International Conference
Green and Clean Politic

29-30 October 2015
at Maejo University, Chiang Mai, Thailand
Preface

Presently, the context of world society has the dynamism which has changed dramatically; economic, politics, society, culture, technology, natural resources and environment. There are effect to society’s people needs change. Therefore, the effort of worldwide nations cooperates to create the balance for this world. The creation of clean clear politics without abuse of power and to remove corruption problem for creating participatory democracy that has responsibility to other nations with to keep the balance of technology using.

The research process (methodology), learning and study program arrangement in university focus on supporting society and country by system and dynamism for developing leaning process from the research which can adapt and apply practically in the society. This needs multi knowledge both politics and public administration by science of country development is called “Political Science and Public Administration”. When they are applied to be the tools of politics and administration by using policy and public administration, which serve and respond people’s needs and people’s satisfactions.

The knowledge from research process (methodology) will be presented the concept idea and guideline to practice and develop clean and clear politics, to create the balance of natural resources, environment and good quality society. School of Administrative Studies, Graduate School, Faculty of Liberal Arts, Maejo University cooperate with networks also government and private sections. The activity is set up which are research paper presentation of graduate students, academics, scholars and experts in the international level. This also can be benefits to develop country, ASEAN region and world civil society which aims to develop knowledge “Administrative Sciences”. This year, School of Administrative Studies has 10th year anniversary celebration under the theme; Green and Clean Politic. We will synthesis and analyst knowledge from conclusion and synopsis for applying in the future both academic and policy and for international level as well.

Dr. Somkid Kaew-tip
Director, School of Administrative Studies
General Information

In the current situation, the context of global society has been rapidly changed in economic, political, socio-cultural, technological, natural, and environmental aspects, which they are affecting people’s need which changing according to international communities’ attempt to establish global balance as well as green and clean politics without the abuse of power, corruption removal, in order to found the participatory democracy which it reflects responsibilities of other countries along with balancing the use of new technologies with natural resource and environment.

In perspective of research process, the study and higher educations’ curriculums can see the importance of supporting society and the country, through the development mechanism of learning process from the research results, which it can be realistically applied into a society that needs diversity of Political and Administrative knowledge through the science of nation development. The knowledge of Political and Administrative Science bring more benefit to political and administrative tools which used for public policy and administration for responding the people’s need and satisfaction.

Knowledge from the research process which will be presented the concept and practices to the clean politic and the balance of green natural resource and environment, Maejo University had initiated the stage of international and academic conference under the theme: Green and Clean Politics.

Activities
1. Academic special lecture by Keynote Speaker
2. Academic Forum
3. Research Paper Presentation by researcher and postgraduate student

Host Organization
School of Administrative Studies, Maejo University

Time and place
29th – 30th October 2015 at Maejo University, Chiang Mai province

Participants
academics, scholars, lecturers, researchers, postgraduate student, government and private sections and other participants (Thai and foreigner) 200 people
Organizers

Main Organizer
School of Administrative Studies, Maejo University

Co-organizers
Faculty of Liberal Arts, Maejo University
Graduate School, Maejo University
Inter-Disciplined Committee for Research and, Office of the Royal Society
Inter-Disciplined Foundation for Research and, Office of the Royal Society
ASEAN Institute for Health Development, Mahidol University
Faculty of Public Health, Naresuan University
National Research Council of Thailand, Division of Political Science and Public Administration

Benefits

1. Academics and participants can exchange the academic knowledge involve with Political Science and Public. They are the science of inter-disciplined administration which is applied effectively.
2. To achieve the cooperation between Thai and international academics
3. To gain the concept idea for solving the problem and community developing to society by Green and Clean Politic
4. To get the guideline for developing the curriculum of Political Science and Public Administration which is administrative science and can serve Thai society and world civil society needs
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ICGCP
Conference Program
October 29

08.00– 09.00 a.m. Registration
09.00– 10.00 a.m. Opening Ceremony by Chiang Mai Governor
10.00 – 12.00 a.m. Keynote address on “Green Society” by Dr. Surin Pitsuwan, (Past Secretary General of ASEAN the present Chairman of Future Innovative Thailand Institute (FIT)),
12.00 a.m.– 1.00 p.m. Lunch
01.00 – 01.10 p.m. Welcome remark, seminar opening and international research paper presentation by Dr. Somkid Kaew-tip, Director, School of Administrative Studies at Hall 3 (Norrasingha room)
01.10 – 04.30 p.m. Panel Session on “Clean Politic-Community Democracy-Anti Corruption” by - Chief Executive of Sub-district Administrative Organization (SAO) of Mae-Ta, Don-Kaew and Mae Ki - Mr. Amornphan Nimanant, President, Office of the National Anti-Corruption Commission of Chiang Mai Province
Moderator: Dr. Wanchad Naphasri at Hall 3 (Norrasingha room)
01.30 – 04.30 p.m. Hall 1 (Rachasri room)
Paper Presentation “Green and Clean Politic I” commentators: Assistant Professor Dr. Pratthana Yodsuk and Dr. Chomchon Bunrahong
01.30 – 04.30 p.m. Hall 2 (Singhara room)
Paper Presentation “Green and Clean Politic II” commentators: Dr. Chaiwat Norrad and Dr. Noppawan Buntham

October 30

09.00 – 12.00 a.m. Panel Session on “Clean Green & Clean Politic in ASEAN : Concept and Management Mechanisms of Forestry, Water and Smog Crisis : The Challenges of Co-Management in Asian, by
- Associate Professor Dr. Sakda Chongkaewwattana, Thailand Research Fund
- Mr. Narong Apichai, Mae Fah Laung Foundation
- Mr. Thepnakorn Piam-petch, Charoen Pokphand Groups
- General Tanayo Pringthongfu, Consultant of Civil Affairs, Army Operations Center
moderator: Dr. Somkid Kaew-tip
12.00 a.m. – 01.00 p.m. Lunch at Lan Singhaprai
01.00 – 04.00 p.m. Workshop “Implementing Concept and Management Mechanisms of Forestry, Water and Smog Crisis, The Challenges of Co-Management in Asian to action, by
- Associate Professor Dr. Sakda Chongkaewwattana, Thailand Research Fund
- Mr. Narong Apichai, Mae Fah Laung Foundation
- Mr. Thepnakorn Piam-petch, Charoen Pokphand Groups
- General Tanayo Pringthongfu, Consultant of Civil Affairs, Army Operations Center

01.00 – 04.00 p.m. Hall 1 (Rachasri room)
Paper Presentation “Green and Clean Politic III” commentators: Assistant Professor Dr. Bongkodmad Akeaiem and Dr. Suriyacharad Techatonmeansakul

01.00 – 04.00 p.m. Hall 2 (Singhara room)
Paper Presentation “Green and Clean Politic IV” commentators: Dr. Phatthara Chomphuming and Dr. Sarapha Sutharin

*note the activities are set up with the international conference “Interdisciplinary: The Challenges of Research and Academic” which are implemented with Faculty of Liberal Arts, Graduate School, Maejo University
Green and Clean Politic in Indonesia
THE SUCCESS OF INTEREST GROUP COALITION IN INFLUENCING THE DECISION MAKING PROCESS IN A LOCAL GOVERNMENT: CASE STUDIES OF CONSTITUTIONAL FOLK COALITION (KORSI) IN SUBANG REGENCY, INDONESIA

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ABSTRACT

The aim of this paper is to elaborate the strength of interest group coalition in influencing public decision making by a coalition strategy. In terms of stakeholders’ analysis in public policy formulation, there are many influential actors divided into two groups which are the official policy makers (executive, legislative, administration and judicial branches) and non-governmental participants (political parties, interest groups, think tanks, mass media and citizens). However, regarding to some views of scholars, political parties are more able to influence than interest groups in decision making process. Parties are formal institutions that could place their members as lawmakers in a legislative branch. Nevertheless, in terms of this research, it could be concluded that interest groups are willing to be more powerful if they have own strategies by developing a coalition among other civil societies. There are two critical aspects that must be discussed in this research. The first is to describe the stages of coalition development and the core values of coalition engagement. The second is to elaborate the strength capacity of coalition in running some various ways both conventional and non-conventional to influence the final decision making. The research was conducted by a qualitative method while the data are collected by interview and analyzing various documents.

Keywords: Interest Groups, Coalition, Policy Formulation and Decision Making

A. BACKGROUND

1.1 The Background of Problems

One of the most critical issues in the legislative process of a new proposal regulation of spatial planning (Raperda RTRW) in Subang³ Regency Indonesia from 2011-2031 was an addition of industrial zone from seven districts to be ten districts

³Subang regency is located in West Java Province, in the northern, in Java island, declared as the area of main food sovereignty in Indonesia by national government
proposed by the fraction of Indonesian Democratic Struggle Party (PDIP) supported by some fractions of political parties in a local legislative branch which were the fraction of Golkar Party, Great Indonesia Movement Faction (GERINDRA-Party), the Consciousness Society Party (HANURA-Party), the National Awakening Party (PKB) and The National Democrat Party (PDK). However, in the opposition of this proposal there was also a rejection from other parties mainly from the fraction of Democratic Party supported by the fraction of Prosperous Justice Party (PKS), Concern for Unity National Party (PKPB), the National Mandate Party (PAN) and the United of Indonesian Development Party (PPP) who tended to keep the industrial zones to be protected in 7 districts like what was written in the local rule of spatial planning (Perda) No. 2/2004.

In the outside of legislative process, there was also a hard rejection came from a coalition of citizen movement that consisted of 23 interest groups named themselves as “Constitutional Folk Coalition” (KORSI) who did some protests regularly by demonstrations. This coalition was moved by some organization elements that were community organizations, youth organizations, non-governmental organizations (NGOs), labor organizations and student movement organizations (radar-karawang.com, 07/13/2012). Several times KORSI did demonstrations in the front of the local legislative assembly building to pressure the fraction of political parties that proposed new additional industry areas to be pulled out from the proposal (inilah.com, 06/11/2012; 07/22/2012; 08/16/2012; formatnews.com, 07/18/2012).

As a result of the rejection, several times, the new proposal regulation of spatial planning (Raperda RTRW) could not be regulated by the local legislative assembly meanwhile in the end of legislative process it was decided that industrial zones were consistent exist in 7 industrial sub-district areas which were sub-district Pabuaran, Cipeundeuy, Kalijati, Purwadadi, Cibogo, Pagaden and Cipunagara. It was a clear victory of KORSI’s movement that tried to protect agricultural areas from land conversion to become industrial areas because Subang is one of basic important areas of main food sovereignty in West Java Indonesia besides the regencies of Karawang and Indramayu and 90 percent of sub-districts Patokbeusi, Ciasem and Dawuan proposed as new three industrial zones are fertile agricultural areas that should be maintained (BPS, 2011; BPS, 2012; Soegeng Sarjadi Syndicated, 2001). Without KORSI’s movement and pressure, it was difficult for opposition parties to reject PDIP’s proposal on account of that the faction was the majority in the local legislative assembly.

1.2 Problem Formulation

In the study of stakeholders in the public policy process and public policy formulation, political parties and interest groups have a tremendous ability to influence the process of public policy making (Burstein & Linton, 2002:381). However, interest groups do not have any formal representatives to place their members in the legislative branches while Political Parties are formal institutions that could put their represents as a lawmaker of legislative members (Wood et.al., 1988: xviii; Act No. 2/2008). Consequently, in the process of policy formulation, Political parties are
more powerful and more capable to dictate the process of public policy formulation (Wood et al., 1988; Burstein & Linton, 2002).

Regarding to that theory, ideally, although legitimacy, power and resources had by PDIP and their faction, they must be able to encourage their proposal to propose 3 new districts as additional industrial zones in Subang regency. Nevertheless, in the end of decision process, the local legislative assembly decided that in the new regulation of spatial planning (Raperda RTRW) there is going to be consistent by 7 districts of industrial zones like what was defended by the faction of Democrat Party. Even though the faction only had 21 sets in the local legislative assembly while the total sets had by the faction of PDIP were more with 29 sets. PDIP as the initiator of the proposal was the winner party of General Election in 2009 with 14 seats or gains contributed almost 30 percent of the total seats in the local legislative assembly.

The table 1; the fraction of parties in the issue of additional industrial zones

<table>
<thead>
<tr>
<th>The supporting faction parties</th>
<th>Sets</th>
<th>The refusing faction parties</th>
<th>Sets</th>
</tr>
</thead>
<tbody>
<tr>
<td>The fraction of Democratic Struge Party of Indonesia (PDIP)</td>
<td>14</td>
<td>The fraction of Democratic Party (PD)</td>
<td>9</td>
</tr>
<tr>
<td>The Fraction of Golkar (PG)</td>
<td>6</td>
<td>The fraction of Prosperous Justice Party (PKS)</td>
<td>7</td>
</tr>
<tr>
<td>The Fraction of Nationalist Conscience Movement (GNK) which were consist of GERINDRA Party, HANURA Party, the National Awakening Party (PKB) and the Democratic Nationalist Party (PDK)</td>
<td>9</td>
<td>The Fraction of KPAP which were consist of PKPB, the National Mandate Party (PAN), and Indonesian Development Party (PPP)</td>
<td>5</td>
</tr>
<tr>
<td>Total sets</td>
<td>29</td>
<td></td>
<td>21</td>
</tr>
</tbody>
</table>

Source: the legislative administration office of Subang regency

This was the important thing of movement activities of KORSI due to that if there were not any political pressures by the interest group coalition, the alternative aggregation proposed by Democrat Party faction (PD) should be impossible to be accepted. By political activities of KORSI, the composition of faction in the legislative assembly developed by PDIP could be switched. Consequently, the final decision of public policy was the articulation of KORSI in protecting land conversion from agriculture areas to be industrial zones.

Based on this concern, the problem formulation in this research is "Why KORSI could affect the final policy making process of industrial zones in Subang Regency, consequently the industrial areas in Subang Regency on Raperda RTRW 2011-2031 are still only in 7 districts?"
The problem formulation will be sent into several questions: How was the KORSI formed and what values that could engage the 23 interest groups with different background in a coalition? How KORSI did their lobies to influence all of the fractions in the local legislative branch and local mass media? What key factors of KORSI’s success in influencing the final decision of industrial zone policy in Raperda RTRW Subang 2011-2031?

1.3 The Aims of the Research
The purpose of this research is to explore:
1. The formation process of KORSI and the value encouraging of 23 interest groups with different background in a coalition.
2. The political activities run by KORSI to influence all of the fractions and factions in the local legislative assembly and local mass medias.
3. The key success factors of KORSI in influencing the final decision making

B. THEORETICAL FRAMEWORK

1.1 Interest groups
Berry (1995: 616), Zeigler (1992: 377) and Martini & Hodess (2012: 2) define that interest groups are each organization that tries to influence policy decisions that will be carried out by government. While Heike Kluver (2010:3) by quoting Beyers, Eising and Maloney (2008) define that interest group is the whole social actors who have political interests but they did not have contributed expectations for formal public positions. Finally, interest groups are every organization who has an orientation to get common goals of their members rationally.

Regarding to the whole of definitions it could be concluded that interest groups are every organization that tries to influence policy-making process that will be decided by government in a particular issue that is going to affect their political interests, but it does not mean that they have an ambition to control and to run governmental processes.

1.2 The Coalition of Interest Groups
The experts explain that there are a lot of causes developing a coalition among interest groups which are; there is an ultimate purpose and interest in a strategic issues; a regular interaction among them; a condition of some interest groups who are less of capacities; increasing process of capacity building and being more powerful; a closeness factor of ideology of them; a commonality and togetherness; and a way to exchange information to be more dynamic and innovative of the movement (Heaney, 2004; Mahoney & Baumgartner, 2004; Beamish & Luebbers, 2009).

1.3 The Methods and the Alternatives
Regarding to an expert, the only one way of interest groups to achieve their interests is by lobby mechanism. Lobby could be established through a number of ways such as: (1) direct contact with policy makers, (2) establishing a relationship with officials from the political parties and (3) making an indirect relationship by either
demonstrations or protests. Besides, lobby could be practiced through either a formal public hearing or informal mechanism like protests, demonstrations, spreading a petition, and building a coalition with other organizations (Thomas, 2004:6).

There were various many institutions that could be lobbied by interest groups in articulating their political interests which are Government, administrations, Political parties, Legislative, and mass media (Heaney, 2010; (Haryanto, 1982; mentioned by Parsons, 2011).

1.4 The Key factors of Success Coalition

In term of some finding by experts, it could be concluded that there are some theories about the success of coalition in influencing public policy making. First of all, there must be a common goal and a commitment to the coalition from the members (Carmichael & Hamilton (1967); Beamish & Lubbers, 2009). Secondly, there must be rules of the game formulated by them when the coalition has been established. The third, there also must be a commitment of loyalty, an ideological closeness, and a motivation from every leaders of interest groups to motivate their members to struggle with the coalition (Beamish & Lubbers, 2009). Finally, it is also important that there must be a common identity such as resemblance organizational structure and the agreement of collective goals, lobby alternatives, symbol of coalition identity, conflict management, resources, strategies, and decision making in the coalition (Krinsky & Reeses, 2011).

On the other hand, the success of coalition in influencing public decision making is affected by struggling movement of coalition members with some various ways continuously (Beamish & Lubbers, 2009); the wide range of networking in conducting campaigns (Krinsky & Reeses, 2011); the dynamics of coalition members to exchange the important information to be more innovative in the political activities (Wang, 2011); the capacity building of coalition tends to be more powerful (Mahoney & Baumgartner, 2004; Canola, 1976; Kluver, 2010); the profitable information had by coalition for formal decision makers (Hebda, 2010); the openness factor of political system (Almond, 1976); and the formal and non-network had by the coalition to the elites of political parties or administrations (Heaney, 2006).
1.5 Theoretical logic

C. RESEARCH METHOD

1.1 Type of Research

This study is qualitative research which is a series of method used to explore and to understand the meaning of social issues. Research process is conducted by purposing some questions, collecting specific data from the informants, analyzing the data inductively from specific cases to general view and interpreting the data to develop new abstraction of theories (Cresswell, 2009: 4-5).

1.2 The Technique of data collection and data Analysis

The source of the data used in this research is not only primary but also secondary sources. The collecting process of them was either through in-depth interview structurally with the interview guide or based on the documents and other relevant information (Creswell, 2009). There were some main informers who had been interviewed who were: (1) District Government of Subang, (2) the local legislative assembly (DPRD), (3) The elements of KORSI, (4) Mass Media and (6) The Citizens.

D. VALUE ANALYSIS AND THE KEY SUCCESS FACTORS OF KORSI

1.1 The Establishment of KORSI

The establishment process of KORSI could be divided into three stages which were initiation, consolidation and movement stages. Initiation stage was started when the environmentalist activists of Indonesian Forum for Environment (WALHI-Purwasuka), Indra Gumilang and Yaya Sudarya, interacted with members of youth organization, Fauzan Faruqy Fasya and Ujang Mahmud from Islamic Youth Movement of Indonesia (GPII).

In this stage, the cooperation among the activists was due to that there were a closeness relation emotionally developed by informal meeting and formal meeting in many agendas of movement activities in Subang regency. In terms of these interactions and communications intensively, there was an agreement of their view...
that Subang was in the critical situation of environment failure mainly in the land conversation because of that PDIP with their fraction in the local legislative assembly proposed to add 3 new sub-districts of industrial zones. Consequently, it was important for them to establish a movement of civil society to defend agriculture areas to be protected.

The Consolidation stage was started after the first demonstration conducted by KORSI in the initiation stage because both environmentalist activists and the activists of GPII realized to strengthen the capacity of coalition to be more powerful to achieve their goals by asking some organizations in Subang who have a closeness relation with them to join the coalition. Finally, this stage was run after the conduction of value’s agreement among the element engaged in the coalition to protect land conversion. In this phase, both environmentalist and youth activists could recruit 14 organizations to join the coalition to be 18 elements of interest groups.

The table. 4.1. The elements of interest involving in the Consolidation Stage

<table>
<thead>
<tr>
<th>Lobbyers</th>
<th>Yaya Sudarya Committee of DAS and LH</th>
<th>Fauzan Faruqy Fasya and Ujang Mahmuda (GPII)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indra Gumilang (LAM)</td>
<td>GIVAL</td>
<td>HMI</td>
</tr>
<tr>
<td>The element of interest groups</td>
<td>Compilation of Pineapple Farmers</td>
<td>GAPOKTAN</td>
</tr>
<tr>
<td>LIAR</td>
<td>JARANG</td>
<td>AMUD Subang</td>
</tr>
<tr>
<td>GOSPI</td>
<td>MAPAS (the care community to the nature)</td>
<td>BEM UNSUB</td>
</tr>
<tr>
<td>WALHI</td>
<td>- Marginal community</td>
<td>Subang Society Forum</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Karangtaruna Cibogo</td>
</tr>
</tbody>
</table>

Source: notes of Representatives GPI, Note of KORSI, an interview with Indra Gumilang, 07/15/2013 and Fauzan Faruqy Fasya, 07/13/2013

Finally, the stage of movement was a phase after the consolidation of 18 organizations that could develop the coalition to be more solid and powerful to gain the protest and to lobby governmental and non-governmental organizations. In this stage, there were also new comers of interest group organizations involved to the coalition who were Student Activits Front (FAM-Subang), Student Executive Organization of STIESA, justice organization (GEMA Keadilan), the Association of Labor (KASBI Subang) and Youth Initiative Movement of Siliwangi (GIBAS).

1.2 Core values of Coalition Engagement

Based on the result of analysis, there are several factors of the values developing KORSI to be solid and powerful.

The first is the factor of issue encouraged by KORSI established in the initiation stage and strengthened in the consolidation stage. Regarding to an assessment conducted by the whole elements of coalition, all of the organizations involving in KORSI were aware to own the issue. On the other hand, the basic argumentations of
the issue proposed by KORSI become more arguable due to the information had by all of the coalition members who have basic mass in the grass root levels.

Like what was written by many scholars, the issue is the most influential aspect draw out all of the interest groups to join the coalition (Heaney, 2004). Besides, the issue proposed by KORSI did not have a tremendous conflict meanwhile it had a huge effect to protect public interest (Beamish & Lubbers, 2009). Consequently, the whole elements of KORSI did not have any objections to join the coalition. Furthermore, KORSI also reproduced the issue to accommodate all of the political interests of new comers of the coalition in the consolidation and movement stages (Carmichael & Hamilton, 1967).

The second is the factor of emotional closeness among the organizational members of coalition because it could be seen clearly that all of the elements had a network and a connection with the funding coalition namely the environment organizations (WALHI-Purwasuka) and the Islamic youth movement organization (GPII). The emotional closeness was developed for long time since they met in some agendas of movement activities not only personally but also organizationally held in Subang regency. It is the important think of fact that one of the most valuable values in a coalition is formal and non-formal interactions among members of organization in the coalition (Heaney, 2004).

The third factor is trust value among organizational elites of coalition members while each element also realized that they had any weaknesses in understanding the main point of issue, in collecting the data and the in taking the information needed, in building the capacity of organization, and in developing network connections. Every element of organization in the coalition was aware that there was not every single thing needed had by them while others had. Heaney (2004), Mahoney & Baumgartner (2004) mentioned that to develop the capacity building of a coalition in influencing public policy making process will be realize if there were any awareness from every interest group that no every single thing needed was had by them, consequently they need to collaborate with other organizations.

On the other hand, it is no doubt that every organization engaged to KORSI did not have any hidden agendas or hidden political interests meanwhile all of them believed that every organization were independent without any pressures from political parties. They also were trust when they straggled to take what was conducted in the coalition is the best way to maintenance a public interest.

The fourth is egalitarianism factor because the structure of KORSI developed by presidium system in regards to that every interest group organization placed their leaders as a part of coalition chamber so there were no members of KORSI who were more superior among others. Moreover, the coalition not only could accommodate the whole of member interests but also could block the ego of them. According to Heaney (2004), it is important to be noticed that the egalitarian position among coalition members in the chamber system must be critical to be implemented to make the coalition to be more solid and stable.

The fifth is common agreement factor of KORSI as a basic value that could be protected the coalition from conflict of interest. They decided that every decision made must be agreed by all of chamber members. If there were any chamber
represents who did not agree to the points, the majority of the views will be decided to be implemented and it must be achieved by the whole of coalition members. This is what was noticed by Beamish & Lubbers (2009) that one of the key factors of coalition success is the ability to anticipate and to protect the conflict of interest.

