completed. We may ask that you provide information regarding your experiences with human subjects and with the CHS review process. Upon notification, we will close our files pertaining to your project. Any subsequent reactivation of the project will require a new CHS application.

Please do not hesitate to contact me if you have any questions or require assistance. I will be happy to assist you in any way I can.

Thank you for your cooperation and efforts throughout this review process. I wish you success in this endeavor.

Enclosure

Protection of Human Subjects
Assurance Identification/IRB Certification/Declaration of Exemption
(Common Rule)

Policy: Research activities involving human subjects may not be conducted or supported by the Departments and Agencies adopting the Common Rule (56FR28003, June 18, 1991) unless the activities are exempt from or approved in accordance with the Common Rule. See section 101(b) of the Common Rule for exemptions. Institutions submitting applications or proposals for support must submit certification of appropriate Institutional Review Board (IRB) review and approval to the Department or Agency in accordance with the Common Rule.

Institutions must have an assurance of compliance that applies to the research to be conducted and should submit certification of IRB review and approval with each application or proposal unless otherwise advised by the Department or Agency.

1. Request Type <input type="checkbox"/> ORIGINAL <input type="checkbox"/> CONTINUATION <input checked="" type="checkbox"/> EXEMPTION	2. Type of Mechanism <input type="checkbox"/> GRANT <input type="checkbox"/> CONTRACT <input type="checkbox"/> FELLOWSHIP <input type="checkbox"/> COOPERATIVE AGREEMENT <input type="checkbox"/> OTHER: _____	3. Name of Federal Department or Agency and, if known, Application or Proposal Identification No.
4. Title of Application or Activity "Sign of Change: The Next Two Decades of the Agricultural Women's Group in Thailand"		5. Name of Principal Investigator, Program Director, Fellow, or Other Oranutda Chinnasri

6. Assurance Status of this Project (Respond to one of the following)

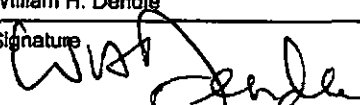
- This Assurance, on file with Department of Health and Human Services, covers this activity:
 Assurance Identification No. F-3526, the expiration date September 23, 2008 IRB Registration No. IORG0000169
- This Assurance, on file with (agency/dept) _____, covers this activity.
 Assurance No. _____, the expiration date _____ IRB Registration/Identification No. _____ (if applicable)
- No assurance has been filed for this institution. This institution declares that it will provide an Assurance and Certification of IRB review and approval upon request.
- Exemption Status: Human subjects are involved, but this activity qualifies for exemption under Section 101(b), paragraph 2.

7. Certification of IRB Review (Respond to one of the following IF you have an Assurance on file)

- This activity has been reviewed and approved by the IRB in accordance with the Common Rule and any other governing regulations.
 by: Full IRB Review on (date of IRB meeting) _____ or Expedited Review on (date) _____
 If less than one year approval, provide expiration date _____
- This activity contains multiple projects, some of which have not been reviewed. The IRB has granted approval on condition that all projects covered by the Common Rule will be reviewed and approved before they are initiated and that appropriate further certification will be submitted.

8. Comments

CHS #14080

9. The official signing below certifies that the information provided above is correct and that, as required, future reviews will be performed until study closure and certification will be provided.		10. Name and Address of Institution University of Hawaii at Manoa 2444 Dole Street, Bachman Hall Honolulu, HI 96822	
11. Phone No. (with area code)	(808) 956-5007		
12. Fax No. (with area code)	(808) 539-3954		
13. Email:	dendle@hawaii.edu		
14. Name of Official William H. Dendle		15. Title Compliance Officer	
16. Signature 		17. Date November 30, 2005	

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