Finally, the final key factor of the coalition capacity engagement were the fairness and the openness to accept all of interest groups who were interested to involve the coalition with the only one requirement that they had to coincide with the interest of coalition. Event thought there were some organizations of interest groups who involve the coalition either for their political interest and their networks or to develop their political images, all of the groups agreed with the value of KORSI to be boosted. Because of both fairness and openness, the coalition could accommodate all of interest group needs (Charmichael & Hamilton, 1967).

1.3 Key Factors of Success

In terms of the analysis, there are several key factors that could be mentioned in the success of KORSI movement in influencing public decision making which are:

First of all, in the institutional perspective, the most important thing is that KORSI could develop the organization with affective solidarity and strong capacity. Regarding to Gabriel A Almond (1974), the key factor of the success in political articulation of interest groups is mainly affected by how they run their resources, capacities and support from the whole of coalition members. Because of the solidity and the strong capacity of coalition, KORSI was very powerful in the lobby processes (Mahoney & Baumgartner, 2004; Kluver, 2010). Besides, it is also noticeable that KORSI could develop the networking capacities not only with other interest groups but also with some elites of political parties in Subang regency (Heaney, 2006).

Secondly, the issue proposed by KORSI was very arguable with the real data taken from grass root that was very important and needed by government, so the information should be considered by policy makers. The information was accumulated from the whole of coalition members who are active in different issues of advocating. In terms of Wang (2011) theory, the exchange of information among interest groups in a coalition could encourage the organization to be more innovative either in reproduce the common issue or in their political activities to influence public policy making process.

Thirdly, another main key factor is the spirit of victory and the sustainable of struggle that have been encouraged continuously. It is in accordance with what has been mentioned by Beamish & Lubbers (2009) that the key factor of coalition success in achieving their interests is affected by the hard work of movement activities to try to many kinds of ways in influencing the final decision, not only by protest activities but also by other lobbying activities. The struggle of KORSI was implemented strongly by some various activities sustainably until they achieved the main target of coalition movement.

Fourthly, there was the factor of political mapping mapped by KORSI to communicate with other interest groups, political parties, mass media and governmental institutions. The political mapping has been mapped by the initiators of coalition who were not only Indra Gumilang from Yaya Sudarya from environment
organizations (WALHI-Purwasuka), but also Fauzan Faruqi Fasya and Ujang Mahmud from Islamic youth organizations (GPII) after the first demonstration. Political mapping was demonstrated to elaborate the strength of each fraction in the local legislative assembly to be influenced and to be split, to communicate with the owners and the reporters of mass media in dealing public opinion strengthening the movement of KORSI and to get supports from other interest groups. Based on the political mapping to the fractions of political parties, the chambers of KORSI could summary that there are several fractions in the local legislative assembly who do not agree to the additional proposal proposed by PDIP while in the inside of PDIP itself there were two factions of elite members who were both inline and not inline.

Fifthly, there was a bravery of KORSI to make a deal of political transaction with some political elites. However, the purpose of transaction was not to get material targets but to open several gates in lobby activities. The first transaction had been conducted by KORSI with GIBAS and Justice movement (Gema Keadilan) because of that the chairmen of GIBAS was a leader of PAN and the organization of Gema Keadilan is one of political elements of PKS. By both organizations, KORSI could make a relation to communicate with the elites of the political parties.

Finally, there was a political situation in Subang regency that profitable for KORSI movement because when the discussion of additional proposal of industrial zones held in the local legislative assembly, it was a period of leadership transition from Eep Hidayat as the previous regent to Ojang Suhandi as a new leader of Subang regency. Eep Hidayat should put his position due to that he was a suspect of corruption case. When Ojang took the position, many loyalists of Eep in PDIP and administration agencies did not support Ojang as a new leader of them. Consequently, it was important for Ojang to make a closed relation with KORSI to bargain his position with the faction of Eep. Nevertheless, for KORSI, Ojang could be used to split the lawmakers of PDIP fraction in the local legislative assembly.

E. CONCLUSION AND THEORETICAL IMPLICATION

1.1 Conclusion

The establishment of KORSI developed into three stages which are initiation, consolidation and movement stages. In the initiation phase, there were four interest group organizations who had been involved into the coalition and they declared their name as KORSI while in the consolidation phase, there were 14 interest group elements joining the movement. Finally, in the stage of movement, there also five new comers of interest group organizations involving KORSI.

Besides, there were some values of coalition engagement that could make the capacity of institutional coalition to be more solid and powerful such as the issue proposed by KORSI, the closeness of coalition members among their activists, the trust value among the organizations, the egalitarianism of the coalition structure by presidium system, and the openness factor of coalition. Regarding to the capacity building of coalition, KORSI did some various ways to influence the end of decision making in the local legislative assembly which were by demonstrations, hearings, threats and terrors, building public opinions on mass media, splitting the fractions of political parties in the local legislative assembly, and lobbying activities to one of PDIP
opposition factions. Because of those activities, KORSI could influence the end of decision making process regulated by the local legislative assembly by deciding that in Subang regency there were willing to be maintenance for 7 sub-districts of industrial zones and the additional proposal of PDIP for three new sub-districts of industrial areas were not accepted.

1.2 Theoretical Implication
In the theoretical approach, this finding of research could develop some new thesis statements of articulation process in influencing public decision making to be success which are:

1. The coalition must be able to map all of the political actors to communicate with them in developing process of capacity building of the coalition and to make sure that they could help the coalition in the lobby activities
2. The coalition must have a bravery to open the communication with the influential elites of either political parties or local leaders to take some resources in the building capacities of coalition
3. There must be a political situation that might be profitable for coalition to take some opportunities in the articulation process

Besides, it is also important to be noticed that there are several ways to develop the solidity and the strength of coalition which are:

1. Every member of coalition must be trust that all of the elements in the coalition standing in the independent foot without any pressures from political interests dictated by political elites of parties or administrations
2. Every member of coalition must be aware that it is impossible for them for taking their goals without engagement to the coalition because every organizations have a lack capacity
3. Finally, the whole of coalition members must be trust that what are struggling by the coalition is independent

All of the summaries could be described in the figure above:
Figure 2
How to articulate public interest by the Interest Group Coalition

<table>
<thead>
<tr>
<th>Step 1: Building capacity of coalition and developing the collective issue</th>
<th>Step 2: Lobbying, expanding coalition, and encouraging public opinion</th>
<th>Step 3: Decision Making in the local legislative assembly</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Interest Group Coalition</strong></td>
<td><strong>Elites of Opposition</strong></td>
<td><strong>Policy</strong></td>
</tr>
<tr>
<td>23 Interest Groups</td>
<td>A B C</td>
<td></td>
</tr>
<tr>
<td>Issue</td>
<td>Demonstration</td>
<td>Audience</td>
</tr>
<tr>
<td>Mass Media</td>
<td>Online Newspapers</td>
<td></td>
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<td>The Authoritative</td>
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<tr>
<td>Public Opinion</td>
<td>Fact 1 A B C</td>
<td></td>
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<tr>
<td></td>
<td>Fact 2 A B</td>
<td></td>
</tr>
<tr>
<td>Society</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Direction:
- = direct relation
- = indirect relation

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TOWARDS A NORMALISED PATH:
POLITICAL ISLAM IN CONTEMPORARY INDONESIA

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ABSTRACT

As the largest predominantly Muslim country of the world, Indonesia nearly achieves two decades of its democratisation wave since the downfall of the authoritarian rule in 1998. Most scholars argue that the democratisation in Indonesia today is situated by the fact that it is unlikely to suffer a regression, but its developments have slow paces towards an embedded democracy for years to come. Political parties, one of the crucial democratic institutions, have a significant responsibility to maintain the democratic system as they are the sole official representatives to create leaders and policies in the government. In accordance with this, political Islam nonetheless has its strategic role to establish the fate and future of Indonesia as a Muslim state outside the Middle East and North Africa (MENA) countries. This paper portrays the trajectory of political Islam in Indonesia particularly Islam-based parties slightly under two decades since Post-New Order regime. Islam-based parties whether they are the nationalist-Muslim group or the nationalist-Islamist group have a potential to be a moderate-official force in the government. It can be proven by the threefold indicator. First is the ripeness of Islam-based parties in coping with both internal and external stimuli such as the leadership change and elite conflicts, the constitutional reform, and the electoral result. Second is the role of Muslim political forces in the parliament particularly in addressing the policy-making of controversial bills. Third is the involvement of Islam-based parties in the administration’s cabinet. To sum up, by applying the analytical framework on the party’s goal political Islam in Indonesia has three distinctive features: As “the vote-seekers” in the election, as “the issue-advocates” in the legislature and as “the office-seekers” in the executive. These denote to a normalised path of political Islam in reaching out the embedded democracy.

Keywords: Islam-based parties, democratisation, normalisation, Indonesia

INTRODUCTION

Despite late Indonesia had met Huntington’s democratisation wave in the end of 1990s by the downfall of New Order regime. Therefore, the least democracy can be defined as the dead of dictatorship regime by replacing with democratic regime to establish free and fair elections where people could choose its political leaders to achieve stability at all degrees of life. At the simplest level, democratisation comprises three stages: the end of an authoritarian regime, the installation of a democratic regime, and the consolidation of the democratic regime (Huntington, 1991: 9-12, 35).
In the case of Indonesia, as was depicted by Feith (1962: xi), the democratisation waves can be traced back to the era of parliamentary democracy in 1949-1957. This period however is not a part of the analysis of the study. The following democratisation was occurred on May 21, 1998 as a sign of the downfall of Soeharto as the second president through a reformation movement. Applying Schumpeter’s (2008) theory that the procedural standard of democracy is “free competition for a free vote” and Dahl’s (1972) criteria on democracy are related with contestation and inclusiveness, this study believes that Indonesia passed the first and second stages of democracy.

Most scholars concur that the development of democratisation in contemporary Indonesia is going to move slowly towards consolidation. It is caused by, on the one hand, it has a lot of progresses, but, on the other hand, it still fraught with many weaknesses (Hefner, 2000: xviii; Abuza, 2007: 35; Abdulbaki, 2008: 242-244; Bünte and Ufen, 2009: 22-23; Ufen, 2009: 153; 221; Hefner, 2009a: 27-28; Hefner, 2009b: 281-298; Mujani and Liddle, 2009: 575-590; Hilmy, 2010: 65; Aspinall, 2010: 103-123; Liddle, 2013: 83; Aspinall, 2013: 126-146; Liddle and Mujani, 2013: 25-50; Winters, 2013: 11-33; Magnis-Suseno, 2013: 30-35; Mietzner, 2014: 124). Thus, some scholars give different labels to Indonesia. Ragame (2007: 152) classifies Indonesia in 2006 in “a normal country” and quite strong on the politics, security and democracy. Hadiwinata and Schuck (2007: 18-19) postulate that Indonesia is “oscillating between a defective and an embedded democracy”. Merkel (2007: 46-47) prefers to categorise Indonesia into “domain democracy” which reveals that ‘veto powers’ such as the military, guerrillas, militia, entrepreneurs, landlords, or multinational corporations take certain political domains outside the hands of democratically elected representatives. Meanwhile, according to Mietzner (2009: 124-146), “low-quality democracies” is a precise name for Indonesia. These distinctive epithets denote to the fact that democracy in Indonesia today is in the scenario of stability (Merkel and Croissant, 2004: 207-211) where it is unlikely to suffer a regression or rollback, but its developments have slow paces towards an embedded democracy for years to come.

These Indonesianists were mentioned above, nonetheless, have no doubt that Indonesia will meet to the embedded democracy as quickly as possible. In spite of a regression by reaching the status “partly free” in 2014, Freedom House already rated Indonesia as “free” in 2010 and called it as the most consolidated democracy in Southeast Asia. In addition, Freedom House’s finding stated that Indonesia is still a leading state for political rights category in Southeast Asia in 2014. Thus, Indonesia more or less can be considered to be the largest Muslim democratic country in the world. \(^1\) It also denotes to the successful of compatibility between Islam and democracy. In accordance with this study, political Islam within the country plays a vital responsibility and will be examined on to what extent its role in underpinning democratisation process nearly two decades since 1998. Islam-based parties as the sole official representatives of political Islam in the constitutional manner are the main concern of the study.

\(^1\) More than 207 million Muslims or 87.18 percent (BPS Indonesia, 2010).
Methodologically, this study applies qualitative research. More specifically, the case study is more appropriate for its analysis. For data-gathering, the study utilises the documentary analysis. There are three steps of data analysis: reducing data, displaying data and drawing and verification. Moreover, the study aims to present the trajectory of political Islam in Indonesia by explaining Islam-based parties since Post-New Order regime until present. Although a number of Muslim radical movements and local separatist deeds seemingly tend to cultivate their anti-democratic agendas, conversely, Islam-based parties have a potential to be a moderate-official force in the government. It is appealing to be examined further why they are able to participate with the rule of the game of the democratisation.

**POLITICAL PARTY AND ITS CHANGE AND GOALS:**
**Theoretical and Analytical Framework**

Plenty of political scientists have a similar concept that the political party is groups of people who bounded by similar belief, interests, commitment to struggle their ideal goals whether offering an alternative policy for the administration or occupying vital public positions in a constitutional manner (Ostrogorsky, 1902; Michels, 1915; Neumann, 1963: 352-353; Eldersveld, 1964: 1; Sartori, 1976: 41; Mainwaring, 1991: 41; Mao, 1997: 10-14; Scarrow, 2006: 21-22). Moreover, Randal (1988) and Mainwaring (1991: 21-43) presume that studies on the political party in developing countries correlates with issues around democratisation, ideology, party system, and institutionalism. Broadly speaking, political parties in Indonesia are quite in line with democratisation values and they can participate in the elections peacefully. Nonetheless, Ambardi (2008: iii, 327-328) posits that in the era of new democracy with multiparty system the party competition will end after the election and will be followed by the creation of a cartel. The origin of the cartelised party system is the parties’ collective dependence on rent-seeking to meet their financial needs. Therefore, Ufen (2009: 160-168) posits that Islamist parties are no longer actively support the introduction of Islamic *sharia* or the establishment of an Islamic state.

The term “Islam-based parties” which employed in this study indicates an obvious definition that the party related with a religious ideological foundation, with a set of symbols of Islam, with the history of its establishment, and connected with Muslim society as their functionaries, supporters and members. More clearly, applying Al-Hamdi’s (2013: 19) concept, the Islam-based party can be defined as an organisation which strives a set of Islamic values and Muslim society's interests through occupying the government institutions both legislative and executive in the constitutional manner. Gaining power can be earned by participating in the election encompassing doing political campaign, expanding popular supports and votes, and promoting various programmes and agendas which based on Islamic teachings.

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This study intends to categorise Islam-based parties into two groups. First is the nationalist-Muslim parties. This group uses religious values as the political base. Its supporters, members and functionaries are coming mainly from two major Muslim organisations: Muhammadiyah and Nadlatul Ulama (NU) due to historical reasons. Nevertheless, the party prefers to implement the substance of Islamic universal values rather than formalistic-symbolic ways. Despite employing Islamic tenets and symbols to attract popular votes, the party clearly rejects the establishment of Islamic sharia. Therefore, it adopts Pancasila as its ideological foundation and establishes more inclusive platforms. Second is the nationalist-Islamist parties. The party obviously adopts Islam as its ideological foundation, but it no longer imposes Islamic sharia as a main goal. It in turn prefers to underpin democratic and governance issues and revises its image by focusing on the issues of prosperity and justice, corruption eradication, religious tolerance, bureaucratic reform and the like. Their main linkage are Jemaah Tarbiyah, the Islamic Union (Persis) and few in Muhammadiyah and NU.

In this context, Islam-based parties will be scrutinised by a theory which introduced by Harmel and Janda on the change and goals in a political party. Harmel and Janda (1994: 275) define party change as any variation, alteration, or modification in how parties are organised, what human and material resources they can draw upon, what they stand for and what they do. Thus, Harmel and Janda (1994: 266-268) convincingly provide four driving variables which determine a change in the party. First is leadership change. The shifting in party elites may be part of main indicator to change, where new leadership is considered to accomplish changes which have already been decided upon. Second is change in dominant factions. All parties have identifiable factions within them. Even some parties are partially can be classified as groups of rival factions. However, although the leadership change can occur without factional displacements, conversely, the factional displacement cannot occur without changes in the leadership. In brief, the factional displacement is a result of the leadership change. Third is external stimuli. It denotes to an external shock which immediately correlated to performance considerations on a party’s main goal which it causes the party’s decision makers undertake a vital re-evaluation of the party’s effectiveness on that goal dimension. It embraces a range of factors in environmental changes outside the party such as constitutional reforms, provision for public funding, birth of relevant new parties, and changes in the proportions of votes and seats obtained by the party (electoral or parliamentary threshold).

Regarding party’s goals, combining the thinking of Strom (1990: 570), Downs (1957: 35), Deschouwer (1992: 9, 16), and Price (1984: 112, 205-206), Harmel and

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3 This term refers to Webber, 2007 and Sukmajati, 2011. Other scholars propose different names such as “Islam-inclusive parties” (Baswedan, 2004), Islamic-oriented parties (Nasr, 2005), “secular-oriented Muslims parties” (Mahmudi, 2006), “substantive sharia group parties” (Hosen, 2007), “moderate Muslim parties” (Abuza, 2007), “pluralist Islamic parties” (Barton, 2006; Hwang, 2014), and “Muslim democratic parties” (Yildirim, 2010).

4 Pancasila is the ideological foundation of Indonesia. It means five principles.

5 Previous scholars tend to provide distinctive terms: “Islamist parties” (Baswedan, 2004; Webber, 2007; Abuza, 2007; Permata, 2008; Mecham and Hwang, 2014), “formalist Islamic parties” (Barton, 2006) and “formal sharia group parties” (Hosen, 2007).
Janda (1994: 269-271) employ a fourfold treatment of possible primary goals for political parties: vote maximisation, office maximisation, policy advocacy, and intraparty democracy maximisation. Firstly, for vote maximisers. The most obvious shock wave for the party is the electoral failure. The impact is the party will debate on how to wake up from dismal situations and seek another way to improve party’s achievements. Secondly, for office maximisers. It is only occurred in a country which adopts multiparty systems, not in pure two-party systems. If in the latter system, one cannot distinguish between vote maximisers and office maximisers as winning the election embraces controlling the government. Office maximisers focus on reaching power in a coalition government. Thirdly, for policy/issues/ideology advocates. In fact, the shock directly related with the party’s policy positions is more important than the electoral failure and loss of participation in the administration. Such a shock can cause the alteration of the party’s identity and the losing of the party’s confidence. Fourthly, for intraparty democracy maximisers. The source of change for these parties occurs in their choice as an active representation which articulates members’ majority wishes. External changes such as societal or party system changes can alter make up of the party’s membership.

As the result, Harmel and Janda (1994: 272-273) identify four party goals. First is winning votes/elections. The victory in vote seeking is measured by the percentage of votes or seats which the party wins in the legislative elections. Second is gaining executive office. There is distinction between winning elections and gaining executive office. For an illustration in Indonesia, the Golar Party won seat majorities in the parliament for period of 2004-2009, but is lost its president candidate. The success of office seeking typically is measured by participation in the administration cabinet and by numbers of ministries held. Third is advocating interests/issues/ideology. Some parties pursue office whether through a coalition or not as a means of influencing policy. Fourth is implementing party democracy. As a matter of fact, only a small set of parties which want to do this goal. The German Green Party in 1980s and the US Democratic Party in 1972 are examples for this goal. It can be called also as democracy-seeking.

By applying Harmel and Janda’s (1994) theory on the party goal as the analytical framework, the following discussions will examine the feature and role of Islam-based parties in three distinctive democratic arenas: election, parliament and administration.


The aftermath of the breakdown of authoritarian rule in 1998, plenty of Islam-based parties emerged in the political stage. According to Salim (1999: 7), there were at least forty-two Islam-based parties in 1999 with different features. Nevertheless, The Election Committee (KPU) decided merely twenty of thirty-five Islam-based parties which can be allowed to participate in the 1999 election, seven parties in the 2004 election, nine parties in the 2009 election, and five parties in the 2014 election. During these four cycles of election, Islam-based parties were came on gone, because their fate is determined primarily by the required electoral or parliamentary
threshold. It reveals that Islam-based parties in Indonesia have no sturdy and significant influences to attract Muslim communities across the country despite million Muslims within. In the electoral performance, they are unable to dominate majority votes for more than 50 percent. It can be proven that Islam-based parties reached merely 37.53 percent in 1999, 38.35 percent in 2004, 29.21 percent in 2009, and 31.41 percent in 2014.

This study decided to select only five major Islam-based parties: The National Mandate Party (PAN), the National Awakening Party (PKB), the United Development Party (PPP), the Justice and Prosperous Party (PKS), and the Star and Crescent Party (PBB). The considerations are based on two-fold reason. Firstly, they represent major forces of political Islam and Muslim political aspirations in post-New Order regime. Secondly, they participated in four cycles of election respectively and have seats repeatedly in the parliament.

PAN was set up on August 5, 1998 and in turn declared itself in Jakarta on August 23, 1998 (www.pan.or.id). Due to promoting inclusive and nationalism principles, this party adopts Pancasila as its ideological foundation. The party relies itself on Muhammadiyah linkages both in the national and regional levels. The current development shows that based on the result of the 2014 election the voter base of PAN is prevalent in almost majority districts across the country. The KPU’s data proved that PAN in the 2014 election is the ruling party in Southeast Sulawesi. In spite of not dramatic, the electoral performance of this party declined during three cycles of election respectively by earning 7.12 percent in 1999, 6.44 percent in 2004, and 6.03 percent in 2009, but rose slightly by 7.59 percent in 2014.

PKB was founded and declared in Jakarta on July 23, 1998 (www.dpp-pkb.or.id). With regard to its supporters and members, PKB tends to rely with NU particularly from poor and lower-class people in rural areas of Central and East Java (Evans, 2003). Despite encouraged by NU, the party officially adopts Pancasila as its ideological foundation. Therefore, PKB disseminates universal values of inclusivism, nationalism, and humanism. With regard to the voters of the party, the 2014 election depicted that major voters of PKB were remained centralised in East and Central Java. Since in the early 2000s, this party frequently suffered internal conflicts and elite leadership changes. Consequently, the electoral performance of PKB decreased dramatically during three cycles of election by reaching 12.61 percent in 1999, 10.57 percent in 2004, and 4.95 percent in 2009, but it increased significantly by 9.04 percent in 2014.

PPP was established on January 5, 1973 (www.ppp.or.id) and Islam is its ideological foundation. The party obtains popular votes from Muslims who already

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6 Muhammadiyah is the most powerful modernist-Muslim organisation in Indonesia which has a huge number of education centres (from kindergarten to universities) and hospital across the country. Its membership is allegedly 35 million (Ufen, 2008: 341) or slightly under 30 million (Bush, 2009: 2) or around 29 million (Carnegie, 2014: 95-96).
7 Nahdlatul Ulama (NU) is the most powerful traditionalist-Muslim organisation in Indonesia by the membership approximately at 50 million (Bush, 2009: 2) or estimated 40 million (Ufen, 2008: 341) or about 30 to 35 million (Carnegie, 2014: 95-96). Plenty of pesantren (Islamic boarding schools) within the country are identical belong to NU structurally and culturally.
enrolled with NU Party, Parmusi, PSII, and Perti (Aziz, 2006: 92-93). Moreover, based on the 2004 and 2009 elections, it can be identified that the voter base of PPP is highly fragmented among elderly Muslim men scattered throughout rural and urban areas both in Java and outside Java (Hwang, 2014: 68). The last election in 2014 demonstrated that PPP was the dominant party in Madura Islands. In the electoral performance, the party obtained popular vote by 10.71 percent in 1999, but it decreased in the two following elections by 8.15 in 2004 and 5.33 percent in 2009. By 2014, its vote improved slightly by gaining 6.53 percent.

PKS is a metamorphosis from the Justice Party (PK) which was created on July 20, 1998 and not succeeded to pass the required 2.5 percent electoral threshold in the 1999 election. Due to the influences of Egypt’s Muslim Brotherhood, the party adopts Islam as its ideological foundation (Damanik, 2002; 2004; Machmudi, 2006; Permata, 2008; Noor, 2012). By 2002, PK reinvented itself with a new name PKS which founded on April 20. The party is identical to young people, urban, educated, pious middle classes, and students (Hamayotsu, 2011b: 971-972, 975; Hassan, 2009: 25). Since 2004, it made inroads among working class voters in urban and rural areas particularly in Central and East Java. Although it declared itself an open party in 2008 and invited non-Muslims to join, there is no evidence to date that non-Muslims are enrolling with the party in significant numbers (Hwang, 2014: 67). The 2014 election reveals that the voter base of PKS can be found in urban areas of Java and outside Java. In the electoral performance, the party succeeded to increase its popular vote spectacularly from 1.4 percent in 1999 to 7.3 percent in 2004 and 7.89 percent in 2009. Sadly, in the 2014 election, its vote decreased slightly by 6.79 percent.

PBB was instituted on July 17, 1998 and was declared on July 26, 1998 in Jakarta (www.bulan-bintang.org). To find out its supporters, the party relies on former members of Masyumi and members of Persis particularly in rural areas of West Java, Sumatera, and Kalimantan (Evans, 2003; King, 2003: 105-120). The party also claims that itself is the only successor of the Masyumi Party. Due to compelling the establishment of an Islamic state and the implementation of Islamic sharia, this party accepts Islam as its ideological foundation (Platzdasch, 2009: 40-46). The 2014 election demonstrated that major voters of PBB came from West Java, South and North Sumatera, West Nusa Tenggara, and South Kalimantan. This party obtained 1.94 percent in 1999 and 2.62 percent in 2004 and earned parliamentary seats. Unfortunately, the party merely gained 1.79 percent in 2009 and 1.46 percent in 2014 and was unable to pass the required 2.5 percent of parliamentary threshold.

<table>
<thead>
<tr>
<th>No</th>
<th>Name of Party</th>
<th>The Amount of Votes (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1999</td>
</tr>
<tr>
<td>1</td>
<td>PAN</td>
<td>7.12</td>
</tr>
<tr>
<td>2</td>
<td>PKB</td>
<td>12.61</td>
</tr>
<tr>
<td>3</td>
<td>PPP</td>
<td>10.71</td>
</tr>
<tr>
<td>4</td>
<td>PKS</td>
<td>1.36</td>
</tr>
<tr>
<td>5</td>
<td>PBB</td>
<td>1.94</td>
</tr>
</tbody>
</table>

Source: www.kpu.go.id.
Generally speaking, there are some appealing perspectives concerning these five Islam-based parties. Sukmajati (2011: 246-263) believes that under a democratic system Islam-based parties have hybrid features and rely on rational calculations rather than ideological considerations when they organise the party. Because of its rational calculations, Woischnik and Müller (2013: 78-79) presume that Islam-based parties have a potential to transform into democracy-friendly political actors and have a responsibility in democratic institutions. They also tend to tolerant and open to democratic principles as well as seek out partners in the area of party cooperation. As a result, Priamarizki (2013: 1) assumes that the formal establishment of Islamic sharia eventually is no longer a primary objective in Islamist parties’ goals. These evidences, according to Lee (2004: 101-104), affect to the collapse of Islam-based parties in gaining majority votes. The driving factor is the incapability to manage and solve two main issues faced by Indonesian people: economic weakness and political turmoil. Afterward, Mustarom and Arianti (2009: 2-3) posit there are other determinant factors can be attributed to the decreasing of Islam-based parties in the electoral performance. First is the separation of piety and politics in Indonesia. Second is the channel to implement Islamist agenda not merely in the political party but also it can be earned through civil society and Islamic movements.

In other perspective, Tanuwidjaja (2010: 44) explains that the defeat of Islam-based parties in the electoral competition is not caused by the declining influence of religion in politics, but instead by the increasing influence of religion in politics in where some nationalist parties are more accommodative to religious agendas and policies and by doing so they are able to capture the support base of Islam-based parties. In the context of electoral contest, Buehler (2009: 60) argues that Islam-based parties have been weakened by fierce intra-party competition which triggered by the most-open party list system. Consequently, Islam-based parties in many regions will likely come and go, their fates determined primarily by the individuals and families to whom they hook their carts. Nevertheless, the electoral decline of Islam-based parties, according to Woischnik and Müller (2013: 79), are not meaning that political Islam is losing importance generally. A number of factors can play a role here, from the increasing Islamisation of formerly secular-nationalist parties to the loss of credibility due to entanglement in scandals.

In the different view, Nasr (2005: 13) precisely views these phenomena as a blessing in disguised on the rise what he calls as “Muslim Democracy” in a number of Muslim countries outside Arab land since in the early 1990s. Muslim Democrats tend to enroll with other secular parties’ coalition to serve collective interests as well as do not seek to enshrine Islam in the politics. Thus, Nasr (2005: 26) suggests that the model of Muslim Democracy as a moderation way should be implemented in the Muslim world. This model offers the whole world as the best hope for an effective bulwark against radical and violent Islamism. Nevertheless, in the case of the triumph of PKS particularly in the 2004 and 2009 elections attracts some scholars to examine entirely. Hadiz (2011: 17-18) and Hidayat (2012: 3) portray the victory of Islam-based parties in Indonesia (represented by PKS) compared with Turkey (represented by AKP) although they have different contexts of social and political environments. Both parties principally can adjust themselves with political system within the country. They
are relatively successful in convincing their members to trust the party and its leaders in different ways.

Institutionally, Hamayotsu (2011a: 133) demonstrates that Islam-based parties in modern Indonesia grew as a product of the permeation of personality-based clientelistic and ascriptive relations as well as lack of party institutionalisation as revealed by PKB. On the other hand, Islam-based parties succeeded to invent organisational cohesion achieved through party institutionalisation. It can be shown by the political survival of PKS. Likewise, Noor (2012: 2) postulates that the more a party has been institutionalised there is a bigger chance of the party to preserve its cohesion. In contrast, the less a party has been institutionalised there is more possibility for the party to be fragmented. In the local stage, Fionna (2013: 187) posits that the organisational superiority of one party over another depends on the commitment and skills of local party elites and resources. More institutionalised party branches have greater capacity to conduct party’s agendas and provide channels for political participation. Meanwhile, less institutionalised branches, similar to the disfunctional New Order parties, tend to be passive and ineffective.

From empirical data, indeed that among other Islam-based parties PKB is the party which frequently suffered internal clashes by at least three main moments, i.e. between Abdurrahman Wahid or Gus Dur and Matori Abdul Jalil in 2002, between Gus Dur and Alwi Shihab in 2005, and between Gus Dur and Muhamin Iskandar in 2008. Moreover, PPP also has a critical conflict after the 2014 election between Suryadarma’s faction and Romahurmuziy’s faction. Meanwhile, PAN and PBB are more stable which indicated by neither significant conflicts nor leadership change outside the congress. With regard to PKS, although this party never experienced crucial conflicts and can be categorised also as a consolidated party, but some concealed conflicts are a tangible e.g., critical attitudes from Yusuf Supendi (2013), one of the founders of PKS and the case of beef bribery which suffered by Lutfhi Hasan Ishaq in the early of 2013 which influences to vague internal circumstances of the party.

Moreover, Permata (2008: 275) depicts that the discrepancy between the Islamist party’s ideological aspirations and its actual behaviors as shown by PKS is not a result of a deliberate plan or hidden agenda to cheat democratic game. But rather it indicates an unavoidable influence of institutions on the behaviors of rational actors. Similarly, Machmudi (2006: xvii-xviii) trusts that Islamist parties prefer to choose pragmatic ways in order to attract popular supports. They no longer impose Islamic sharia but rather it attempt to revise its image by focusing on the issues of prosperity and justice. Thus, as was studied by Nurdin (2009: 251-263), the Islamist party like PKS admits that democracy is the precise way for current Indonesia. As the result, political participation of Islamist parties in Indonesia increasingly normalised. According to Hwang (2014: 82-83), there are some indicators of Islamist normalisation. All Islamist parties participate regularly in elections, often forming electoral and legislative coalitions with nationalist parties to increase the likelihood of winning elections and to leverage their influence in the legislature. Thus, Baswedan (2004: 690) proposes four variables which will shape the future trajectory of Islam-based parties. First, the party should keep the distance from certain national figures. Second, the party has to emphasise on party’s activities rather than pragmatic deeds. Third, the party must
involve its members and supporters in mobilising party’s forces. Fourth, the party has to make an obvious position to the agenda regarding Islamic sharia. Baswedan believes that Islam-based parties are able to retain their majority in future elections.

From the data and analysis which were presented earlier, ideologically speaking Islam-based parties in contemporary Indonesia eventually can be classified merely into two main groups. First is “The Nationalist-Muslim Parties”. PAN and PKB can be embraced in this group. Second is “The Nationalist-Islamist Parties”. They are PPP, PKS and PBB. Nowadays there are no longer so-called the Islamist parties in Indonesia.

<table>
<thead>
<tr>
<th>Nationalist-Muslim Parties</th>
<th>Moderate-Islamist Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAN</td>
<td>PKB</td>
</tr>
<tr>
<td>PKB</td>
<td>PPP</td>
</tr>
<tr>
<td>PPP</td>
<td>PKS</td>
</tr>
<tr>
<td>PKS</td>
<td>PBB</td>
</tr>
</tbody>
</table>

*Figure 1. The Ideological Spectrum of Islam-based Parties*

Therefore, it can be concluded that there are some features of Islam-based parties in contemporary Indonesia. Firstly, they have hybrid features. Secondly, they rely on rational calculations rather than ideological considerations. Thirdly, the introduction to sharia and the establishment of an Islamic state are no longer their main objective. Fourthly, they are potential to become democracy-friendly actors. In addition, it is also important to mention that although all Islam-based parties tend to be “the vote-seekers” in the electoral arena, the history demonstrated that Islam-based parties are unable to be the ruling party in the election so that applying Feith’s (1957: 61) theory on the degree of parties, “the middle player” is a precise epithet for them.

With respect to the driving factors of inability of Islam-based parties in leading in the election, this study provides five-fold reason. Firstly, they are unable to deal with two main public issues in Indonesia namely economic weakness and political turmoil. Secondly, secular-nationalist parties are more accommodative and supporting to Muslim and Islamist agendas. In fact, Muslim elites enroll not merely with Islam-based parties but also with other potential parties. Thirdly, the channel to implement Islamist agendas not only in Islamist parties but also it can be obtained through civil society or NGOs and Muslim organisations. Fourthly, in the electoral stage Islam-based parties have been weakened by fierce intra-party competition which caused by the most-open party list system. Fifthly, elites in Islam-based parties no longer have credibility and charisma because of the entanglement in scandals whether material or moral.

In the context of the party institutionalisation, this study classifies Islam-based parties into three sorts of group. First is the failed party namely PKB and PPP. Second is the successful party. They are PAN and PBB. Third is in a vague circumstance. It denotes to a situation that in particular case the party is solid and consolidated but in other circumstances they are unstable. PKS can be encompassed in this group. Thus, it can be known that more institutionalised parties have greater chances to carry out party’s agendas and provide channels for political participation. In contrary, less
institutionalised parties tend to be passive and ineffective. Nevertheless, the normalisation of Muslim politics in recent developments draws a positive impact for democratisation in Indonesia as a democratic-Muslim state.

**RELAYING ON ISSUES:**

**Muslim Political Forces in the Parliament**

This section is going to analyse the 1999 election and continued by three further elections. In general, the percentage of seats of Islam-based parties in the House of Representative (DPR) were 35.40 percent for 1999-2004, 42.60 percent for 2004-2009, 30.16 percent for 2009-2014, and 31.24 percent for 2014-2019. Comprised with secular parties, indeed, Muslim political forces not yet dominate the parliament. More specifically, according to the table 2, it can be depicted that among Islam-based parties PPP was the dominant party than others in two first periods of DPR while PKS was the dominant party in 2009-2014 and PAN was in 2014-2019. Therefore, although PKB was the leading party in obtaining popular votes in three different elections, in truth, its dominant votes were primarily from East and Central Java, not prevalent in all electoral districts across the country.


<table>
<thead>
<tr>
<th>No</th>
<th>Name of Party</th>
<th>The Amount of Seats</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Seat</td>
</tr>
<tr>
<td>1</td>
<td>PAN</td>
<td>34</td>
</tr>
<tr>
<td>2</td>
<td>PKB</td>
<td>51</td>
</tr>
<tr>
<td>3</td>
<td>PPP</td>
<td>58</td>
</tr>
<tr>
<td>4</td>
<td>PK/PKS</td>
<td>7</td>
</tr>
<tr>
<td>5</td>
<td>PBB</td>
<td>13</td>
</tr>
</tbody>
</table>

Note: There are 462 parliamentary seats in the 1999 election, 550 seats in the 2004 election, 560 seats in the 2009 and 2014 elections respectively. Source: www.kpu.go.id.

**Muslim political forces in 1999-2004.** This section begins to analyse the 1999 election which followed by forty-eight political parties. Of them, twenty were Islam-based parties. PDIP was the winner of the election by reaching 33.74 percent. The total of parliamentary seats were 462 which consists of twenty-one parties. Of the parties, ten were Islam-based parties. They are PKB, PPP, PAN, PBB, PK, PNU, PP, PPII-Masyumi, PSII, and PKU. For the last four parties each of them obtained merely one seat. Nevertheless, although PDI-P earned the dominant votes and seats in the parliament, it was unable to gain any positions whether as a spokesperson of DPR or MPR.

Nonetheless, to create a fraction in DPR some parties have to unite themselves with other parties. As a result, ten fractions were made: PDIP, Golkar, PPP, PKB, Reform, Military-Police, PBB, KKI, PDU, and PDKB. The last fraction dissolved itself after it suffered internal conflicts and cannot fulfilled DPR rules which should each
fraction has minimum ten parliamentarians. Thus, during this period DPR eventually has nine fractions. Of the fractions, five were Muslim political forces: PPP, PKB, PBB, Reform-Fraction (PAN and PK), and PDU encompassing PNU, PSII, and PKU. Meanwhile, two others Islam-based parties namely PP and PPII-Masyumi united themselves to KKI.

It is important to be stressed that the role of Amien Rais, a central figure surrounding the 1998 tragedy, was extremely significant in controlling and maintaining Muslim fractions’ movements in DPR. It can be seen in the case of the rise and downfall of Gus Dur as the president. Through a strategic coalition ‘Poros Tengah’ movement, Amien Rais et al were able to rise Gus Dur as the elected president and defeated Megawati as other candidate. Refers to most scholars, the rise of a number of Muslim elites in the national political stage demonstrated the political resurgence of Santri group after for roughly four decades was alienated by previous regimes. However, in the middle of 2001 a terrible moment suffered by Muslim forces when Gus Dur was impeached through MPR due to his guilty in the case of Bulog.

Likewise, it is undeniable that Muslim political forces in DPR had different thoughts in the debate of the amendment of the 1945 Constitution Article 29 on religion. On the one hand, the Islamist fraction comprising PPP and PBB concurred to apply the Jakarta Charter in the Constitution because not only Indonesia as the most populous Muslim country of the world but also Islamic sharia is an alternative way to solve public problems such as corruption, prostitution, and casino. They proposed that “The state shall be based upon belief in the One and Only God with the obligation upon Muslims to carry out Islamic laws”. On the other hand, the combination factions between the nationalist-Muslim and secular parties group refused the Jakarta Charter as the notion is no longer relevant with current Indonesian circumstances. The last group believed that the implementation of the Charter merely destroys Indonesian unity and creates disharmony among people who have distinctive beliefs. The notion was supported by major fractions: PDIP, Golkar, PKB, and the Reform-Fraction (Sumarjan et al, 2002: 37, 42; Badan Pekerja MPR, 2000). It is appealing to be noted that PK which has minor seats in the Reform-Fraction eventually imposed to agree to reject Islamic sharia although this decision is contrary with its main goal. It suffered a dilemma.

Muslim political forces in 2004-2009. There were twenty-four political parties which involved in the 2004 election. Of them, seven were Islam-based parties: PKB, PPP, PKS, PAN, PBB, PBR, and PPNUI. Golkar reached the highest votes in the 2004 legislative election by 21.58 percent. It automatically led DPR 2004-2009. The total of parliamentary seats were 550 encompassing seventeen parties. However, to create a fraction in the parliament some parties have to unite themselves with other parties. Consequently, ten factions were made: Golkar, PDIP, PPP, Democrat, PAN, PKB, PKS, BPD, PBR, and PDS.

It can be seen that there were six Muslim fractions in DPR for period of 2004-2009 which represented by PKB, PAN, PKS, PPP, PBR, and BPD. Especially for the last faction, despite led by PBB, this fraction embraced five multi-color parties: PBB by eleven seats, PPPDK by four seats, Pelopor Party by three seats, PPDI by one seat, and PNIM by one seat. In addition, PBR is a new party headed by Zainuddin MZ, a
prominent Muslim elder, and instituted on January 20, 2002. As this party was a result of internal conflicts within PPP, its ideological foundation is Islam. The party succeeded to obtain fourteen seats in DPR. A sparkling achievement. Nevertheless, this party was unable to maintain its political performance in the following elections due to not reached the required 2.5 percent parliamentary threshold.

During this period, Muslim fractions created a dominant coalition in DPR along with Democrat and Golkar under the leadership of SBY-JK who succeeded in winning the 2004 presidential election. Thus, in the case of the bill of pornography between 2005 and 2008, although two other fractions (PDIP and PDS) rejected this bill, all Muslim political forces in DPR forcefully concurred with this policy due to five-fold reason. First is maintaining social moral and glorious human values. Second is perpetuating the values of cultures, customs and religious worship. Third is educating people on the importance of morality. Fourth is providing legal certainty for citizens from pornography particularly for children and women. Fifth is preventing the increasing of pornography and sexual commercialisation among society (Risalah Resmi DPR RI, 2006).

This coalition nevertheless not run very well. In particular case there are distinctive views among of them. It can be seen while SBY’s administration decided to increase the fuel price in 2005. Various attitudes and responses emerged in DPR. In the beginning seven fractions were PDIP, PKB, PAN, PPP, PDS, PKS, and PBR rejected the increase of the fuel price. The rest were PD, PG, and BPD approved this policy. However, the real politics in fact is always changing every time. Consequently, some fractions altered their policy. PDIP, PDS, PAN, PKB, and PBR vehemently refused the fuel price, conversely, only PD and BPD were in the approval side. Meanwhile, PG, PKS, and PPP were in a vague position. The last three parties on the one hand criticised the government policy, but on the other hand they can understand with this controversial policy (www.detik.com, 15 March 2005; www.balipost.co.id, 16 March 2005; www.suaramerdeka.com, 22 March 2005; Press Release PKS, 22 March 2005).

Muslim political forces in 2009-2014. There were thirty-four political parties and four local political parties only in Aceh which participated in the 2009 election to pursue 560 seats in DPR. Of the parties, nine were Islam-based parties, i.e. PKS, PAN, PPP, PKB, PBB, PKNU, PBR, PMB, and PPNUI. The highest votes in the 2009 legislative election was reached by Democrat Party. It earned 20.85 percent. Consequently, DPR 2004-2009 was headed by this party. The total of parliamentary seats were 560. Due to the different of the rule of the game with previous elections that each party has to fulfill the minimum requirement 2.5 percent of the parliamentary threshold, nine parties succeeded to pass this threshold and they in turn automatically can make their own factions. As a result, nine factions were made: Democrat, PDIP, Golkar, PKS, PAN, PPP, PKB, Gerindra, and Hanura.

Four Muslim political forces in DPR re-invented the same coalition with the ruling party, i.e. Democrat Party and Golkar Party under the leadership of the elected president SBY. Although this dominant coalition has made a common headquarters and regular coordinations, internal conflicts frequently suffered them in particular cases such as in the Century Bank gate and the rise of fuel price. In the case of the investigation to the Century gate in 2010, there were at least three kinds of view in
DPR. First are Democrat and PKB. They believed that the policy to give the Short-term Loan Facility (FPJP) is appropriate with the regulation based on Perppu No. 2/2008 where the Bank of Indonesia has its own right to make and change its policy so that Indonesia succeeded to pass the economic crisis. Second are PKS and PPP along with Golkar, PDIP, Gerindra, and Hanura. They found empirical evidences concerning the indication of engineering in providing FPJP to the Century Bank. In fact, this way is not fulfilling the prerequisites in providing FPJP so that it eventually violates to the regulation. Third is PAN which argued that principally providing FPJP to the Century Bank is a proper way, but any deviation in the process of its implementation (Risalah Resmi DPR RI 2010). By 2013, in the following case, Muslim political forces dealt with different attitudes concerning the rise of fuel price. On the one hand, six fractions were PAN, PKB, and PPP along with Democrat, Golkar, and Gerindra agreed with the increase of fuel price. On the other hand, PKS as well as PDIP and Hanura were in the refusal position (www.viva.co.id, 14 June 2013).

Muslim political forces in 2014-2019. The number of political parties which participated in the 2014 election were twelve parties (national level) and three local parties in Aceh Province. They competed to pursue 560 seats. The winner of the election was PDIP by reaching 18.95 percent. Nonetheless, this party can not hold the spokesperson of DPR because majority of members in DPR which dominated by the KMP-Coalition concurred to elect Setya Novanto (Golkar). It was a terrible tragedy which suffered by PDI-P for twice. Of the twelve parties, ten were passed the required 2.5 percent parliamentary threshold. They were PDI-P, Golkar, Gerindra, Democrat, PKB, PAN, PKS, PPP, Nasdem.

It can be seen that there were four Muslim political fractions in DPR 2014-2019. These four fractions nonetheless are in different coalition. On the one hand, PAN-Fraction and PKS-Fraction unite themselves with the KMP-Coalition together with Gerindra, Golkar, and Democrat. On the other hand, PKB and PPP move closer to the KIH-Coalition along with PDIP, Nasdem, and Hanura. Although they are in the opposite coalition, in particular case they have similar views and attitudes. For instance, in the case of the proposal of the head for POLRI around January 2015 they are in fact having a similar position to propose the sole candidate Budi Gunawan. From ten fractions in DPR, Gerindra is the only fraction which rejected the candidate.

It can be glimpsed that in distinctive cases, Islam-based parties in the parliament tend to give a decision depending on an issue/interest. It denotes to the fact that there is no eternal in politics embracing coalition in political parties. Each party has its own policy for different issues. It could be that in particular case Islam-based parties have a similar policy, but it is likely if they have an opposite decision in another case such as in the case of the Jakarta charter, the fuel price, and the Century gate. This fact also underlines to the importance of the party’s identity which differentiate itself with other. As the result, it is a positive remark that democratic system within the party moves in a good way—they have an autonomous attitude and not usually rely on the big coalition, although they utilise “people power” as a legitimate trick for their last decision.
The Office-Seeker: The Involvement in the Administration

Broadly speaking, during reformation era Islam-based parties are a part of the government actor. Compared with other administrations, Islam-based parties reached the highest number of seats in the cabinet is under Gus Dur’s administration. The following is under SBY by eleven ministers in both Volume I and Volume II respectively. Meanwhile, the least number is under Megawati and Jokowi by five ministers each of them. Under Gus Dur’s administration, the ministry of Islam-based parties was dominated by PKB’s cadres by eight of fifteen ministries. Afterward, PKS in fact not involved to the government when the elected president was originated from PDI-P. It can be seen by the absence of its cadres in the Megawati and Jokowi’s cabinet. Meanwhile, PKB and PPP consistently seem to involve in the cabinet. In addition, due to its inability in maintaining the electoral performance since 2009, PBB never gained any positions in the administration under SBY Volume II and Jokowi.

Although it can not to be generalised since the political weather among political parties can shift rapidly, as a matter of fact, there is a common tendency in formulating the cabinet. In general, Islam-based parties tend to obtain the ministry of labour and transmigration (except under Megawati), the ministry of social affairs (except under Gus Dur), and the ministry of religious affairs. Especially for the last ministry, the government inclines to approve a minister which originated from NU, PKB, or PPP, as they have close linkages each other. In can be seen that Tolchah Hasan, Said Aqil Siradj, Maftuh Basyuni, Suryadharma Ali, and Lukman Hakim Syaifuddin who already headed this ministry were affiliated structurally and culturally with NU. Likewise, for the ministry of education, the government tends to appoint a minister which originated from Muhammadiyah or PAN. In can be shown that Yahya Muhaimin, Abdul Malik Fadjar, and Bambang Sudibyo who already headed this ministry were functionaries in the central board of Muhammadiyah.

More specifically, PKB and PPP tend to chase lower and poorer class-oriented ministries. It can be proven by PKB’s experiences in the ministry of labor and transmigration and in the ministry of the development of disadvantaged regions. These two positions were under the administration of SBY Volume I and II respectively and Jokowi. Meanwhile, PPP’s experiences were in the ministry of cooperative and middle and small enterprises (under Gus Dur, Megawati and SBY Volume I) and in the ministry of social affairs (under Megawati and SBY Volume I). Undeniably, the ministry of religious affairs was theirs by turns, under Gus Dur was belonging to PKB and under SBY Volume II and Jokowi was belonging to PPP. This tendency cannot be separated from the social background of their main devotees which originated from lower and poorer people particularly in rural areas.

On the other hand, PAN and PKS prefer to obtain middle and educated class-oriented ministries. It can be shown by PAN’s experiences in the ministry of education (under Gus Dur and SBY Volume I), in the ministry of law and human rights (under Gus Dur and SBY Volume II), in the ministry of research and technology (under Megawati’s administration), in the ministry of state secretary and in the ministry of transportation which both under SBY’s administration Volume I as well as in the coordinating ministry of economy, in the ministry of forestry, and in the ministry of administrative and
bureaucracy reforms. The last three positions were under SBY’s administration Volume II. Meanwhile, PKS’ experiences were in the ministry of research and technology and in the ministry of communication and information (both under SBY’s administration Volume II), in the ministry of agriculture (under SBY’s administration Volume I and II respectively), and in the ministry of forestry and plantation (under Gus Dur’s administration). Meanwhile, PBB’s experiences were more or less similar with PAN and PKS. PBB gained the ministry of law and human rights under Gus Dur and Megawati’s administration as well as the ministry of state secretary and the ministry of forestry both under SBY’s administration Volume I. This trend indicates to the reality that PAN, PKS, and PBB prefer to approach middle and educated people who dwell in urban areas.

To find out the involvement of Islam-based parties in the cabinet, they have been reaching twenty-four kinds of ministry by fifteen ministries in Gus Dur’s administration, five ministries in Megawati’s administration, seventeen ministries in SBY’s administration, and five ministries in Jokowi’s administration. There are four sorts of ministry sector which already led by cadres of Islam-based parties:

Table 3. The Involvement of Islam-based Parties in the Cabinet, 1999-2019

<table>
<thead>
<tr>
<th>No</th>
<th>Name of Ministry</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Gusdur</td>
</tr>
<tr>
<td>A</td>
<td>Politics, Law, and Human Rights Sectors</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Ministry of Foreign Affairs</td>
<td>√</td>
</tr>
<tr>
<td>2</td>
<td>Ministry of Defense</td>
<td>√</td>
</tr>
<tr>
<td>3</td>
<td>Ministry of Law and Human Rights</td>
<td>√</td>
</tr>
<tr>
<td>4</td>
<td>Ministry of Communication and Informatics</td>
<td>–</td>
</tr>
<tr>
<td>5</td>
<td>Ministry of Administrative and Bureaucracy Reforms</td>
<td>–</td>
</tr>
<tr>
<td>B</td>
<td>Economic Sectors</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Coordinating Ministry of Economy</td>
<td>–</td>
</tr>
<tr>
<td>7</td>
<td>Ministry of Finance</td>
<td>√</td>
</tr>
<tr>
<td>8</td>
<td>Ministry of Agriculture</td>
<td>–</td>
</tr>
<tr>
<td>9</td>
<td>Ministry of Forestry</td>
<td>√</td>
</tr>
<tr>
<td>10</td>
<td>Ministry of Transportation</td>
<td>–</td>
</tr>
<tr>
<td>11</td>
<td>Ministry of Labour and Transmigration</td>
<td>√</td>
</tr>
<tr>
<td>12</td>
<td>Ministry of Research and Technology</td>
<td>√</td>
</tr>
<tr>
<td>13</td>
<td>Ministry of Cooperatives and Small and Medium Enterprises</td>
<td>√</td>
</tr>
<tr>
<td>14</td>
<td>Ministry of Development of Disadvantaged Regions</td>
<td>–</td>
</tr>
<tr>
<td>No</td>
<td>Name of Ministry</td>
<td>Administration</td>
</tr>
<tr>
<td>----</td>
<td>------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>15</td>
<td>Ministry for Investment and State-owned Enterprises</td>
<td>√</td>
</tr>
<tr>
<td>16</td>
<td>Min. Welfare and Poverty Alleviation</td>
<td>√</td>
</tr>
<tr>
<td>17</td>
<td>Ministry of Health</td>
<td>√</td>
</tr>
<tr>
<td>18</td>
<td>Ministry of Education</td>
<td>√</td>
</tr>
<tr>
<td>19</td>
<td>Ministry of Social Services</td>
<td>–</td>
</tr>
<tr>
<td>20</td>
<td>Ministry of Religious Affairs</td>
<td>√</td>
</tr>
<tr>
<td>21</td>
<td>Ministry of Women Empowerment</td>
<td>√</td>
</tr>
<tr>
<td>22</td>
<td>Ministry of People Housing</td>
<td>–</td>
</tr>
<tr>
<td>23</td>
<td>Ministry of Youth and Sports Affairs</td>
<td>–</td>
</tr>
<tr>
<td>24</td>
<td>Ministry of State Secretary</td>
<td>√</td>
</tr>
</tbody>
</table>

Source: Compiled by the Author.

In summary, this section portrays that Islam-based parties repeatedly took a part in the big coalition of government. In doing so, applying Harmel and Janda’s theory (1994) on the party’s goal, Islam-based parties can be typified as “the office-seeker”. It denotes to a tangible that under democratic system Islam-based parties prefer to involve themselves with the administration cabinet rather than in the opposition side or outside the power.

CONCLUDING REMARKS

By applying the analytical framework as was explained earlier, this study provides three main findings. First is the rise of five major Islam-based parties in post-Authoritarian rule 1998 and its development nowadays. It can be simplified that Islam-based parties in Indonesia can be categorised into two main groups: The nationalist-Muslim parties (PAN and PKB) and the nationalist-Islamist parties (PPP, PKS and PBB). Therefore, there are no longer Islamist parties in contemporary Indonesia and they are in turn in a normalised situation. Additionally, due to its inability to become the ruling party in the electoral performance Islam-based-parties are the middle players in Indonesian democratisation process.

Second is concerning Muslim political forces in the parliament. Although all fractions of Islam-based parties are continuously together with other secular parties in the big coalition, in fact, they have a different decision in a lot of controversial issues such as the establishment of the Jakarta Charter, the rise of the fuel price, and the Century gate. Each fraction has a distinctive outlook in each issue. It also demonstrates that intraparty democracy can be found in Islam-based parties.
Third is the engagement of Islam-based parties in the government cabinet. During four distinctive presidents since 1999 until 2019, Islam-based parties continuously earned seats in the cabinet. Thus, it can be underlined that Islam-based parties have a power-oriented paradigm in the political stage. In other word, Islam-based parties in current Indonesia are office-seekers and have no potential to become an opposition fighter. These findings also demonstrated that Harmel and Janda’s theory is relevant in developing countries especially in Indonesia.

All in all, this paper concludes that Islam-based parties have three features in three different political arenas. In the electoral arena, they tend to become “the vote-seekers”. In the parliament, they are “issue/interest advocates”. In the meantime, they prefer to play the role as “the office-seekers” in the government. Those imply to the fact that political Islam in contemporary Indonesia is towards a moderate path. It is already on the right track and in line with democratisation principles. Moslems within the country have to cultivate and promote this trajectory and avoid all sorts of unconstitutional manner including violence ways so that Indonesia in the imminent future is moving to meet the embedded democracy, social justice and people prosperity.

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Green and Clean Politic in Lao People’s Democratic Republic
THE RESULT OF POLICY IMPLEMENTATION ON SAMSANG POLICY IN LAO PEOPLE’S DEMOCRATIC REPUBLIC: A CASE STUDY OF BUILDING DEVELOPMENT VILLAGE IN LOUANGPRABANG PROVINCE

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ABSTRACT

The objective of this study was to research the effective implementation of Sam Sang policy in Lao People's Democratic Republic. A case study: builds villages in Louangprabang Province. The qualitative methodology was applied to this study. The data were collected from in-depth interviews and focus group and the target group of the study is based on 28 sampling (the Sam Sang policy committee of province, the Sam Sang policy committee of district and head of village). This study founded that the most people have a lot of recognized the effectiveness of Sam Sang policy such as politics and administration, the system of village administration has been considerably strengthened. Culturally and socially, the basic education issues among the children have been completely resolved. In addition, there are several types of Village Funds, which have been set up for the poor people. Every Sam Sang village becomes a cultural village. Economically, the groups of the villagers, who produce agricultural and handicraft products for selling within and outside the community are formed with the purpose of increasing their low income. As a result, they can earn a higher income and a better livelihood. The village becomes a development village. In term of social security and orders, every Sam Sang village can ensure relative safety and therefore becomes a village without any kind of social problems.

Keywords: Sam Sang policy, Policy implementation, Development village

INTRODUCTION

Sam Sang or Three Builds policy was formulated by the Central Party Polit-buro of the Lao People's Revolutionary Party (LPRP). Later, in 2011, it was approved at the 9th Congress of the LPRP. The policy aims at building up provinces as strategic units, districts as comprehensively strengthen units, and villages as development units. For achieving Poverty Reduction and Millennium Development Goals (MDGs) by 2015, the Sam Sang was designed to improve the local administration in municipalities, including in provinces, districts and villages, by giving more mandates and by allocating more responsibility to the local authorities. This would help improve decentrazed system and the coordination among state organizations at local levels. It could also help change the extremist ideologies among local officials as well as local people. At the same time, it could help resolve the problem of destroying cultural heritage, which are widely spreading across the country as a result of the Open Door policy in the past.

Building villages as development units have been well known and implemented by the LPRP members, public servants and local residents. According to the Sam Sang directive, the Sam Sang pilot project was undertaken across the country, involving, 51 districts and 109 focal villages nationwide.
For pilot studies, three Sam Sang pilot districts were specifically selected from one province and six villages from one district. The target villages were specially chosen from 64 development zones and 167 geographical regions of the country, where it is possible to develop into small local towns in the future. Additionally, all target villages are required to be the former military strategic bases of the national revolution, to promote the production of goods and services, to form solid grassroots organizations, and to improve transport infrastructures, which can be used for travelling back and forth throughout the year. However, such target villages are not required to be located in urban areas. All of the requirements are truly fundamental to the success of building solid political foundations at local areas and developing poor rural areas to small local towns in the future.

Luang Prabang is one of Lao PDR’s 18 provinces. It is divided into twelve districts, including Luang Prabang, Xiengngern, Pakou, Pakxaeng, Nam, Ngoi, Nambak, Phonexay, Jomphet, Viengkham, Phonethong, and Phou-khoon. Most of Luang Prabang’s land areas are mountainous regions, accounting for 70% of the total land areas, while the major source of its economy is agriculture, tourism and other services. Despite its 7.99% annual average GDP growth rate, Luang Prabang currently comprises five poor districts, namely Ngoi, Phonexay, Viengkham, Phonethong, and Phoukhoon.

Translating the Directive No. 11/CPC dated 28 March 2012 of the LPRP’s Central Party Committee, the Resolution No. 03/CPP dated 15 February 2012 of the LPRP’s Central Party Politburo, and the Decree No. 15/GO dated 15 December 2012 of Lao government regarding the implementation of the Sam Sang Pilot Project, in 2012, Luang Prabang’s Provincial Party Committee considered and selected the target districts and villages, based on the requirements of the Sam Sang Pilot Project. These target villages are comprised of three districts: Luang Prabang, including Muaengkay and Pakseuang village; Nambak, including Nayangnuae and Namthuamthai village; and Phonexay, including Tharpo and Phonethong village. Most of these villages are projected Clustered Development Villages, while some are in the group of poor villages under the country’s poverty reduction programme. Thus, there is the difference among those chosen villages, especially in term of economic status, for example, Tharpo and Phonethong village of Phonexay district are very poor, while Pakseuang and Muaengkay of Luang Prabang district, and Nayangnuae and Nam-thuamthai of Nambak district are relatively fairly rich. The Sam Sang policy was designed as the request of social and economic development in Lao PDR. In the past, the main issue of the Lao development, particularly in Luang Prabang, was that the government mainly concentrated on the economic development rather than preserving the fine traditional culture. Most of the development projects aimed to boost the economy rather than to promote the ideology of local administrator and local people. Moreover, decentralizing power and allocating responsibility to local authorities was not clear and therefore it caused a serious delay to local administration, especially to village administration. There were also no sufficient budgets from the government to support the poverty reduction and livelihood improvement projects of the local people. At the same time, majority of the local people were heavily dependent on traditional agriculture. As a consequence, the quality of their life was very low. They were unable to improve transportation infrastructures, unable to get clean water supply, primary healthcare service as well as primary education. There are more hopes that after implementing such the Sam Sang policy, all those problem would be completely resolved, leading Laos to the Millennium Development Goal by 2020.

As the reasons were mentioned above, I intend to conduct the study on the result of Sam Sang policy in Lao PDR, through the case study of building villages as Development Units in Luang
Prabang Province, with the purpose of finding out how the implementation of such pilot policy make a positive and negative change to the local people.

**OBJECTIVE**

This study aims to examine the result of Sam Sang policy implementation in Lao PDR, while building villages as Development Units in Luang Prabang Province was selected as a case study. It attempt to find out what the remarkable achievement of the policy implementation is, in term of politics, administration, economy, social orders, and culture.

**RESEARCH METHODOLOGY**

This study was done through the qualitative method, while the data collection was conducted by organizing focus groups and in-depth interviews with the Village Chief, the committee of the Sam Sang Pilot project of the province and districts, and 28 representative samples of the villagers in Luang Prabang. The data were analyzed by using content analysis and descriptive analysis.

**RESULT OF STUDY**

The result of this study can be separately explained in the following aspects:

1. **Politics and Administration**
   
   The study found that the system of village administration has been adapted for the new Sam Sang policy. It was divided into 5 Administrative Units, which makes it more effective. This is also a resolution to the problem of issuing late official documents in the past. Moreover, there are the appointments of some local officials, who have knowledge and experience from the district level, to serve as a chief of the some Sam Sang village with the purpose of providing more services for the local people. These officials are working for the village, but they have the same status as other public servants. This appointment was made while not following the local administration law of Lao PDR. However, because they are not the people living in the villages, some of the appointed Village Chief do not knew well about the existing problems in the villages, and some do not go to work routinely. This resulted in the process of solving problems being delayed.

2. **Society and Culture**

   It was found that the unity and solidarity among the villagers have been well promoted, compared to that in the past. The problems of access to the primarily education among the children under the age of 15 have been completely resolved. In addition, there has been an improvement in both the quantity and quality of the healthcare service. There are also Healthcare Funds for the poor in every village. These Funds can help the poor to get access to necessary healthcare service. Every Sam Sang village became Model Healthy Village. All of the families live in a healthy lifestyle. They maintain and develop their own fine traditional culture. The most important thing is that all of the Sam Sang villages have become Model Cultural Village as a result of building Cultural Family Models.
This study found that more than 80 investment projects have been set up and carried out by the government and private sector in the Sam Sang Village. There are also some agricultural and handicraft Production Groups, who get the funding from commercial banks, which promote the production of the local people. Consequently, the villagers can produce and sell more products than they could do in the past. Their income has been increasing as well. They, therefore, gain better lives, while the poverty issue has been completely resolved. All of the Sam Sang villages become Development Villages. In contrast, there is not a guarantee for the price of productivities of people. Some part of the villagers’ traditional lifestyle was disappeared. They have more self-interest and inconsiderateness; they think only of their own benefit themself rather than others.’

4. Social Security and Orders

It is found that the Sam Sang village have been able to ensured more safety and keep more order, compared to that in the past. Every Sam Sang village has been recognized to be the village without social problems and drug trafficking.

CONCLUSION

Although, the Sam Sang is a new policy of Lao government, and have been only implementing for 3 years, many people well know and support such the policy. It can help solve the
people’s poverty, enhance the capacity of local administrations, and help deal with social, economic, and cultural problems within the communities. The most important thing is that it can help the local people to be self-reliant and self-sufficient, especially in terms of economy; they can earn more income and spend more money for food, clothes, education, and healthcare. Furthermore, it can help change the poor villages to developed villages. According to the 2015 report of Luang Prabang’s Provincial Committee of Sam Sang Pilot Project, it said that Sam Sang policy implementation has been succeeded satisfactorily, and it could provide better living conditions through the promotion of the production of goods and services, aiming at eliminating the poverty of the villages. Similarly, according to the Chief of the committee of Luang Prabang’s Sam Sang Pilot Project, “Before we implement the Sam Sang policy, there are few Government projects set up for helping local people” he said, adding that many of the people in the Sam Sang Pilot villages were poor, having a low income, few business run by the local people, particularly in Phonexay district, where the people it is situated far away from towns and the villagers depended on small-scale and subsistence farming. However, he said, “After those villages in the districts are selected for implementing the Sam Sang policy, the poverty has been gradually reduced; the business run by local people have been growing and therefore the poor villages can be changed to developed villages.” Meanwhile, Loung Sone, an interviewee, said, “In the past if you wanted your rushing official document to be signed by the Chief of the village you have to wait for a long time until he or she will be back. Because the chief is a farmer, he or she spends most of the time in the farm.” Unlike in the past, you now don’t have to wait because the Village Chief works in the office in the same way as common public servants do.”

However, the study found that, the appointment of public servants to work as the Village Chief in some Sam Sang pilot village were mad while not following the law on local administration of Lao PDR. In addition, there is not a guarantee for the price of the local products. Moreover, some aspects of the traditional lifestyle are disappeared. Some of the local people become more selfish. They think only of their own benefit rather than others’.

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THE EFFECTS OF IMPLEMENTATION ON STRUCTURAL CHANGE POLICY IN MINISTRY OF HOME AFFAIRS, LAO PEOPLE’S DEMOCRATIC REPUBLIC

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ABSTRACT

The purpose of this research was to study the effects the implementation of structural change policy in Ministry of Home Affairs Laos people’s Democratic Republic. This was quantitative research with structured interviews as research instrument to collect data from 30 officials of Ministry of Home Affairs. The study results of implementation of structural change policy are divided into four parts including: 1) the Structure: findings on organizational issues indicated that the organizational structure within Ministry of Home Affairs consists of 15 departments, with particularly large in size and different lines of reporting or similar functions. Some functions appeared to be overlapped or conflicting with other functions. 2) the authority and responsibility, the study finds that authority and responsibilities of each department were not clearly defined and fully covered, affecting to job description and positions of civil servants. These include the Department of public administration Department and Local Public administration Department. 3) the administration and supervision finding suggest that there were some consistencies due to lack of defined coordination mechanism among departments concerned. Internal process and working mechanism to handle problem still take lengthy process and. Distribution of task and processing documents remain complex. Delegation of authority for decision making does not yet exist. 4) the division of work within the Ministry is generally defined clear function of each department to implement specific tasks and give directions within departments, some divisions were divided into separate responsibilities. Due to lack of coordination mechanism, coordination between divisions was not in harmony.

Keywords: Ministry of Home Affairs of Lao PDR, the structure, authority and responsibility, administration and supervision and division of work

INTRODUCTION

The Ministry of Home Affairs in abbreviation “MoHA” is a government organization. Which has the role of secretariat to the government at the macro level, regarding public organizational development at central and local levels; civil service management; civil society regulation and management; geography matters. Archives Ethnic and religion matter; citizen management and competition-awards matters. Archives
1. To develop public servants with strong political ideology and high competence and expertise in the knowledge of science and high quality fully qualified and fit for task performance and;

2. To develop administrative and organizational structure or organ of the Ministry of Home Affairs at all levels including divisions and departments with strong functions, high quality and productivity in job performance, ensuring integrity and timeliness, avoiding conflict of functions and duties.

In recent years, Lao government has implemented governance and public administrative reforms of the Ministry of Home Affairs which aimed at serving its principal role, missions and increasing high efficiency and quality. In an effort at strengthening public administration of the country, the Government has adopted policy measures by transferring some home affairs-related functions under other public organizations and merged them into main functions under supervision of Ministry of Home Affairs. The public service reform programmers include the management and supervision of civil society organizations, citizenship management, ethics and religious affairs management, public administration, job evaluation and prize awarding for merit, archiving and information management system, national mapping functions. The main objective was to align policy on governance and administrative reforms and key main missions. “Organizational restructuring” is an urgent policy of the government to implement for achieving tangible outcomes and it is also an important task of Ministry of Home Affairs to perform towards accomplishing ultimate goal for strengthening public administration and work-related home affairs efficiently as delegated by the government as well as taking ownership of main responsibilities in the future.

Nevertheless, over the past 5 years following the implementation of organizational restructuring at various levels in 2011, both Ministry and departments it was found that there was absence of good track of records on monitoring and evaluation of the real outcome of the implementation for institutional reform within Ministry of Home Affairs of Lao PDR (the 6th National Economic Development Plan for five years, 2011-2015). In order to produce public management information system for policy making decision, therefore, this study attempts to fill the gap by focusing on the outcome of implementation of institutional restructuring of Ministry of Home Affairs of Lao PDR.

**OBJECTIVES OF THE STUDY**

The study the effects of implementation of structural change policy in Ministry of Home Affairs Laos people’s Democratic Republic.

**SCOPE OF THE STUDY**

Scope of the content was the study the effects of implementation of structural change policy in Ministry of Home Affairs Laos people’s Democratic Republic are Comprehensive into four parts including: the structure, the authority and responsibility, the administration and supervision and division of work.
Sample of population is about 30 officials within the Ministry of Home Affairs of Lao PDR. Within the period of 10 months of research period, between January to October 2015.

**RESEARCH METHODS**

This was quantitative research with structured interviews as research instrument to collect data from 30 officials of Ministry of Home Affairs. Such as Head of Cabinet and Deputy Head of Cabinet Ministry of Home Affair, Director Generals and Deputy Director Generals of Ministry of Home Affair, Director Generals of Public Administration Research and training Institute, Deputy Director Generals of Public Administration Research and training Institute, Director Generals of Centre, Deputy Director Generals of Centre, Director-Generals of Division, Deputy Director Generals of Division and civil service by the Ministry of home affairs is the Lao People’s Democratic Republic to the practice.

Then, the data were analyzed by content analysis techniques. To identify issues requiring

**RESULTS OF STUDY**

The results of study the effects of implementation of structural change policy in Ministry of Home Affairs Laos people’s Democratic Republic to the practice. Summarized as follows:

1. The structure findings on organizational issues indicated that the organizational structure within Ministry of Home Affairs consist of 15 departments, with particularly large in size and different lines of reporting or similar functions. Some functions appeared to be overlapped or conflicting with other functions.

2. On the issues of authority and responsibilities, the study finds that authority and responsibilities of each department were not clearly defined and fully covered, affecting job description and positions of civil servants. These include the Department of public administration Department and Local Public administration Department.

3. On the administration and supervision finding suggest that there were some consistencies due to lack of defined coordination mechanism among departments concerned. Internal process and working mechanism to handle problem still take lengthy process and. Distribution of task and processing documents remain complex. Delegation of authority for decision making does not yet exist.

4. On the division of work within the Ministry is generally defined clear function of each department to implement specific tasks and give directions within departments, some divisions were divided into separate responsibilities. Due to lack of coordination mechanism, coordination between divisions was not in harmony.

**INTERPRETATION OF RESULTS**

1. The structure findings on organizational issues indicated that the organizational structure within Ministry of Home Affairs consist of 15 departments, with particularly large in size and different lines of reporting or similar functions.
Some functions appeared to be overlapped or conflicting with other functions. This includes the role and functions of department of Administration and International cooperation and planning Department, Public servant management Department and Staff Evaluation and Development Department, National Mapping and Survey and Mapping Center. Therefore, the results of current study indicates that organizational structure is particularly important matter for building public organizational functions to be more robust, also operating in an efficient and effective manner in line with the core guidance of the Lao People’s Revolutionary Party (LPRP) and the results are also consistent with the previous study (Bounethong, Chitmany at al ,2007) which examined the institutional restructuring of Ministry of Education set by the government policy to strengthening the function of Ministry of Finance with strong governance body with appropriate administrative structure and in line within the Law on Education and also to increase the efficiency of education sector. The results of empirical study found that there were 3 main areas for institutional reforms to improve the governance for Ministry of Education as follows: 1) the improvement of the governance structure with the current organizational environment is in line with Law on Education, with newly created 2 additional Departments and properly renamed some functionary units; 2. Improvement of the role and responsibilities was emphasises to compliance with existing legal framework and to help performing the task more smoothly and easily and 3) improvement of regulatory and legal framework related to educational sector could help increase to deliver the tasks more effectively.

2. On the issues of authority and responsibilities, the study finds that authority and responsibilities of each department were not clearly defined and fully covered, affecting to job description and positions of civil servants. This includes the Department of public Administration Department and Local Public Administration Department, especially in the areas of defining missions, rights and responsibilities. It is therefore suggested to modify the authority and responsibility appropriately and consistent with the organizational structure. Some divisions with overlapping functions shall be reviewed in line with job descriptions. Functions of each division are needed to improve on the areas of the working mechanism. Task performance criteria shall be properly stated and role and responsibility shall be clearly defined for the sake of convenience and clear understanding and efficient and effective job performance.

3. On the administration and supervision finding suggest that there were some consistencies due to lack of defined coordination mechanism among departments concerned. Internal process and working mechanism to handle problem still take lengthy process. Distribution of task and processing documents remain complex. Delegation of authority for decision making does not yet prevailing. Therefore, it is suggested to improve the distribution of processing internal documents within departments of the Ministry, coordination mechanism to be more convenient and fast, introduce a system of decision making and governance with integrity, especially staff development, lines of command. strategic plan and programs to drive public administration shall be put into more effective implementation, leading to more smooth and quick governance and public administration and lines of command fast and easy to meet any circumstances and also compatible with
modern management. Our view is also consistent with the analysis conducted by Vixay Phandanouvong (2009) who studied institutional restructuring of Vehicle Management and license Department, Vientiane Prefecture to improve the efficiency of public service delivery systems. The study indicated that public service for general public was slow and documentation processing took a lengthy process, size of organization was bigger than necessary. Employees with good knowledge and competence were limited and insufficient. Leadership management system lack of strategic planning and detailed action plan. The research teams provided some suggestions for further improvements by introducing a modern management system and also institutional restructuring of public administration and improve staff recruitment and define appropriately job description and positions and improve the role and duties more appropriately.

4. On the division of work within the Ministry is broadly defined clear function of each department to implement specific tasks and give directions within departments, some divisions were divided into separate responsibilities. Due to lack of coordination mechanism, coordination between divisions was not in harmony like National Mapping Department, Survey and mapping Center, Public Administration Department and Local Administration Department. Therefore, it is suggested to improve governance to be consistent with mandate of organization in order to increase efficiency and effectiveness and facilitate the smooth and fast task performance and leading to more systematic working mechanism.

This is also consistent with resolution of Central Party Committee on enhanced institutional restructuring and reforms of state administrative organizations (No.118, 15 December 2003)

POLICY RECOMMENDATIONS

1. Executive Leadership of the Ministry of Home Affairs should attach the importance on modernization of individual functions of and shall continue to reform working mechanism, mode of operandi on a regular basis. Defining clearly role and functions of each function is needed to enable perform their job and tasks efficiently, including the distribution process of documents within the functions, improvement of coordination mechanisms to be fast and prompt manner within each functionaries within the Ministry.

2. Executive leadership shall importantly and promote and support administrative mechanism in line with the rule of Law and internal regulations, integrity oriented, short line of command to enable to deliver tasks fast and response to the working environment and consistent with the modern concept of management.

3. Establish administrative system and line of command consistent with modern management concept and apply within the Ministry by introducing best practices to serve the public and people with high satisfactions, and also with administrative system, line of command clear to facilitate the effective task performance within organization.

4. Job description and position shall be defined clearly, including the sufficient staff recruitment consistent with job requirements. Distribution process of
documents within organization shall be improved within the Ministry and coordination mechanism shall be improved to be more quick and smooth.

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Role and functions of Ministry of Home Affairs (2011) resolution of PM No. 253/PM
THE CORE COMPETENCY DETERMINATION OF CIVIL SERVICE FOR MINISTRY OF HOME AFFAIR, LAO PEOPLE’S DEMOCRATIC REPUBLIC

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ABSTRACT

The purpose of this research was to study the core competency of Civil service for Ministry of Home Affairs, Lao People’s Democratic Republic. This research was qualitative research. The research instruments used to collect data were structured interview, Interview and in-depth interview. The sample of this research consisted of 11 executive leaderships who are responsible for Civil Service Management of Ministry of Home Affaires such as Vice Minister of Ministry of Home Affairs, Director Generals and Deputy Director Generals of Ministry of Home Affairs, Director Generals of Public Administration Research and training Institute, Deputy Director Generals of Public Administration Research and Training Institute, Head of Cabinet and Deputy Head of Cabinet Ministry of Home Affairs. The Research result found that the core competency of civil service for Ministry of Home Affairs, Lao People’s Democratic Republic consisted of 9 core competencies (1) Political Values (2) Achievement Motivation(3)Service Minded (4) Team work (5) Self-development(6) Expertise(7) Ethics and Values (8) Information and Communication Technology Skill and(9)Language Proficiency.

Keywords: Core Competency Ministry of Home Affair Civil Service

INTRODUCTION

The rapidly changing of environment, social and economic to the management focused to body knowledge. Organization affected the conditions of intense competition made to Ministry of Home Affairs, Laos People’s democratic Republic emphasize to bureaucracy reform. Not only the remove and changing government system for new public management. But also changed for human resource development to knowledge, skills and potential. Because human resource as assets sustaining May’s most valuable. Strategies that may affect the achievement of the mission.

The policies of government in development are 4 Break through (4 Buktalu) at the Break through 2 as strong for human resource management and special up grade Knowledge, skills, abilities by government. In line with development needs (Report conference No.9 of Lao People’s Democratic Republic Patry 2001:83-84)

The paradigm of postmodern by David P. Norton and Robert S. Kaplan “strategy maps: converting intangible assets into tangible outcomes.” (Harvard
This made new organization system to human capital focus on creating added value by core competency include competency, merit, performance work life quality. In the future organizations go to competency of person and organization has the potential to complete with others.

The concept of competency or capacity in practical work of David C. McClelland of Harvard Business School has received attention from both domestic and international Organization used extensively in human resource development, particularly by providing training and allocation functions the improvements are suitable. It is a necessary thing to do or to accelerate the development of talented people. Carried out in a short period of time. It’s a tricky thing to use different techniques and operations by special many respects. The organization wills goals by human. This means the effectiveness and availability of people with the organization. It would be necessary to develop the organization at all times to be able to exploit fully prepared for the new changes and opportunities for self-development to fit the progress in the work of the other party.

For these reasons, the Government of Lao People’s Democratic Republic has recognized the importance of developing strategies difficult man, especially given the competency of the civil service is one of eight planned strategy to protect the civil service of Strategies of Civil service Authority of the Lao People’s Democratic Republic to 2020 (Ministry of Home Affairs, 2011: 1). Represented the government in the sphere of protection of civil service in the country

Ministry of Home Affairs, Lao People’s Democratic Republic, which is affiliated to the Organization of central government structures have a role as an agent of the government in the protection and development of public administration and local government organizations protect civil service and define research protocols related to the founding organizations Nationwide Vision is Global Vision, Transparent Management, Technical Modernization, Efficient Service, Enjoyable Working with the main goal of the Ministry is to develop employees. Political, morality Knowledge of science A specific subjects and to develop fully. Sufficient quality and a continuous system.

The Vision Goals and Roles said that Ministry of Home Affairs is a ministry rebuilt so require. “Organization Development” by the way “to develop the core competency used for human resource management to make the organization stronger. Civil services are knowledge and attitude which will benefit operational. And has the potential to rise to accommodate the changes that occur. This will contribute to the implementation of the Ministry of Home Affairs to successfully achieve its goals. This will bring the highest in the developed countries. This is the duty of the Ministry of Home Affairs and the need for a concrete action plan to improve governance in order to achieve the planned economic development the National Society of five. Last year was the seventh since last year. Since 2009 to 2014, so the study The Core Competency of Civil services for Ministry of Home Affairs, Lao People’s Democratic Republic The information material for the development of human resources in the future.
OBJECTIVES
To study the core competency of civil service in the Ministry of Home Affairs, Lao People’s Democratic Republic

EXPECTED BENEFITS
The research findings will be used to determine core competencies with civil service in the Ministry of Home Affairs, Lao People’s Democratic Republic offer guidance in developing core competencies to take on the job of civil service into action. In order to develop a systematic and ongoing.

RESEARCH METHODOLOGY
The research was qualitative by collective data with civil service and executive leaderships who are responsible for Civil Service Management within the Ministry of Home Affairs, Lao People’s Democratic Republic of 11 people, is Vice Minister of Ministry of Home Affairs, Director Generals and Deputy Director Generals of Ministry of Home Affairs, Director Generals of Public Administration Research and training Institute, Deputy Director Generals of Public Administration Research and Training Institute, Head of Cabinet and Deputy Head of Cabinet Ministry of Home Affairs The use of techniques and instruments to collect data were structured interviews and in-depth interviews then the data were analyzed by (Content Analysis) based on the performance of the discovery

RESULTS OF STUDY
The results showed that the core competency of Ministry of Home Affairs, Lao People’s Democratic Republic is as follows:

1. The Political Values civil service of the Ministry of Home Affairs. Everyone must have the Political Values Founding principles of the Lao People's Revolutionary Party. People preserve democracy Recognize and understand the guidelines and policies of the Party and state laws and regulations. With responsibility Confidence in the strength and intelligence of the people who are competent. Dare to think and dare make before it is assigned.

2. The Achievement Motivation within civil service all have a commitment to act or exceed the standards set by the organization

3. Service Minded to good service State Department officials within organizations all have the willingness and made to serve the people with sincerity. Always be fair and images to the needs of the public and other agencies with a twist of the service is friendly, polite and enthusiastic reception to impress the admissions. Advice and follow up on those services have grievances about the role and mission of the Ministry of Information is accurate and clear. Coordinate internal and external agencies involved to provide services to get better services. Continuous and fast understand the need and the real needs of the service. Be advised that benefit and improve its services.

4. Team work of civil service Department officials within organizations all have a willingness to work with others as part of a team. Agencies and organizations Build and maintain relationships with others. The build relationships and
understand others well. Leniency to cooperate with others. Mentioned in a creative way Get feedback from others. Willingness to learn with others Show kindness to those inflicted upon colleagues. Promote unity, solidarity. Resolve conflicts that arise in organizations. Boosting morale to work to achieve the goals of the ministry.

5. **Self-development** civil service Department officials within every organization must constantly seek new knowledge to better their ability to perform the duties efficiently.

6. **Expertise** civil service Department officials within organizations all have a code of conduct for the organization seriously and according to the rule of law. Moral and ethical traditions as well as the guiding principle of their chips. Honest work focuses on the benefits of keeping a secret organization. Nationally, more than self-interest Rather than partisan interests involved Speech therapy is tired of twisting reality with a conscience and a heart condition in a stretch state resources by the principles and guidelines of the party's primary

7. **Ethics and Values** civil service Department's Office all have a collective enthusiasm for the job. Develop their ability to perform their regular job responsibilities and tasks related to better education and new knowledge to develop their search continues. Improvement and Application of knowledge and technologies to be used in operational achievement.

8. **Information and Communication Technology Skill** civil service Department officials within organizations all have a basic knowledge of modern information tools to be used in operations to increase efficiency and effectiveness of the work.

9. **Language Proficiency** civil service Department officials within every organization should have knowledge of a foreign language at a basic level and can speak, write, read and understand a foreign language appropriate to the responsibilities and requirements of the organization.

**DISCUSSION**

The core competency of the Ministry of Home Affairs, Lao People's Democratic Republic The study has come from the development of the core competencies of the organization within a government ministry to develop the competencies of the organization's operating result was negative, so the development of organizational performance. The state holding a big problem because the competency of state resources to meet the demands of the job and the change policies in five years, it should be a system to train regularly and constantly civil service. Framing the performance of civil service resources in the category, but also the performance of the executive department-level agencies. The authorities need to determine the overall performance and specific competency. Firstly, it should be set before the main core competency. Because if we do not require it to make training a holistic manner. Which is not consistent with the goals and functions of institutions, but the center should take responsibility for their own competency as well as determine how the system should have the capacity to build a civil service, ceases to be a virtue. Employees of organizations that need to create core competencies based on regulation policy plans, project plans to selected those who have excelled in various fields to train or to leverage both internal and international merit system that has prevailed for
employees. Everybody it will create morale in the work accordingly and achieve the policy goal through civil service development organizations to justice. Research People's Republic of Laos to develop the Core Competency have 9 Core is as follows:

1. The Political Values in the civil service within the political quality you all have a political ideology. Founding principles of the Lao People's Revolutionary Party. People preserve democracy Recognize and understand the guidelines and policies of the Party and state laws and regulations. With responsibility Confidence in the strength and intelligence of the people who are competent. Courage to think and dare made before it is assigned. Consistent with findings Decree on Civil Service of the Lao PDR Number 82/PM Vientiane, 19 May 2003 in section 4 of the ministry and the state organization in Article 10, Article 11 and 12.

2. The achievement Motivation civil services in office all have a commitment to act or exceed the standards set by the organization. The findings consistent with the concept of the concept of David C. McClelland of Harvard Business School. He describes the relationship of the competency. The cause of the behavior and the results are excellent, making personal commitment to desired results.

3. Service Minded civil service Department officials within organizations all have the willingness and made to serve the people with sincerity. Always be fair and images to the needs of the public and other agencies with a twist of the service is friendly, polite and enthusiastic reception to impress the admissions. Advice and follow up on those services have grievances about the role and mission of the Information is accurate and clear. Coordinate internal and external agencies involved to provide services to get better services. Continuous and fast understand the need and the real needs of the service. Be advised that benefit and improve its services. Consistent with findings. The vision of the Ministry of Home Affairs is Global Vision, Transparent Management, Technical Modernization, Efficient Service, and Enjoyable Working.

4. Teamwork of civil service Department officials within organizations all have a willingness to work with others as part of a team. Agencies and Organizations Build and maintain relationships with others. The build relationships and understand others well. Leniency to cooperate with others. Mentioned in a creative way Get feedback from others. Willingness to learn with others Show kindness to those inflicted upon colleagues. Promote unity, solidarity. Resolve conflicts that arise in organizations. Boosting morale to work to achieve the goals of the ministry. Consistent with findings for a concept of the Office of the Civil Service Commission (Chularat words Wong Pin 2008: 27-28), the core competency is a feature of the civil Thailand to cast loose the values and behaviors that together comprise desirable five competencies. The teamwork behavior is shown a willingness to work with others as part of the job, Tim. Agencies and organizations by practitioners as a member of a team, not as the header and the ability to build and maintain relationships with team members.

5. Self-development civil service Department officials within every organization must constantly seek new knowledge to better their ability to function effectively in line with the concept of creating a framework of competencies with header. Laos 11 side by side is able to develop their own understanding of knowledge. In its own strengths and weaknesses. Dare to think, dare to do new things
and achievement beyond expectations and can demonstrate efforts to improve learning impairment itself from the successes and mistakes of its.

6. Expertise civil service Department officials within organizations all have a code of conduct for the organization seriously and according to the rule of law. Moral and ethical traditions as well as the guiding principle of their chips. Honest work focuses on the benefits of keeping a secret organization. Nationally, more than self-interest Rather than partisan interests involved. Speech therapy is tired of twisting reality with a conscience and a heart condition in a stretch civil service resources by the principles and guidelines of the party's primary. In accordance with the law of the service ethics organization of Lao PDR.

7. Ethics and Values civil service Department officials all have a collective enthusiasm for the job. Develop their ability to perform their regular job responsibilities and tasks related to better education and new knowledge to develop their search continues. Improvement and Application of knowledge and technologies to be used in operational achievement. The findings consistent with the concept (Xayviset Phinkeo. 2013:41) have been analyzed and described the external environment and the interior ministry to analyze the mission and personnel of the Ministry of Home Affairs indicates that the expertise gained in their careers. Is pursuing knowledge gained to develop their skills in practice with the study of knowledge. Its ongoing development Improvement and Application of knowledge and technologies to be used in operational achievement.

8. Information and Communication Technology Skill civil service Department officials within organizations all have a basic knowledge of modern information tools to be used in operations to increase efficiency and effectiveness of the work. The findings were consistent with the concept of creating a framework of competencies of header. Laos, 11 in particular its ability to use modern information technology to work in practice. Can learn and use modern information systems and tools in order to optimize the performance and effectiveness of the work. Can enhance and develop information and communications technology. To improve themselves and the organization effectively

9. Language Proficiency civil service Department officials within every organization should have knowledge of a foreign language at a basic level and can speak, write, read and understand a foreign language appropriate to the responsibilities and requirements of the organization.

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Green and Clean Politic in Thailand
GUIDELINE DEVELOPMENT FOR CITIZENSHIP ENHANCEMENT ON POLITICS AND LIFE ISSUE

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ABSTRACT

Researcher did Research and Development (R&D) both inside and outside classroom for the second time to develop guideline for citizenship enhancement toward the results. Beginning with the knowledge and understanding on politics and life issue by using learner center, citizen dialogue, and facilitator process. Qualitative research tool is observation and interview. The results of this study were fairly satisfied which have significant to Thai political development. By result, the citizen sector could balance power with other sectors, especially representative or politician sector, which bring about to sustainable balance of Thai society in the future.

In the future, it must be done continuously in same and other issue such as knowledge and understanding on constitution issue, knowledge and understanding on democracy regime issue, knowledge and understanding on right – liberty and issue, etc.

keywords: citizenship, enhancement, politics and life

INTRODUCTION

During 2009-2012, researcher presented 2 academic articles. First academic article had been presented in 17th King Prajadhipok’s Institute Congress, 2009, Conflict, Legitimacy, and Government Reform: Equitable Allocation of Resources in Thai Society. (Lertsomporn, 2010). Second academic article had been presented in 12nd National Conference of Political Science and Public Administration. (Lertsomporn, 2012). There is a concrete suggestion about democratic innovations which lead to development of Thai politics by focusing on strong foundation creation in citizenship for Thai people. (Diagram 1). At a later time, it inspired me to do a research and development in this issue.

The results of research and development during 2013-2014 (Lertsomporn, 2014) were founded that there was fair satisfaction for 1 guideline to enhance citizenship on Politics and Life Issue’s dialogue. During 2014-2015, researcher has done this research and development continuously for better through partially process adjustment. Research objective, research methodology, and research results & discussion are as follows;
Diagrams 1: democracy innovation bring about to development of Thai politics
Research Objective

1. To develop guideline for citizenship enhancement on politics and life issue toward the results

Research Methodology

This research is Research and Development (R&D) both inside and outside classroom for the second time to develop guideline for citizenship enhancement toward the results. Beginning with the knowledge and understanding on politics and life issue by using learner center, citizen dialogue, and facilitator process. Qualitative research tool is observation and interview.

Researcher initiated this process with my students in classroom. Researcher observed their perception and adjusted question issue in process for best result. After that, they chose 3 target groups, 18-60 years old, for doing the same process by themselves. While they had been doing process, they had to record for video clip to send to researcher.

Researcher interviewed the students about problems and obstacles which they confronted. Data from observation and interview would be collected, arranged, and analyzed to develop guideline for citizenship enhancement toward the results.

Research Results and Discussion

The results were founded that process has been developed for better than first time through 2 part of adjustment as follows:

1) As before, researcher explained the whole process to students at the end of process. Whereas, the second time of research, researcher explained the process to students immediately at the end of each dialogue issue.

2) Researcher assigned students not to do process hastily, but they had to do intentionally with quality.

The results of this study were fairly satisfied which have significant to Thai political development. By result, the citizen sector could balance power with other sectors, especially representative or politician sector, which bring about to sustainable balance of Thai society in the future.

Research Suggestion

1) There should be done continuously in the same issue, politics and life, for content and process enhancement.

2) There should be done continuously in the other issues such as knowledge and understanding on constitution issue, knowledge and understanding on democracy regime issue, knowledge and understanding on right – liberty and issue, etc. For developing to set of guideline which will enhance citizenship toward the results.
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STRATEGIC PLANING OF SUSTAINABLE THAI MASSAGE BUSINESS

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ABSTRACT

The research aimed at studying administrative strategies for the sustainability of Thai traditional massage business. The objective of the research is to study the general environment of Thai traditional massage business in Chiang Mai province. In this research, the semi-structured questionnaires were used to collect data. The research population and sample group are Thai massage business operators in Muang and nearby districts in Chiang Mai province. The data analysis were made through descriptive statistics; frequencies, percentages and means. The result was that 70\% of Thai massage shops were for relaxation, 30\% for treatment. Almost Thai tradition massage shops open every day, from 09.00 to 21.00 hrs. The period of time where the customers come to receive the service the most is 17.00 - 19.00 hrs. 90\% of sample group is small business with 3-5 beds provided. The average rate of service per hour is 150 Baht. Most of the customer receive 2-hour session at the price between 300-350 Baht per session. Most of customers have previously received the service. The reservation is made through communication on phone. Regarding management, the business operator allow the employees to have a training at their own cost. The income sharing is 50\% and 50\% for the massager and the owners respectively. The result of this research can be utilised for an administrative and management plan and may be useful for those who are interested in forming a small-scale Thai traditional massage business.

Keywords: Sustainability, Thai Traditional Massage Business, Administration and Management

INTRODUCTION

Since ancient times, Thai traditional massage is one of the most natural therapy. The overall view of the business of Thai Traditional massage has been gradually expanding. It is estimated that the value of this business is over twenty thousand millions (Office of small and medium business development, 2015), which corresponds to the tourism industry. As Thai and foreign tourists give more importance to the health due to a stressful daily life which causes to them a tiredness. Therefore, they are looking for a place offering a service for relaxation, along with the fact that Thai traditional massage shops can be easily found both in town or the important business areas. They offer several services such as relaxation massage, treatment massage, massage for beautification, etc. Thai massage is currently reputable amongst foreigners from Asia America and Europe. After they tried and were impressed with the service, the Thai massage is increasingly well liked and demanded especially by the foreign countries. The expansion of this business have a
very positive trend both domestically and internationally, it attracts a number of Thai and/or foreign investors. In famous hotels or leading hospitals in Thailand applied the Thai massage with the medical treatment to have a stronger point comparing with their competitors. Most of the clients coming for the service are in the group of medium and high income earners. The business location is essential factors of Thai massage. This business can be formed by an individual or partnership company or limited company. The service can be offered at the customer’s house, the massager's house, or centers of community such as shopping centers, big village markets, department stores closed to tourism spot, including luxurious area such as hotels and resorts, etc. Currently a number of business operators chose to perform a massage business in several service patterns to meet the needs of the clients. They put the effort to create and apply the service for a highest satisfaction of the customer, including invest a higher amount for advertisement to increase competitive advantage amongst competitors.

According to the announcement of Ministry of Public Health, the standard of business location, the service and the qualification of massagers are determined. The inspection for licensing the business operators to perform massage business is exempted. In Thailand, the massage business applied with spa services in numerous ways to meet the needs of the clients and gain competitive advantage. However, the variety of such services sometimes caused a confusion to the clients. Besides, the fact that several regulations regarding massage service cannot be complied properly is a major obstacle to request for the certificate of service quality. It affects the support of health-related business. Therefore, the new business reclassification was made to differentiate the types of business more clearly -- as seen in the Ministerial Decree regarding place for health-related and beautification businesses of B.E. 2551, as per the Service Place Act of B.E. 2509, amended by Service Place Act (4th issue) of B.E. 2546, stating the types of such businesses as follows;

1. Spa business for health defines a place where the healthcare massage and water treatment for health are offered,
2. Massage business for health defines a place where the massage services for relaxation, stress reduction, without a bath serviced by the staff thereof, are offered, and
3. Massage business for beautification defines a place where the massage services, without a bath serviced by the staff thereof, are offered.

Thai government determined the health-related service to be one of the strategic products to be advertised in global market. Currently it is well accepted that the market of this business shows a rapid growth, both globally and domestically. Chiang Mai province is one of the potential province for its tourism popularity and health-related business in 5 domains : medical, domain, spa, massage and especially Thai massage services, they are presented with Lanna identity; decoration, taste, smell, sound, and sense. (Service trade and Investment Office, 2013). The government starts the project so as to make Chiang Mai become a medical hub of the region since 2004. The development strategy in Lanna provinces determined the policy of health-related business in cooperation with all sectors to create the standard focusing on every group of customers, especially the old-aged foreigners living in Thailand and
create a readiness of Chiang Mai province to be a medical hub in several aspects, especially massage business.

The number of customers receiving Thai massage service for health in Chiang Mai is about 200,000 per year approximately. There are 90 massage shops, 22 traditional massage schools, including 100 Thai traditional massage service. The estimated income per year is 400 million baht (Office of Small and Medium Enterprises Promotion, 2015). Furthermore, Chiang Mai has the development goals in the period of 2010 - 2017. According to development plan of healthcare business in Chiang Mai, although many business operators invested in this kind of business, a part of them performs their business inefficiently and without sufficient development. Many operators had to close their business. Due to the fact that this business does not involve four requisites, the competition is now about creating a service in a good standard with its own distinctive points. It could be general environment, the cleanness of business place, the ability of massagers, the products related to massage, the good administration of business operators.

The researcher aimed at studying the administrative strategy for a sustainable Thai massage business in current situation of business to analyze strengths, weaknesses, opportunities and threats of business to create the administrative strategy for Thai message business which may lead to a proposal of Thai massage standards and increase the service quality to be as equivalent as spa business, create a pride of business performers as they are representatives of Thai culture and wisdom, including a fair income which unceasingly motivates business operators.

MATERIALS AND METHODS

Research Tool

The researcher used semi-structure questionnaire as a research tool in this study. The content in the questionnaire was based on the literature review and related researches. The participatory observation was used in this research as well. The researcher selected the area of research after performing an observation of customer behaviors and massage shops. The observation issues were about the behaviors or massagers through a questionnaire of which contents were divided in 4 categories: personal data, organization data, internal administration data, and comments or suggestions. The questions are on the subject of the requirement of massage business in a business operators' perspective, problems and obstacles, factors of success. The reliability of research tool is made before collecting data from the sample group. The validity of research tool was made to ensure that the content therein correspond to the research objectives. The researcher submitted the questionnaire to 3 experts, received IOC score of each question and calculated whether the score passes the standard or not. The questions with IOC score of 0.5 or higher were used in the final questionnaire. The formula is as follows;
where $IOC = \frac{\sum R}{n}$

$\sum R$ = Total scores given by the experts

$n$ = Number of experts

**Research Population**

The research population and sample group in this research are Thai massage business operators in Muang and nearby districts in Chiang Mai province. It is estimated that there are currently 2,600 massage shops in Chiang Mai province (Center of Investment Information Service, 2015). In Muang district of Chiang Mai province, there are 116 massage shop from the records of health-related business in Muang and nearby district. (Information gained on February 4th 2015) (Office of Public Health of Chiang Mai province, 2015)

**Random Sampling**

The researcher used probability sampling and simple random sampling with research population. The sample size was based on Yamane’s sample size theory (Assawin Saengpikul, 2013), widely accepted in sociological studies, with error tolerance of 5% (0.05) and confidence level of 95%. The formula is as follows;

$$n = \frac{N}{1+Ne^2}$$

where $e$ = Margin of Error

$N$ = Population

$n$ = Sample size

$$= \frac{116}{(1+(116(0.05)^2)}$$

$$=90$$

From the formula above, the sample size is 90.

The researcher used percentage to describe the result, the structured interviews were made to collect data regarding organizational, management, financial, and human resource managements.

**RESULTS AND DISCUSSION**

Based on the study, 90% of massage shop owners started their business with passion. The duration of business is longer than 10 years. The investment is from 50,000 - 100,000 Baht. The lease payment for massage business is 5,000 Baht per month, or 52.6%.
The amount paid for the investment are entirely of business operators. The permanent staff in the shop, excluding owner, is about 1-3 staff. The income sharing is 50% for the massager and 50% for the owners. The service price starts from 150 Baht. 90% of customers pay 300 Baht per one course of service. The period of time where the customers come to receive the service the most is 17.00 - 19.00 hrs, and 15.00 - 17.00 hrs, respectively. The communication between the shop and the customers, all the shop used communication on phone to make a service reservation. 10% of service is performed at the place of customer. 10% of massage shops sell massage-related products. All Thai massage shops make a simple accountings. All Thai massage training certificates issued by institutes certified by Ministry of Education are placed on the wall. All operators in sample group has never supported financially the employees who wish to have trainings, but allow them to have a training if they wish.

70% of massage shops is for relaxation, 30% for medical treatment. The operators have a passion in Thai massage in other shops before having their own shop. Most of Thai massage shop opens from 9.00 to 21.00 hrs. Usually the employment is based on the service. It is not often found a monthly employee. The income sharing is 50% and 50% for the massager and the owners respectively. Most of operators have never provided additional trainings to the employees, unless the massager wishes to have training. This is not in accordance with the theory of human resources management of Nantawan Tanasrisutarat (2011) studying on operation of massage for health in Muang district, Chiang Mai province and finding a result that the selection of employee was based on experience, license, variety of abilities, and personality, respectively. Such research also states that, not only the internal trainings but the additional ones were provided to the staff.

Regarding financial management, the sample group had a debt management at a good level; they were able to maintain a good circulation of capital. The profit gained from the business was used to develop the shop and products accordingly. This is in accordance with the research of Ramarin Boonsom (2007) studying on the operation of spa for health business in Chiang Mai province and finding that the source of capital came from 3 parts; owner, shareholders, and loan from financial institutes. The operators' own capital was the main part of the investment. Regarding massage for health in Chiang Mai, the operators collected the profit gained from business to use in the next month. Most of them had a simple accounting system. This is in accordance with the study of Ramarin Boonsom (2007) studying on the operation of spa for health business in Chiang Mai province and finding that most of the shops has no financial plans and manage the finance informally, the administrative system was flexible. Most of the shop had vertical organization chart; the owner is on the top of the chart. The structuring of organization is in accordance with small business operation theory. The sample group is from small business. They have no clear marketing plan. The experience of the owner played a major role of marketing. The investment for marketing is not a favorable option. This is not in accordance with the study of Nantawan Tanasrisutarat (2011) studying on operation of message for health in Muang district, Chiang Mai province and finding a result that most of the operators organized marketing activities every month and most of the shops also advertise their promotion. This may be due to the fact that the sample group of the research is a
large-scale massage business which applied Thai massage to their main services to gain an advantage in competition, maintain the number of new and old customers. The competition in the large-scale Thai massage business shows a higher trend and strategies for advertisement is extremely needed.

CONCLUSION

Regarding to general environment of Thai massage business in Muang and nearby district, Chiang Mai province, most of the sample group is small-scale business. The investment is not higher than 500,000 Baht. The business is operated, invested by a single owner. 1 massage bed for oil massage, and 3 for general massage are provided in the shop. The shop opens from 09.00 - 21.00 hrs. everyday. Regarding management, the owners select the massagers who completed a Thai massage training session and have license. Income sharing is 50% and 50% between owner and massager. The owners have never provided a training for their staff but allow them to have trainings if they wish without payment reduction. The owners made a simple accounting and brought profit from business to spend in the family. A part of the profit was kept to improve the shop. Most of the businesses have no marketing plan to increase and maintain market share. The result of general environment of Thai traditional massage business could be utilized for a management plan or may be useful for those who are interested in forming a small-scale Thai traditional massage business. Further studies in the next phase is on the assessment of service quality in Thai traditional massage to propose standard for a sustainable growth of Thai traditional massage business.

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SITUATIONS AND IMPACTS OF TOURISM ON TEMPLES AT THAPAЕ WALKING STREET, CHIANGMAI PROVINCE

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ABSTRACT

This study aimed to explore situations and impacts of tourism on temples at Thapae walking street, Chiangmai province. The temples in this study included Wat Muenlan, Wat Pan-on, Wat Sampao, Wat Pantao, Wat Chediluang Worawihan, Wat Duangdee, Wat Chaiprakiat, Wat Srikerd, Wat Thoongyu, Wat Prasing Woramahawihan, and Wat Inthakhin Saduemuang. Data were collected through interview and participatory observation. Key informants in this study were abbots, monks, temple committee, temple residents, entrepreneurs, Thapae walking street committee, and tourists at Thapae walking street (48 samples). Results of the study revealed that activities of Thapae walking street were held on Sundays during 4.00-11.00 p.m. at Thapae gate multi-purpose court, Ratchadamnern road up to Wat Prasing Woramahawihan, Klangwiang intersection (1.9 km.). There were more than 3,000 shops and not less than 50,000 tourists joining the activities along the route each week. Besides, there were 11 temples and 6 of it (Wat Muenlan, Wat Pan-on, Wat Sampao, Wat Pantao, Wat Chaiprakiat, and Wat Srikerd) were locations of eateries, and souvenir shops. Five of the temples (Wat Thoongyu, Wat Duangdee, Wat Chediluang Worawihan, Wat Inthakhin Saduemuang, and Wat Prasing Woramahawihan) were the location of parking lots. The following were activities of tourists in the temples: paying respect to senior monks, evening chanting, sitting meditation, paying homage to the Triple Gem, making merit, taking photos, buying products or souvenirs, eating, Thai traditional massage, checking horoscope, parking, and using toilet service. Positive impacts of tourism on the temple were: improvement of infrastructure in the temples; an increase in an amount of donation; the temples disseminated Thai culture and tradition; and occurrence of coordination networks among various agencies. However, the negative impacts included the following: damages in the temple area; an increase in the expenses on infrastructure, inappropriate dressing of tourists in the temples; adaptation of the monks’ daily life activities; inconvenient traffic, disturbing noise due to walking street activities, an increase in an amount of garbages, and criminals in the area.

Keywords: impacts, impacts of tourism, walking street

INTRODUCTION

Tourism industry in Thailand has been growing rapidly. In 2013, a number of world foreign tourists increased to 4.4 percent or 48 million people and international
tourists were 1,135 million people in 2014 (World Tourism Organization : UNWTO, 2014 : pp. 10-11). In fact, travelling and growth of tourism industry have direct and indirect impacts on the world’s economy. According to World Travel & Tourism Council : WTTC, incomes earned from tourism in 2012 accounted for 1.2 million million US dollars. Besides, it created employment for 260 million positions and 70 million US dollars of investment and 1.2 million million US dollars for export (Ed Fuller, 2013 : p.1). There were 24.8 million foreign tourists visiting Thailand in 2014 (Department of Tourism, 2015). Besides, there were 7.09 million Thai and foreign tourists visiting Chiangmai in 2013 and it generated incomes for 58.55 million baht (Chiangmai Statistical Office, 2015).

There is a high tendency that tourism in Chiangmai will expand a lot because there is an increase in room reservation especially by Chinese tourists. Thapae gate is an important place where Thai and foreign tourists prefer to visit. This place is full of souvenir shops, food shops, hotels, and markets. Importantly, Thapae walking street is attractive during night time of Sundays. As a matter of fact, the first walking street in the country is at Srilom road, Bangkok and it is the model of a walking street project in the country. Thapae walking street initiated on Sunday of 3rd February, 2002. The street was closed (Thapae gate up to Oapakud intersection, 950 m.) every Sunday during 9 am.-midnight. Later on, Chiangmai municipality needed to move infrastructure on Thapae road to the underground so the walking street had to move to Ratchadamnoen road since 31st August, 2004. The length of the walking street is 1.5 km. and the walking street activities are during 4.00-11.00 p.m. (Northern Information Center, 2005: p.1). Thapae walking street activities have been holding for 11 years so it is well-known among tourists in Chiangmai. The activity areas cover Thapae gate multi-purpose court at Ratchadamnoen road up to Wat Phrasing Woramahawihan, from Klangwiang intersection up to Puttisopon school intersection in the south ; Klangwiang intersection up to the three Kings monument in the north ; and from beside of the monument ( Inthawarorot road up to Chabaan road. Activities in the area of the 11 temples are held mainly bay each temple. That is, the temples coordinate with the government and provide an opportunity for the public to use the temple areas for doing activities. However, roles of the temples and the monks toward the Thai society through various ritual ceremonies are still almost the same as before . It is found that the role of the temples as the center of the community is changed in some communities. Education can be found in some temples and it is a specific field of study such as teaching Dharma letters and education for Buddhist monks, Besides, The temples as a mind supported can be found in some communities. New role of the temples is it is a place for tourism and a source of cultural heritage conservation. Many temples have beautiful and unique architecture with attractive natural surrounding. Many temples try to design beautiful religious places while some temples build a museum in order to keep valuable ancient objects which are tourism value (Chansuebsri, 2014 : p.6)

Activity holding of the walking street is an increased role of the temples on tourism in terms of a beautiful place and architecture. In addition, it is a source of income generating for local people to sell their handicrafts which it helps promote tourism (Laosongkhram, 2007). Consequently, these activities attract a lot of tourists
to visit the temples. Problems which should be solved include lack of tourists’ vehicle care-taking and inadequate garbage cans (Karnwattananon, 2004).

Holding walking street activities at Thapae is truly the promotion of economy, tourism, product consumption, and services. However, it is not consistent with the religious way which needs peace and the middle path, not consumerism. The temples can still be the center of the community if the abbots have appropriate and good temple management. That is, the temples must be a place for mind support and this can help the society a lot (Phramaha Anusak Chantharaluck, 2001). Due to the problems as mentioned, we should seek for a way to solve the problems of tourism having impacts on the temples in terms of roles and environment.

OBJECTIVE
This study aimed to explore situations and impacts of tourism on temples at Thapae walking street, Chiang Mai province.

RESEARCH METHODS
This study employed qualitative research and locale of the study covered 11 temples which located on Thapae walking street. These temples were Wat Muenlan, Wat Pan-on, Wat Sampao, Wat Pantao, Wat Chedi Luang Worawihan, Wat Duangdee, Wat Chaiprakiat, Wat Sri Kird, Wat Thoongyu, Wat Phrasing Woramahawihan, and Wat Inthakhin Saduemuang. Key informants in this study were abbots, monks, temple committee, temple residents, entrepreneurs, Thapae walking street committee, and tourists at Thapae walking street (48 samples) Data were collected at Thapae walking street on Sunday during 4.00 – 11.00 p.m. through interview and participatory observation. Content analysis was employed in this study.

RESULTS AND DISCUSSION
Chiangmai province was the center of progress in northern region of the country from the past up to the present. Chiangmai urban planning in the past reflected the influence of the belief in cosmology. That was, the square and the circle shapes represented the earth or the cosmos and the center of the cosmos was the location of the pole or the trees or the mountain. This belief had influence on urban planning and temple planning in Buddhist. Chiangmai city wall was the inner city wall of “Wiang Chiangmai” built at the same time as the establishment of Lanna kingdom and Wiang Chiangmai was the capital of the kingdom. At the initial stage, the moat was dug to be a square shape and the soil was made to be the city wall. The city gate was called “Pratoo Chiangruck” or “Pratoo Thapae” at present. In fact, it was one of the five city gates (Seree encyclopedia, 2015: p.1). At present, Pratoo Thapae is the only one having doors and it is a symbol of Chiangmai city. In addition, the multi-purpose court at Pratoo Thapae is the area where many festival activities are held such as ornamental plants and flowers festival and Yee Peng or Loy Krathong festival. Thapae walking street was also held in this area and it was colorful on Sunday night. There were a lot of products offered to tourists and local people such as handicrafts, clothes, and food. Interestingly, many merchants demonstrated how to make their products and almost all of the merchants there wore unique local clothes. Besides, the
products there reflected culture and charm of Chiangmai which can attract tourists. However, the products were designed and developed continually.

The charm of Thapae walking street was that it had religious and cultural capital since there were temples along the street. At the back of Pratoo Thapae was Ratchadamnoen road as shown in Figure 1. It was the first product selling zone (300 m.) where Wat Muenlan, Wat Sampao, and Wat Pan-on were located. The second product selling zone (250m.) reached klang wiang intersection the third product selling zone (350m.) had two temples : Wat Duangdee and Wat Inthakin Saduemuang. The fourth product selling zone (250m.) also had two temples : Wat Pantao and Wat Chediluang Worawihan. The fifth product selling zone (300m.) had one temple – Wat Chaiprakiat. And the sixth product selling zone (300 m.) had two temples : Wat Srikerd and Wat Thoongyu. At the end of Ratchadamnoen road near Samlarn road was Wat Prasing Woramahawihan.

The religious capital of each temple were as follows : 1) Wat Phrasing Woramahawihan was the first grade royal temple of Woramahawihan type. The Laikham Vihara of the temple had Phra Putthasihing statue which had been the Lanna treasure since the ancient time. Besides, Phrathat Luang (the main pagoda in the temple) was the pagoda of the year of the Dragon which a lot of people paid homage to it for a better life. 2) Wat Chediluang Worawihan was the third grade royal temple of Worawihan type, under the supervision of Dhammayutikanikaya, a sub-sect of the
Thai Theravada school of Buddhism. There was the Chediluang pagoda which was considered as the most important pagoda is Chiangmai. 3) Wat Muenlan, Wat Duangdee and Wat Chaiprakiat were named to be propitious and it was on the route of the 9 temple homage paying. Meanwhile, Wat Sampao and Wat Srikerd had the Thai traditional massage club offering the service to tourists. Besides, there was a well-known image of Buddha called “Phrachao Khaengkhom” in Wat Srikerd while Wat Pantao has the Khamluang wooden vihara which was Lanna architectural style. Interestingly, the tympanum of the entrance door of the vihara was decorated beautifully by using carving wood and the vihara was registered as the sanctuary. 4) Wat Pan-on had a beautiful pagoda and King Bhumibol names it as “Phrachedi Sareerikkathat Sirirak” pagoda. 5) Wat Inthakin Saduemuang had a Lanna style wooden vihara and it was decorated by using lacquer and gild. And 6) Wat Thoongyu was Famed for horoscope checking and the service started at 04.30 a.m.

Thus, it could be said that these temples were attractive and interesting. Thapae walking street was 1.9 km. in length and there were more than 50,000 local people and tourists visiting it each week. There were more than 3,000 shops on the street. Products sold there included hand weaving clothes, wood carving, soap carving, lantern, postcard, painting, spa product, and local food such as ‘Nam Ngiew’ rice noodle, ‘Ngiew rice’, ‘Pam’ egg, ‘chi rice’, and desserts and beverages like fruit juice, Chinese black gelatin confection, ice cream, and Thai desserts. Besides, there was cultural performance in front of Wat Chediluang Worawihan and along the way there were cap opening artists and music by the elderly club. At the Three Kings monument court, there were performances by students and charity activities in each week. There were 220 eateries and souvenir shops in six temples: Wat muenlan, Wat Pan-on, Wat Sampao, Wat Pantao, Wat Chaiprakiat, and Wat Srikerd. In addition there were chairs and desks for tourists to eat food in five temples as well as parking lots (the capacity of 600 cars and 320 motorcycles). These were in Wat Thoongyu, Wat Duangdee, Wat Chediluang Worawihan, Wat Inthakhin Saduemuang, and Wat Phrasing Woramahawihan. Activities of tourists in the temples were paying respect to senior monks, evening chanting, sitting meditation, paying homage to the Triple Gem, making merit, taking photos, buying products or souvenirs, eating, Thai Traditional massage, checking horoscope, parking, and using toilet service.

Figure 2. Wat Pantao activity court
Impacts of tourism on the temples included 4 aspects as follows:

1. Positive economic impact included an increase in donation for religious restoration since there were a lot of tourists visiting the temples and the temples also earned incomes from shops, parking lots, toilet service charge in the temples. However, the negative impact included an increase in expenses on infrastructure particularly on electricity and tap water.

2. Positive cultural impact included the Thai cultural dissemination in which the temples held activity court for important religious days and Thai tradition as shown in Figure 2. It was the activity court of Wat Pantao held on Loy Krathong festival day and there were a lot of tourists joining the festival activities. However, the negative cultural impact included undesired behaviors and inappropriate dressing of tourists as well as the adaptation of daily life activities of monk in the temples.

3. Positive social impact included the occurrence of coordination networks among various agencies. The sustainability of the walking street partly occurred due to this coordination with the temples. However, the negative social impact included migration of people and investors from other places for economic purpose such as shops, guesthouses, employment, and night life entertainment which disturbed people living in neighboring areas. Some families moved to other places and people from other places moved to the areas for employment and economic purpose. This also had an effect on faith to the temples.

4. Positive environmental impact included the improvement of basic infrastructure. For example, there were the improvement of Ratchadamnoen road and areas in the temples-new toilets, toilets for the handicapped, lighting system, etc. However, the negative environmental impact included inconvenient travelling since the routes around the walking street were closed, disturbing noise of public relations, music, and performance. Besides, there was disturbing smell from cooking in the evening in increased garbages, criminals, and limited areas in the temples.

CONCLUSION

According to the study on situations and impacts of tourism on temples at Thapae walking street, findings showed that there were 11 temples located around the area of Thapae walking street. That was, these temples were located in the heart of Chiangmai city where it was promoted on tourism. Nearby the temples were shops, hotels, guesthouses, and a lot of people from other places moved to run or work for these business. The condition of these temples was different from that of temples in rural areas. The managerial administration of temples in urban areas mostly depended on the abbot. The committee of some temples did not play roles in the managerial administration of the temple. Besides, rules, regulation, and practice of each were different based on management style of the abbot. This conformed to a study of Phrakhru Pisarnthiratham (2010) on efficiency in the managerial administration of the temple by abbots in Thonburi, Bangkok. It was found that management was important to the temple operation. The management of temples at present changes in terms of
style, system, and method. That is, there is the construction of a new system appropriate with residents in the temple and the society around the temple.

The activity holding at Thapae Walking street gave a chance of some temples to generate incomes from the activities for the managerial administration of the temple. It was found that the temples having a positive impact had a good attitude towards the walking street whereas the temples having a negative impact suggested that Thapae walking street activities should be held in other appropriate places. During the walking street activities, the temples were full of people, shops, cars, and tourists so temple should separate the economic area from the religious area. This idea conformed to Comte, as cited in Sunthornpesat (1997). He proposed that the society comprises various structures like human body. Each structure has clear different function but it harmoniously works together (Equilibrium).

In order to make the temples maintain their roles in religion, area management in the temples should be improved by the determination of parking lot area and a number of vehicles parking in the temples. This aims to help tourists can see the beauty of religious place. This conformed to Ampansap (2003) who had conducted a study on desired traits of Thapae walking street. She found that walking street users put the importance on beauty based on eye-sight. Thus, the temples should improve the environment for beauty based on eye-sight such as open-air relaxation area. Regarding negative cultural impact in terms of undesired behaviors and inappropriate dressing of tourists, the temple committee should inform them about these incidents. However, some of the temples prepared tube skirts for female tourists wearing skirts or shorts before entering the vihara. Negative impact in the temple could be partly managed for peace and order. Negative impact arising outside the temples must be managed by the committee of Thapae walking streeting activities.

Suggestions for the management of impacts on the Thapae walking street and the temples.

The temples should have a management mechanism to reduce the negative impact based on the following:

1. Based on the study, it was found that some tourists dressed inappropriately and had undesired behaviors so the temple committee should inform them about these incidents. Meanwhile, the temples should facilitate convenience by setting a tube skirt service place for tourists who want to visit the temples.
2. It was found that the voice of public relations disturbed chanting of the monks. Hence, it should have an agreement between the Thapae walking street committee and the temple committee in order to reduce the impact. For example, the adjustment of public relations time span.
3. There was the problem about inadequate garbage cans during the walking street activities although the committee had requested tourists to keep their garbages with merchants there. However, some tourists did not perceive it so the committee should install public relations boards. Besides, Chiangmai municipality should add some more garbage cans to cope with an increased amount of garbages.
4. A big number of tourists used toilets service of the temples since the service charge was far cheaper than that of the private sector. However, some of the temples did not have toilet service charge and temple residents had to clean the toilet. Thus, the municipality should also provide mobile toilet for tourists.

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DEVELOPMENT OF HOLISTIC HEALTH CARE FOR THE ELDERLY IN PHRAE PROVINCE

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ABSTRACT

The purpose of this research were to study the behaviors of health care for elderly in Phrae province. The tools used for quantitative data collection was a questionnaire include behavioral health care of the elderly were created. Include Physical activity, Nutrition, Health responsibility, Stress management, Interpersonal relations, Spiritual growth. led to the conviction questionnaire. Reliability by using internal consistency using a formula. How Cronbach alpha coefficient to elderly in Phrae province of 60 people who did not have a sample in this research. The reliability of the questionnaire was 0.96, leading questionnaire to collect data on the sample elderly living in Phrae province. Aged between 60-70 years, males 200 people and females 200 people total 400 people, The statistic used for data analysis were frequency, percentage, Means and standard deviation.

The results of this study were as follows; 1. The samples were mostly elderly status, together with their spouses, 88.3 percent are primary educated and 89.8 percent have income from agriculture most 69.3 percent of the elderly are mostly elderly members and 88.8 percent attend club activities often, but not every 35.5 percent from a self-assessment of elderly found. Most of the health status of the elderly Patients are sometimes moderate 53 percent compared with healthy people your own age that have close or equal to 87.3 percent of elderly people in Phrae largely without the disease Identification must go to the doctor regularly, but 97 percent have 1-2 times a week, joint pain, muscle pain, 58.5 percent 1-2 times per week, 74.8 percent.

2. Behavioral Health Care of elderly people in Phrae province. The exercise showed that most rarely exercise. The stretch Less physical activity and heavy sweating. But if you do not warm up before exercise. The eating elderly Most like to eat vegetables Seasonal fruits And to drink 6-8 glasses of water a day, this behavior is always done on a daily or almost daily. Responsibility Health elderly go to the doctor for a health check for abnormalities within the body of at least one year and will be observed abnormalities in the body myself. Weighing Measuring blood pressure And detecting changes in blood sugar levels to know the health of the elderly rarely done regularly. And elderly to talk and exchange information about their health care to others at times. When elderly patients rarely seek medical advice. Stress Management elderly can face many problems but consciously. When elderly are upset to consult those close to the family as a child to vent their feelings. When stressed trying to find the cause By trying to fix the problems. If you need to relax and elderly will find more
to like to do. Most elderly people in Phrae province will be less stressful. Interpersonal relations elderly attend events with family and neighbors have relatives. Or the proximity of the elderly continue to provide assistance when needed. And elderly rely on mutual aid to neighboring well. Elderly can talk or visiting relatives or friends. And can socialize or talk to neighbors. This behavior is done frequently. Leave it a few days The development of the soul. Most of the elderly living in old age as anticipated then. And feel fulfilled in what they want. Happy and satisfied with the environment where it is located. Happy and satisfied when recalling past lives. And elderly can seek and act on what makes a happy life

3. Holistic well-being of elderly in Phrae province as a whole is appropriate at a good level. Considering the descending order from most to least find that healthy intellectual (spiritual) was good. Including secondary Mental health and Social in good order The physical health is moderate.

Keywords: Development, Holistic health, Elderly

INTRODUCTION

The aging population around the world is increasing rapidly, predicts that by the year 2025. Elderly will have a worldwide total of 823 million people, which is the world into a state of aging population. For the elderly in Thailand Access to the elderly (Aging Society) since 2005 are forecast forward for 7 years to perfect aging society, and after 10 years to become aging society level. Super Aged Society 2014, elderly accounted for 15.3 percent, or about 10 million people. Society was divided into groups of 80-90 at home and 10-20 per cent and 1-2 per cent bed the health problems of the elderly found that chronic high blood pressure is the top five. Followed by symptoms of metadata elements obesity and degenerative disease that causes the loss of health. Of the elderly man and woman is. Stroke.(Minutes of the International Health Policy Program. Ministry of Health, 2014)

The aging society since 2009, with the province's aging society (Aging Society) 58 provinces of the normal level of 18 provinces (Nalinee boon tam, in 2012), the region has the North proportion of elderly population in the country. Accounted for 13.8 percent (overall nationwide 15.3 percent) Phrae province, the proportion of the elderly population, the highest third of the country accounted for 21.6 percent, second only to Chainat 21.8 percent and Samutsongkarm 21.7 percent (Minutes of Health Policy. International Ministry of Health, 2014) and Phrae province's elderly population will account for one of the highest in the region.

The elderly population is increasing. Due to the development of medicine and public health to develop other better. And technologies in health care. Including morbidity from diseases that are more complex. Section 80 of the Constitution states "...... state's elderly poor, the disabled or incapacitated. And the disadvantaged to have a better quality of life and self-reliant, "improving the quality of life of older people to improve it. Elderly should be aware of the current situation, such as the rate of increase. Household Characteristics Access to health services Income or occupation To guide the planning policies that are currently available are even more effective. The
aging society is a situation where all parties have a common understanding and awareness of the impact will occur, both economically and socially from the rapidly growing number of elderly in Thailand.

Behavioral Health Care of elderly people in town. Physical activity, Nutrition, Health responsibility, Stress management, Interpersonal relations, Spiritual growth. It is a behavior that would make the elderly live happily. Means seniors must have good health. The World Health Organization The definition of "health" means perfect health, both physical and mental faculties, not just the absence of disease or infirmity. This is consistent with Thailand's National Health Act 2007 Healthy complete all the links together. Reflects a truly holistic health support and link together all four dimensions: 1) physical health means having physical health are not fluent with disabilities, as well as any accident or danger environmental Health Responsibility for health Eating and physical activity, the word "physical" in the physical means by this is. There are economic factors necessary or sufficient 2) Mental health means to have a happy, relaxed, not stressful mental agility with compassion, consciousness and meditation can adapt to the current situation. Including stress management, etc. 3) Social health means to live in a society with a happy family in the community, at work, in society in the world, including obtaining social services are good. Peace and interpersonal relations, etc. 4) Intellectual (Spiritual) means having the greatest pleasure from high-minded. Understanding the True Dharma Persistent selfishness Mental clear overlap goodness, according to the teachings of the Prophet. Depending on the different beliefs of the people. It is wise to consider alternatives to their health care. Including the development of the soul. However, using the concept of holistic health, including four of the World Health Organization.

Development of holistic health for elderly in Phrae province. To acquire knowledge that can be used as a precedent. It is useful to management in the elderly more effectively. In terms of improving the management system. And meets the aggravating factor that contributes to the development. And to prepare a plan to deal with changes in Thailand. The number of elderly is projected trends that are increasing in Thailand. To an aging society with quality in the future.

OBJECTIVE
To study the health care of elderly in Phrae province.

MATERIALS AND METHODS
1. Development of holistic well-being of elderly in Phrae province, the first step is to use quantitative research below.

1.1 The population in this study were elderly residents of Phrae province. A total of 78,001 people (the Department. Ministry of Interior, 2013) with the following features: 1) a person between 60-70 years old 2) sensible age can speak and understand the language well, Thailand 3) is welcomed and willingness to cooperate in the survey.

1.2 The sample used to collect information 1) the sample size. Use of Taro Yamane (1973: 125) at a confidence level of 95 per cent who admitted to an
error of only 5 percent of the sample size in this study consisted of male 200 people female 200 people total 400 people.

1.3 The sampling method random sampling process. The elderly population in Phrae province. Sampling and classified into each district according to population density in each district, which has a total of eight districts of Phrae province.

1.4 The instrument used for data collection, including questionnaire, which was divided into two parts, the first attribute of elderly Part 2 Behavioral Health Care of elderly people in Phrae province will be divided into four themes of the six episodes include issues. 1) physical health, when one exercises at 2 eating at 3 responsibility for health issues, 2) Mental health Episode 4 stress management issues, 3) social health, now. The interpersonal 5 And point 4) intellectual health,(spiritual) Episode 6 of spiritual development.

1.5 To create a tool to use to collect information on research methodology by checking the validity of the content by the three experts who examined the validity of the content and language. To meet the objectives of the study. Consistent with the definition The index is consistent with the purposes of the question (index of item-objective congruence: IOC) and then find the confidence. (Reliability) by the researcher were updated test (Try-out) with a population that looks similar to the sample used in this research is that elderly people in Phrae province of 60 people (non-sample task. research) is to determine the internal consistency using Cronbach alpha coefficient have the confidence of both the questionnaire was 0.96.

1.6 Data Analysis was about the common characteristic of elderly adults, and the behavioral health care of elderly in Phrae province. Analysis of opinion about the four-level scale statistical methods used to analyze data were frequency, percentage Mean and standard deviation.

RESULTS AND DISCUSSION

General characteristics of the elderly

Analyzing common characteristics of elderly using the questionnaire found that males and females of 50 percent as an average age of 63 years (the standard deviation = 2.41), most elderly are well-positioned with a couple percent. 88.3 The elementary 89.8 percent median income 2,748 baht per month is disproportionate expenditure 46.5 percent of family members amounted to an average two people per house, per cent 34.8 by. Older respondents most of its status as a head of family 63.2 percent career three principal sources of income of the elderly is farming percent 69.3 Most elderly are members of the Elders of 88.8 and participate in club activities often, but not every cent. at 35.5 health status of the elderly self-evaluation is healthy, moderate patients are sometimes 53 percent compared healthy people your own age that have similar or equal to one percent to 87.3 elderly Phrae mostly without underlying disease. Need to see a doctor regularly by 97 per cent to 1-2 times a week, joint pain, muscle pain, 58.5 percent 1-2 times per week, 74.8 percent.
Behavioral Health Care of elderly people in Phrae province.

Physical health Fitness Elderly in Phrae province rarely exercise. The stretch Less physical activity and heavy sweating. But if you do not warm up before exercise. The eating Most elderly prefer to eat vegetables. Seasonal fruits And to drink 6-8 glasses of water a day, this behavior is always done on a daily or almost daily. Responsibility Health elderly go to the doctor for a health check for abnormalities within the body of at least one year and will be observed abnormalities in the body myself. Weighing Measuring blood pressure And detecting changes in blood sugar levels to know the health of the elderly rarely done regularly. And elderly to talk and exchange information about their health care to others at times. When elderly patients will not have a doctor, nurse or health worker immediately.

Mental Health Stress Management Elderly can face many problems but consciously. When elderly are upset to consult those close to the family as a child to vent their feelings. When stressed trying to find the cause By trying to fix the problems. If you need to relax and elderly will find more to like to do. Most elderly people in Phrae province will be less stressful.

Social health Interpersonal relations Elderly attend events with family and neighbors as well. Relatives or close ones of the elderly continue to provide assistance when needed. And elderly rely on mutual aid to neighboring well. Elderly can talk or visiting relatives or friends. And can socialize or talk to neighbors. This behavior is done frequently. Leave it a few days

Intellectual health (spiritual) the development of the soul. Most of the elderly living in old age as anticipated then. And feel fulfilled in what they want. Happy and satisfied with the environment where it is located. Happy and satisfied when recalling past lives. And elderly can seek and act on what makes a happy life.

The study data generalization of elderly using the questionnaire found that males and females of 50 percent as an average age of 63 years (the standard deviation = 2.41), age range, such as the age at which a young yet. powerful enough to help themselves and help others as well, including the workforce. This corresponds to the interests of Ruthaiwan, KanjanakulChitra et al (2010 pp. 91 referred to in Pornthip Journal of Education and Social Development, 2014) For many people this is the peak of the experience. Wisdom and analysis Intellectual and physical forces active. If the situation more conducive to creative things good to the family. Community and society at large Most elderly are well-positioned with a pair of 88.3 with primary education 89.8 percent median income of 2,748 baht per month is disproportionate expenditure 46.5 percent of members. The family has an average two people per house, per cent 34.8 by seniors, most respondents listed as head of household 63.2 percent occupation that brings income of seniors is agricultural percent 69.3 Most seniors are a club member. Seniors percent, 88.8 and join clubs often, but not every time, 35.5 percent of the health status of the elderly self-evaluation is healthy, moderate patients are sometimes 53 percent compared healthy people your own age that healthy close. hire or equal to 87.3 percent of elderly people in Phrae most diseases that have no doctor on a regular basis by 97 per cent to 1-2 times a week, joint pain, muscle pain, 58.5 percent 1-2 times per week. 74.8 per cent of the phenomenon that is consistent with surveys of Suradej. Duangthip and the Sirikul
(Project Healthy elderly Thailand 2013, pp. 4), those aged eight the 100 people living alone, earning 6,000 baht per month, which is the income received by children, 50 percent have health habits that they are non-smokers, 84 percent do not drink alcohol or beverages with alcohol percentage. 83 per drink clean water, 8 glasses a day or more than 65 percent eat fresh vegetables, fresh fruits and 66 percent physical, 57 percent have no education beyond primary level, 90 percent of the elderly, about two in three of all, no money. Saving money in times of need Have been living for the elderly, 93 percent to around 86 percent of the health insurance system, and the elderly are more likely to work. The proportion of working elderly rose from 35.7 percent in the year 2007 increased to 42.7 percent in the year 2011 the elderly, mostly working in agriculture 67 percent and most of the elderly poor.

One study of elderly health care behavior in Phrae province. Include activities related to health, holistic six activity is Physical activity, Nutrition, Health responsibility, Stress management, Interpersonal relations, Spiritual growth, found that healthy sum of elderly in Phrae province as a whole is appropriate at a good level (mean score = 2.81), consistent with the concept of Pender (1996, pp.134-135) mentioned health promoting behaviors, which is the sixth person to practice extensively to maintain good health, both physical, mental, social, and intellectual (spiritual).

CONCLUSION

In conclusion, Healthy Holistic Aging in Phrae overall fitness at a good level (mean score = 2.81) when considered individually, in descending rank from highest to lowest priority is health, Intellectual health (spiritual) (mean score = 3.02) was good. Respectively, followed by the Mental health (mean score = 2.94) was good. Social health (Mean score = 2.81) was good. Physical health (Mean score = 2.47) were moderate.

Behavioral Health Care of elderly people in Phrae province. When considered individually, in descending rank from highest to lowest. The following is a Intellectual health (spiritual) (mean score = 3.02) was good. The development of soul. Most of the elderly living in old age as anticipated then. And feel fulfilled in what they want. Happy and satisfied with the environment where it is located. Happy and satisfied when recalling past lives. And the elderly can seek And what makes a happy life. This is consistent with studies of the Viraiwan Trongcharoen (2011, pp. 79-80) say that older people are the spiritual needs of meaning and purpose in life. By adhering to their own values and expresses the wish to participate in religion. Events To be loved and wants to show love to others. Needs hope and the power to innovate. Consistent with the study of Pornthip, Kanisorn and Namwong (2007, pp. 45), the health behavior of older people in the East Midlands. The spirit is appropriate is high as well.

Mental health (mean score = 2.94) was good. Stress Management elderly can face many problems but consciously. When elderly are upset to consult those close to the family as a child to vent their feelings. When stressed trying to find the cause By trying to fix the problems. If you need to relax and elderly will find more to like to do. Most elderly people in Phrae province will be less stressful. This is consistent with
studies of Saowapa BoonShin et al (2014, pp. 54) mentions that the mental health of the landscape on their own. Happy when helping others. Satisfaction with life I understand when others are suffering. The family lived in a warm and well understood. Can temper when a elderly incident. Sick children have to take care and encouragement. Can accept when there is distress It is the cause of peace. And helping people in distress at the prospect.

Social health (Mean score = 2.81) was good. Interpersonal relations elderly attend events with family and neighbors as well. Relatives or close ones of the elderly continue to provide assistance when needed and elderly rely on mutual aid to neighboring well. Elderly can talk or visiting relatives or friends and can socialize or talk to neighbors. This behavior is done frequently. Leave it a few days Consistent with Kanchana (2010) examined the knowledge and attitudes of two people of working age and old age, the students agreed. The experience of the elderly is a benefit to future generations and Suvichnee (2008) found that older people are involved makes them feel proud. Participation will result in esteem in society. Not abandoned The participation of older people to use their free time to benefit. Had the opportunity to meet

Physical health (Mean score = 2.47) were moderate. Fitness elderly in Phrae province rarely exercise. The stretch Less physical activity and heavy sweating. But if you do not warm up before exercise. Exercise for elderly aged 60-69 years (elderly beginning) with the understanding that the house swept clean Grandparenting working in the garden to water the plants. Exercise in to accordance with Siriphanich (2007) mentioned exercise properly will provide longevity. Rejuvenate body Health And a better image Depression The eating Most elderly prefer to eat vegetables. Seasonal fruits Study of Nutrition Division match. Department of Health (2000 referred to in Boonshin Saowapa (2014, pp. 54)) indicates the greens helps maintain health general health Allows the body to fully take advantage of other foods and dietary fiber helps bowel movement is easily accessible and to drink 6-8 glasses of water a day, this behavior is always done on a daily or almost daily. Responsibility Health elderly go to the doctor for a health check for abnormalities within the body of at least one year and will be observed abnormalities in the body myself. Weighing Measuring blood pressure And detecting changes in blood sugar levels to know the health of the elderly rarely done regularly and elderly to talk and exchange information about their health care to others at times. When elderly patients will not have a doctor, nurse or health worker immediately.

SUGGESTION

The elderly person who wishes to have a holistic good health. Must have good health habits by having their practice. “Do it yourself” are Self-planning can make their daily lives a long life with learning. Then Implements The exercise of the right to health. To eat a healthy body. Responsibility for health To deal with stress, do not stress your mind and make them happy. Participation in society Learn to use time wisely. Have good interpersonal relationship And access to nature Knowingly in life by studying the doctrine self-esteem. Or to develop spiritually optimistic for a beautiful soul.
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LACK OF JOINT OF COOPERATION BETWEEN LOCAL ADMINISTRATIVE ORGANIZATION AND CIVIL SOCIETY AS KEY PROBLEM IN DEVELOPMENT OF THAI LOCAL GOVERNMENT

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ABSTRACT

This article aims to study on cause of delay in the development of local government in Thailand. This study uses policy networks model for analyze problem issue. The finding of this study founded that the delay in the development of local government in Thailand cause from lack of joint-mechanism for cooperate between local administrative organization and civil society. It has direct impact to local people to be pushed out from participation in local policy making process. The finding leads to suggestion that it should design joint of cooperation mechanism for local government organization and civil society. On the other hand this mechanism has to empower for civil society on negotiation process to bring them back to participation in local policy making process.

Keywords: Local, Civil society, Policy networks model, Local development

INTRODUCTION

Thailand started developing the system of local government up in 2448 B.E. (1905 A.D., in reign of King Rama V. At that time sanitation district of Tha Chalorm was established as the first local government of Thailand. Since then there were various changes in Thai local government until The declaration of National Council for Peace and Order (NCPO) No. 1/2557, on position access of local councilors or local administrators temporarily (December 25, 2014). They occurred in many dimensions of the local government of Thailand. But the crucial point of the change is only
development of model of structure and status of local government by central government of Thailand.

For example, the emergence of sanitation district in the reign of King Rama V, although by theoretically we could not call sanitation district which happened in the days of absolute monarchy that decentralization of government because there are many parts to the contrary and inconsistent with the concept (Yodpol Thepsithar, 2556). Later in Field marshal Plaek Phiboonsongkram’s government sanitation district model was remodeled again (Sanitation district act, 2495).

Or since the emergence of municipalities by organized municipality act in 2476 B.E. (1933 A.D.), which found that this act had been rearranged and modified for more 13 versions until 2552 B.E. (1933 – 2009 A.D.). According to Choop Kanchanaprakorn’s study (1959 A.D.) has shown that the more rearranging and modifying this act much, it’s just that central government has took control more.

These are emergence of the sub-district council, sub-district administrative organization, provincial administrative organization, Bangkok metropolitan administration and Pattaya city in addition. And including strong executive form that start using up to local government in 2543 B.E. (2001 A.D.). Therefore in 2547 B.E. (2005 A.D.) all local administrator elections in Thailand turned to direct election completely. All the changes revealed to direction of developing of local government that focuses on structure and status of local government.

There are several studies shown in the same direction about the lack of development in participation of civil society in each local area, such as Dararat Kampeng, Orapin Vinarong or Sutirak Prajongkul etc.

An example in Dararat Kampeng’s study (2552) it pointed out that decentralization in both of political and administrative power to civil society has started up just in the 16th Constitution of Thailand (1998 A.D.). Including the Orapin Vinarong’s study (2552) it found that the participation of local citizen is relatively less, whether the classification results by gender, age, education and career. And Sutirak Prajongkul (2552) studied on the operation based on decentralization plan local administration organization under sub-district administration in Kalasin province, found that no detail about promoting the participation of civil society in the plan.

When Samuel Humes IV’s definition on decentralization (1991), the Essential purpose of decentralization is to provide the local people can manage or solve their problem by themselves therefore decentralization is allocation of the Power between the central government and local authorities, to describe the direction from researches. We found that the furtherance of participation of the local people still has not been emphasized from related agencies as it should be.

In addition, the Samuel Humes IV’s definition has shown forms of relations under the principle of decentralization. The first is the relations between central and local government. And the second one is the relations between local administrative organization and civil society in local area.

The problem in the first relations is issues about the optimal ratio among regulatory control, autonomy in local self-rule and local resources allocation – It does not mention in this article.
And on the other hand, the problem of the second relations is main point of this article to study that why the development of local government in Thailand has been slow. The stated reason, it will enable us to find a roadmap for resolving even further.

MATERIALS AND METHODS

Data was collected from books and research papers concerned. The data were analyzed by group model and policy networks model to demonstrate the relations between local administrative organization and civil society in local area, in terms of public policy making process in the local level. The goal is to state the weakness the relations as causes of delay in the development of the local government in Thailand.

RESULTS AND DISCUSSION

Development of Thai local government and civil society

The study found that before 2540 B.E. (1998 A.D.) the development of local government focused on structure and status of local administrative organization to increase efficiency of regulatory control for local area. Accordingly there is no the legislation to create a space for participation of civil society.

On the other hand since 2535 – 2538 B.E. (1992 – 1996 A.D.) there were many social movements from local level and they increase constantly. Until 2537 B.E. (1995 A.D.) there were 276 demonstrations and increased to 366 demonstrations in 2538 B.E. (Prapart Pintobtang, 2540). They were not result from the local government development policy of central government, but all of them were based on the national political history context that happens before. They due to the political unrest in May 2535 combined with problems from the development policy of state. It caused a variety of social movements march to Bangkok such as the assembly of the poor, the 4 region slum networks, Thai labor solidarity committee (TLSC) etc. Moreover there was the political current issue, the direct governor election in every province of Thailand. All are obviously focus on the direction of the local political changes in three issues. The first is the decentralization, the local administrator elections is the second and the last is local autonomy rights. Even more dimension (Nuttakorn Vititanon, 2554)

After the promulgation of the 16th constitution (2540), the participation of the people was increasingly raised. However the main reason is the result from populist policies of political party, Thai Rak Thai party. As in the case of the 3-year debt suspension for farmer policy, which is effective since 1 april 2544 until 31 march 2547. The results shown that 2,309,966 farmers (30 September 2544, the final day of registration) have vocational rehabilitation, and found that after the policy the repaid ratio is very high. The impact of the policy shown if there is proper public policy to support farmers, they had a tendency to repayment more. It's as a first step to a sustainable development. (Bank for agriculture and agricultural cooperatives, 2547)

Although the 16th and 17th constitutions (2540 and 2550) will be provided to guarantee the participatory rights of individuals and communities, but in fact it still has had many obstacles to enforcement of the constitutions. According to Pattama Subkhampang’s article (2552) it suggested that about ten years since the promulgation of the 16th constitution there were 4 obstacles affecting the freedom of
the people of Thailand as political participation. First, there was no legislation in detail on participatory rights. Second, there were conflicts between the constitution and the law that enforcement before. The sequel from the second, state officials denied to be enforced by the constitution, but they still have been enforced by the laws before the constitution. And the final, there were difference of understanding in participation between state officials and civil societies. It has been used and interpreted participation in different dimensions.

From the findings, we used the public policy making process as the analysis approach for analyze the phenomenon. It might be specified the cause of delay in the development of local government in Thailand.

The public policy process has seven stages, which has enriched the concepts of the Public Policy from Thomas R. Dye, Michael E. Kraft and Scott R. Furlong together. The 7 stages of public policy process are issue definition, agenda setting, policy formulation, policy legitimation, policy implementation, policy evaluation and policy revision. (Supachai Yavaphabhas and Piyakorn Whangmahaporn, 2555)

From perspective of a public policy process, civil society can participate in every stages of the process. However it depends on condition of each country or each political period, which there is participatory mechanism to support or not.

Before 2540 there was no legal channel for participation of the people in public policy process, because the intensive centralization policy has been continually enforced since the reign of King Rama V until after 2535. And although the local government will be adjusted and developed frequently, however issue about the participation of the local people in Public policy process has not been mentioned. Nonetheless the civil society in Thailand was started up in about 2501 – 2516 B.E. (1958 – 1973 A.D.), but they was not trusted by the Thai government at that time. Due to problem about the Communist Party of Thailand (CPT), that affected to security of the state. During that time, Thai government was trying to control the civil society strictly (Anuchat Poungsomlee and Weeraboon Wisartsakul, 2540)

Civil society was lessened more by government after 2520, cause of the impacts from the economic growth since 2520 – 2540 B.E. (1977 – 1997 A.D.). And their movements increased much after the political unrest in May 2535, forasmuch several factors such as the low profile of Thai military in politics, the weakening of state official and democratic atmosphere after the political unrest. Especially, the call for decentralize through the requirement of the direct governor election. In that period, despite the awareness of the public a lot, but the key issue at the moment still continued to focus on the structure design of local government the same. However it has a major effect on the development of local government by the emergence of Sub-district administrative organization in 2537 B.E. (1994 A.D.), that has high autonomy power more than the past (Sub-district council and Sub-district administrative organization Act, 2537). It might be considered as an important milestone of the emergence of public space for the participation of civil society forward

After the promulgation of the 16th constitution (2540) the participatory rights of the civil society has increased, it prescribed the 2 rights for the people. The first is rights for petition to recall local councilors or local administrators. And the second is rights for petition to propose draft of local ordinance. Previously there was the right to
vote only. The 3 rights is the other major step forward for the legal participation in the public policy process of civil society.

The study of researchers of Thammasat university research and consultancy institute (2552) that was analyzed from the view of the level of public participation by international association for public participation (IAP 2), which has been divided participation into 5-level by sort by descending from the intensity of the participated activities: Empowerment level, collaboration level, Involvement level, consultation level and Informing level. It found that the most of local authorities in Thailand were just in level 4 and level 5 (consultation level and Informing level). That means the public participation has existed, but the local government featured in a low level.

For more clearly, Sawing Tan-ud et al (2555) found conclusion about the attentiveness in the public participation issue of the local authorities as follows: Both of local administrator and council had no attentiveness in civil society include public policies, unless it effected to political suffrage.

The participation of civil society and local public policy making process

Model 1: Group model and local public policy making process

To better understand in the participation of civil society, public policy making process can help us to comprehend through the public policy model of analysis: the
group model. Group model is one of tools of analysis for the public policy studies. This model is based on pluralism. Pluralism believe that the state of the political reality is the state of the competition or/and the state of cooperation between all stakeholder under social system (Bentley, 1967). Therefore, the public policy process by the group model is explained as the state of competition or/and the state of cooperation to take their advantages or interests between all stakeholder in related public issues.

That means, in the local public policy process everybody who concerned could be able to access to the arena, whether it is the local administrator, the local politicians, the central government, the regional government officials, the business sector and interest groups include the civil society as well. And the drive of every stakeholder to play under the process of the public policy is stake such as the economic interests, political interests, public interests etc.

**Model 2:** Policy network model and local public policy making process

Generally, the group model seems like be able to explain this phenomenon, but in fact just some of stakeholders only have a chance to be able to access to the process. Subsequently, there was the model of analysis; the policy network model has been developed. The policy network model which was used in this paper belongs to Ripley and Franklin (1980). They explained that the group of people who has the most influence in the public policy process is a group who be called sub-government. The Sub-government composed from some groups of stakeholder. That means not every stakeholder can be part of the process as the explanation of group model. Because in
public policy process there is a communication and interaction between just some not many stakeholder such as government agencies both in central, regional and local. These relationships arise from proximity among senior officials and includes a group of some stakeholders who are very close (Phermsak Chariamphan, 2554)

Thus, under the explanation of a network policy model it shown clearly the issue of problem about the participation of the civil society through the public policy process. The civil society has been excluded from the process by many factors such as the sub-government, the government administrative procedure, the law etc. But the keynote of the problem is lack of negotiated powers of civil society. Because of the civil society, mainly consist from common people who have not the power much such as economic power, political power, connections or influence networking. It differs from the other stakeholders that may have much power in difference ways.

CONCLUSION

According with the policy network model and history of developing the local government system in Thailand, it can be seen clearly what was the missing in Thai local government system. The joint of cooperation between local administrative organization and civil society has been overpass. As a result, the local public policy process was operated asymmetrically. That means the local public policy has been determined by just only some influence stakeholders, while the civil society was excised from the system.

The lack of joint of cooperation has direct effects to the civil society in many ways. The first, the channels to participate in setting the direction of development or problem solution through the public policy disappeared. Then the channels to monitoring local politicians and local administrators cannot implement. And most importantly, there is no the public space for political learning and citizenships. As a result, the local government system in Thailand has been slow in qualitative change and time-consuming. On the other hand the bad image of local government in recognition of the people caused by the bid rigging, which effect from sub-government and the above reasons.

The study found that the Thai local government system needs to participate from the people, but more than the participation the system have to design and develop a mechanism as a joint of cooperation between local administrative organization and civil society. It might believe that is the one of key solutions to operate symmetrically in the local public policy process. On the other hand the joint of cooperation mechanism could empower the bargaining power to the civil society. That the way can pull back the civil society into the local public policy process as the explanation of group model finally.
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ORGANIC NETWORK MANAGENT IN MEKONG REGION:
CASE STUDY : TOWARDS ORGANIC ASIA NETWORK

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ABSTRACT

This research was determined to study the concepts, beliefs, and goals in the network management of Towards Organic Asia (TOA), which is one of the organizations that propels organic agriculture in ASEAN level, by studying from existing documents and in-depth interviews using semi-structured interviews with qualitative data analysis. The result stated that Towards Organic Asia (TOA) has a concept explaining that working as a whole network creates connections in the workflows of individuals and organizations that possess similar knowledge and expertise in organic agriculture, which will empower the strengthening of the network, knowledge exchanging in agricultural procedures, integrations of local wisdom, and latest technology in forming networking models between the successful units to expand benefits to new target groups and farmers that have been increasing in numbers, believing that by working through the 4 main programs, which are 1) Youth empowerment and development, 2) Laboratory research and policy actuation, 3) Knowledge exchange and technique supports, and 4) Alternative market provision for those who are interested in organic agriculture, will affect in having new guidelines for organic agriculture, in which Towards Organic Asia (TOA) will be a part in changing societies and the world.

Keywords: concepts, beliefs, ASEAN agricultural networks

INTRODUCTION

The current social movements cannot be achieved by an individual or an organization alone but with helps from every existing units in a society and from other networks in the movements on the subjects that are troublesome and are in need of the society. The gathering of ASEAN is one of the occurrences that every country signifies in order to establish world-class negotiation powers and develop ASEAN countries' progresses towards the future. Asia is considered another significant region of the world for its abundance of resources especially food security\(^1\), which has recently been challenged from the changes of world-class development contexts that

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\(^1\) Food Security is the ability to access the food sources of the population. If a population lacks food because of the inability to procure food for their consumptions, food insecurity will occur. (Office of Agricultural Economics, n.d.).
ASEAN member countries have to emphasize as chances and threats since Asia is a place that has many natural resources and one the main food sources of the world, but most of the populations still live in poverty and lack food security in their households. A study report of International Institute for Trade and Development (ITD) in 2010 summarizes that the factors that affect food security are 1) changes in atmospheres that interfere with production efficiency, 2) energy crises that alter cropping to the cropping of renewable energy plants, 3) natural disasters, 4) the introduction to free trade, and 5) some free investment cases that affect some agricultural products to be transformed for better exportation rates (International Institute for Trade and Development, 2010 : online). And in the report of global food policy as provided by International Food Policy Research found that the overall costs of world’s food have been increasing continuously since 2007 and causing a major population with starvation and a lack of proper nutrition. Another report of Food and Agriculture Organization of the United Nations in 2012 presents a predictive number which states that in the next 10 years, the universal costs of grains will add up by 10%, meat by 30%, and the needs by over 70% (Bangkok Business, 2013 : online). The food security has thus become a main and important policy point of development.

Besides the cooperation in ASEAN level, there are several minor cooperation as well, such as the cooperation of the countries within Mekong area, which is a major group in Southeast Asia and the world. The group consists of 5 countries, which are Thailand, Vietnam, Cambodia, Laos, and Burma. The sub region of Mekong is filled with the abundance of natural resources in soil, water, forests, fisheries, energy, biodiversity and races, including diversities in politics, economics and societies. It has an overall population of 320 million. It has become one of the regions that countries from all over the world take interest in investments, but the countries in this region still suffer from poverty, political instability, and proper management, which cause investors to hesitate in establishing their businesses in the area. As soon as these countries have entered the international cooperation between countries in trading, cultures, education, security, and others, they have ever since strived to reestablish their political stability and apply the Good Governance principles in every aspect of their governmental business management.

However, besides the cooperation in ASEAN level on food security, which is a cooperation of the governments, there are cooperation of many other private organizations that strive to manage the mentioned subject, such as International Peoples Agroecological Multiversity (IPAM), Searice, Mekong School, and Toward Organic Asia (TOA), etc. Toward Organic Asia (TOA) is a network of cooperation within Mekong group and is an important group in Southeast Asia in managing and combining cooperation networks in the works of organic agriculture and food security in regional levels by being one of not many networks that provide activities in farming levels to organic agricultural policies, manage learning procedures in gross national happiness continuously and realistically. The members consist of the countries in Mekong sub region, which are Thailand, Vietnam, Cambodia, Laos, Burma, and another country in Asia – Bhutan.

From the above information, it can be seen that the cooperation of the countries in Mekong is crucial to the development of the countries themselves and
ASEAN. Establishing networks is another useful method that leads to international cooperation, which is essential and is in harmony with the current concept in public administration that emphasizes network management. In the present time, it has been found that there are many types of networks, such as working area-based networks, activity or problem-based networks, occupation or society status-based networks, etc. Moreover, the study of networks is also available in many levels, such as local, regional, national, and international levels, etc. Networks, therefore, have become essential parts in public management to achieve organizational goals and policies. Agricultural networks are also the ones that are essential, especially organic agricultural networks which are public policies and national agendas of Thailand. The countries in Mekong area also provide their own organic agricultural policies of their national policies. Organic agriculture in ASEAN is, therefore, subjected to development since it is related to food security that has been signified by the countries across the world.

The research has a determination to understand the concepts, beliefs, goals, and network management and believes that proper network management will lead to successful policy and goal establishments of the networks like in the case of Towards Organic Asia (TOA) which is another crucial part in managing organic agriculture in Mekong sub regional countries that will lead to food security and sustainable development of Mekong sub regional countries and ASEAN in the future.

THE OBJECTIVE OF THE RESEARCH
To study the concepts, beliefs, and goals of Towards Organic Asia (TOA).

THE METHODS OF DATA COLLECTION
In this research on organic agricultural network management of Mekong sub region in a study case of Towards Organic Asia (TOA), the researcher had studied guidelines in organic agricultural network management by using qualitative research methods. The assigned methods are as the following:

THE SAMPLE GROUP
The sample group was from interviewing a group of key informants, representatives from networking units, the 6 countries and 21 organizations from Bhutan and 5 Mekong sub regional countries (Burma, Laos, Cambodia, Vietnam, and Thailand) who are the network cofounders, workers, and members of Towards Organic Asia (TOA).

THE SELECTED RESEARCH TOOLS
The researcher used in-depth Interviews that contain pre-identified interview questions and sequences and by inquiring from the key informants using open-ended questions for the informants to express their opinions and freely answer the questions under pre-assigned subjects. The researcher set interview goals and found answers from the representative of member organizations, especially the cofounders, consultants, and staff of the network by questioning the background, concept, beliefs, and goals of the network, along with inspecting in their meetings or annual activities.
of the network. The researcher stuck with the principle of neutrality to be able to consider and understand the circumstances and guidelines in organic agricultural management of the network which were obtained from the in-depth interviews with the network members and participants in the project.

**DATA ANALYSIS**

After the data collection process, the researcher brought the data into an analysis provided by the method of Qualitative Data Analysis which applies Descriptive Analysis. This type of analyses analyzes the occurrences during a research by sequencing data by contents and categories according to the concept of researching and analyzing the data from documents (Content Analysis) or related documents or evidences such as official documents, writings, books, textbooks, reports, educational publications, journals and researches that cover organic agricultural management into the analysis to explain the actual phenomenon in organic agricultural management of Mekong sub regional countries in this study case of Towards Organic Asia (TOA).

The researcher chose the Descriptive Analysis method to analyze the obtained contents (Content Analysis) along with the objective and concepts about network management, the elements of network establishments, and organic agriculture by considering the accuracy of the data with a look at the objective and concept of this study by applying an analysis on the relations between the network member organizations related to Towards Organic Asia.

**THE RESULT**

In this research on organic agricultural network management of Mekong sub region in a study case of Towards Organic Asia (TOA) about the concept, beliefs, and management goals of Towards Organic Asia (TOA) and of the organizations that co-founded Towards Organic Asia (TOA). It was found that Towards Organic Asia is an organization that was founded by cooperation between various network member organizations in various countries from government and private sectors and non-governmental organizations in Mekong sub regional countries and Bhutan. Towards Organic Asia network was originally founded from the concept presented by Dr. Wantana Siwa² with an inspiration from Bhutan who expressed their vision through their national policy of Gross National Happiness (GNH) which leads to action in Bhutanese National Organic Program (NOP) work plan in order to promote Bhutan in becoming a 100% organic agricultural country.

In 2011, School for Wellbeing Studies and Research (SfW) and Suan Ngern Mee Maa co., ltd begun Towards Organic Asia Program under a vision to create essential cooperation between the member countries in Asia region to manage the movement of organic agriculture in Asia and to promote positive guidelines and gather cooperation from more units to create food sovereignty and sustainability.

In the 1st phase of the project (2011-2014) there was a movement with 21 network member organizations from Bhutan and 5 Mekong sub regional countries,

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²Wantana Siwa is a thinker and an environmental activist who received an alternative Nobel Prize or so called Right Livelihood Prize
which are Burma, Laos, Cambodia, Vietnam, and Thailand, having SfW and Suan Ngern Mee Maa co., ltd to coordinate and support the movement of the action. In this 2nd phase (2015-2020), there is a current goal to recruit new alliances to the network until it covers every country in Asia.

THE MANAGEMENT CONCEPT OF TOWARDS ORGANIC ASIA

In the past, the movements on organic agriculture and food security would be operated in local levels, so the set of knowledge and experiences were mostly based in local levels with each organization working separately from each other. Since there was not a gathering in international network level, it was then decided to found Towards Organic Asia network to connect the works of individuals and organizations who hold essential knowledge and expertise and are ready to share and relay their academic and practical experiences in agriculture, local wisdom integration, and latest technology to support the practices between the successful units to increase benefits for target groups and new farmers to promote positive actions towards the environment of organic agriculture in Asia which will affect the policies and create inspirations to have a larger-scaled movement in Asia which will, in the future, establish a unified goal to become a network in Mekong region that has a power to change the world with organic production modes that care about health, ecological integrities, impartiality, and togetherness to promote positive actions towards the environment of organic agriculture in Asia which will affect the policies and create inspirations to have a larger-scaled movement in Asia.

THE BELIEFS IN TOWARDS ORGANIC ASIA NETWORK MANAGEMENT

Since Toward Organic Asia is a horizontal network, the members are equal in making management decisions and has a variety of network members. The network, therefore, believes that drives the regional networks of Mekong region in organic agriculture has to be in 4 work plans as the following:

1. Youth empowerment and development (Capacity Building and Youth), which aims to recruit new generations in this movement and improve their potentials as to become the leaders of changes in their societies (Agent for social change). Young Organic Farmers (YOF) network was, therefore, founded for this cause.

2. Laboratory research and policy actuation (Action-research and Advocacy), which depends on evidences to support the knowledge that connects academicians and workers together. This is a method used all over a region to proceed with sustainable developments that involve all stakeholders to hold academic activities or events, such as participatory action researches in local, national, regional, and international levels to create new innovations and lead to better understandings about organic agriculture in different contexts. It will also be a great mechanism that will promote policy and support development researches in national and regional levels in the future.

3. Knowledge exchange and technique supports (Technical Exchange and Support), especially the techniques that support minor farmers to be able to shift from chemical agriculture to organic agriculture and so to share together local wisdom and appropriate technology by contexts. The exchanges in technical supports will also
create learning through experiences together to build confidence in farmers and communities, including seeds, proper technology, and product development which are also essential in improving production efficiency and values for organic agricultural products, the exchanges of techniques and supports that will help farmers develop essentials skills for organic agriculture as well as giving time for the farmers to make necessary changes.

4. Alternative market provision for those who are interested in organic agriculture (Marketing and Consumer Education or Mindful Market) to provide means of communication and knowledge sharing to reduce the gap between producers and consumers. “Awareness Market” is an alternative model that emphasizes the economic connection based on concrete needs of organic agricultural products. In “Awareness Market”, the local and urban producers hold a mutual responsibility in taking care the real needs in food, landscapes, shelters, and cultures to raise a strong market for organic agricultural products. Consumers need to understand the working process of learning together and know how to set up a mechanism of alternative markets, such as Community Support Agriculture (CSA) and Participatory Guarantee System (PGS), which can narrow the gap between farmers and consumers, and in the meantime increase farmers’ quality. These 4 work plans will create a power to pursue the changes in the societies in greater scales. ASEAN should not only be seen in the aspect of food industrial economic but as second stream agriculture where minor farmers that apply organic agriculture have their own networks in their region to at least be able to promote sustainable consumptions and have an alternative place to distribute besides large market systems. Creating food sovereignty for minor farmers is absolutely another effective way to create social changes.

Figure: Cooperation of the Networks in Towards Organic Asia (TOA)
DISCUSSIONS
Currently, creating networks has become a great role to social movements in building relationships among individuals, groups and organizations. From studying Towards Organic Asia (TOA) network, it was found that the network is in harmony with the concept of Anuchart and Weerabon (1998) who see networks as conscious communities where each member is a part of an overall system that has strong relationships and new goals of working together. It is a dynamic for individuals and groups to participate in activities of their mutual interests, build up relationships, and decide together with a bond to connect larger systems based on well-being lifestyle together and communicate by exchanging and learning together to create a long-lasting network. It is also a network that consists of many units from governmental, public and civil sectors. There are also members from various fields, which include academicians, activists, and farmers as stated in the concept of Naruemol Niratorn (2000) that networks are collaboration models for groups of individuals or organizations who voluntary exchange information with each other, have activities together and help each other out. The means of communication could be through centers or servers and direct contacts within a group, which remains a free-form model by combining loosen gathering as needed. It could also be alliance of strategies (Strategic Alliance), partners, or collaborations between organizations. One significant thing in working as a networks is to seek for organization models that are flexible, have horizontal structures, are free from each other, and can respond to the troublesome, complexed, changing, and high-competitive world. Towards Organic Asia (TOA) also has missions and working processes in the movements of organic agriculture in Asia as well, which are 1) Youth empowerment and development, 2) Laboratory research and policy actuation, 3) Knowledge exchange and technique supports, and 4) Alternative market provision for those who are interested in organic agriculture, will affect in having new guidelines for organic agriculture. These work plans are in harmony with the concept of Prof. Dr. Prawet Wasee (Parichart Walaisatian, Editor, 2005, P.45) who defines a network as a society of friends or a learning network. Any social networks should be able to learn continuously or be able to expand its ideas and processes to adapt itself in an equilibrium. Towards Organic Asia (TOA) one of not many networks that provide activities in farming levels to organic agricultural policies, manage learning procedures in gross national happiness continuously and realistically.

CONCLUSION
Towards Organic Asia (TOA) is a network that drives the movements in organic agriculture in Mekong sub region and is a loose-type network that have various members from governmental, public and civil sectors, along with academicians. The civil sector manages the network to provide movement goals and activities together to promote positive actions towards organic agricultural environment in Asia which has a great impact towards policy movements in a larger scale, having a concept that gathering together as a network will create connections in the workflows of individuals and organizations that possess similar knowledge and expertise in organic agriculture, which will empower the strengthening of the
network, knowledge exchanging in agricultural procedures, integrations of local wisdom, and latest technology in forming networking models between the successful units to expand benefits to new target groups and farmers that have been increasing in numbers, believing that by working through the 4 main programs, which are 1) Youth empowerment and development, 2) Laboratory research and policy actuation, 3) Knowledge exchange and technique supports, and 4) Alternative market provision for those who are interested in organic agriculture, will affect in having new guidelines for organic agriculture, in which Towards Organic Asia (TOA) will be a part in changing societies and the world. This network is considered a new innovation of modern network management.

REFERENCES


THE DEVELOPMENT FOR AN APPROPRIATE THAI INSTRUCTIONAL MODEL IN THE 21ST CENTURY: THE CASE STUDY OF BASIC EDUCATIONAL INSTITUTIONS IN MUEANG DISTRICT, UTTARADIT PROVINCE

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ABSTRACT

This research aims at developing for an appropriate Thai instructional model in the 21st century in a case study of the basic educational institutions in Mueang District in Uttaradit Province. The study was carried out by reviewing the literatures, interviewing, and observation, and it is a combination of which investigates the feasibility of the educational management system, compares the styles and techniques between the teaching of government educational institutions and that of tutoring institutions in order that this study would provide guidelines on the appropriate promotion of education in the 21st century study. It was found that (1) as for the social factors, education becomes liberalized by bringing in the information technology into instructional management as a base to convey various sciences to develop a wide range of knowledge and capabilities in the learning society; (2) as for the economic factors, the economic growth increased in the better direction with its base on education which could strengthen the knowledge to develop the economic condition in the educational employment and investment; (3) as for the political factors, the policy of education by the leaders of Thailand in each era was prioritized with continuous budget support, aiming to create education which was flexible, creative, challenging, and not relying on integration; (4) as for the policy factors, the government regulated by supporting and allocating budget to educational institutions, and set the national plan for economic and social development focusing on human resources; and (5) as for practical factors of personnel policy, staff in government educational institutions operates according to regulations, plan, or courses that are defined by the government in the national education plan, while the private tutorial institutions apply the instructional management based on the objectives of the learners as a center. However, without an explicit policy, they run the management that can go along with the government’s education plan, and apply marketing strategies where they can trust a focus on quality of teaching.

Keyword: Development, Educational System, the 21st Century, Uttaradit Province
INTRODUCTION

When the economic and social trends become subject to change worldwide, it directly affects the stability of the quality of human resources. Therefore, in order to prepare the extension of technology and national production structure, it is necessary to require a vast number of skillful and specialized personnel who can be guaranteed that the development of our country will progress both economically and socially. Education becomes an important role to produce qualified human resource and their efficiency as if they are the developmental machine to drive the country. If we do not have an efficient machine, to move forward is consequently slow. To enhance them will result in the development for stepping up to the world’s current moving trends.

Education is another important base to create prosperity and to solve problems occurring in the society as a process to help people improve themselves in every aspect throughout their lives. In the developed countries, the majority of people of every of them have high basic education and they can develop their countries fast. According to a study by the Thailand Research Fund about the drive of educational revolutionary policies in the first decades, it was found that there was a problem of perception of educational policies which was resulted from the lack of a throughout publication and of motivation in interest in educational revolution, besides, educational personnel of the government did not the educational revolutionary policies (Anchalee cited in Suwimon Wongwanit, 2012). The executors then became confused in principles and notions about educational management according to the revolutionary methods, and misled in the understanding about educational policies (Suwimon Wongwanit, 2012). Therefore, the understanding of educational policies in the teachers’ perception was very important for the accurate operation.

Because of the fact that Thailand’s educational revolutionary became problematic, parents and students had the idea that educational management could not be done only in school to respond to their need of knowledge, methods, ideas, and technique to ease the learning process by formal schools’ management, and to ensure that students could further their education to a higher level. Therefore, the parents saw the need to bring their children to tutoring institutions to strengthen their academic knowledge and to ensure that the children can enter famous government’s schools, even though the ratio of applicants tend to be more than the seats available in the schools. In a study by Siwaphong Pongtheera-ampophon (2007), it reveals the perspectives by students or people in general that entering to post-secondary education required the process of entrance examination which accounted for a step of pride and success in life, and that after graduating from post-elementary education would bring better jobs and income.

With that being said, tutoring institution emerged as another kind of educational institutions which could respond to the need of students and parents. Tutoring institutions in Thailand were the establishment according to Private School Acts B.C. 2512. Tutoring schools were phenomenon which clearly reflected the educational competition. Going to a tutoring school is now different from doing it in the past where it was originated from the reason that teachers would like to supplement the slow students. Later, teaching slow students becomes a source of income for teachers vice versa the way it is for the good and normal students who pay...
for tutoring as well. However, when educational competition appears to be more serious, on the continuing changing economic and social conditions, the needs for tutoring are unstoppable among Thai students (Manatree Pornwat, 1999).

Tutoring schools are considered to be a very popular non-formal education in the present time. It was reported that in 2002 the Office of Private Education Commission revealed the number of non-formal private schools and tutoring schools nationwide to be 751 schools divided into 306 schools in Bangkok and 445 in regional areas. In 2001, there appeared to be 2,342 private schools over the country divided into 565 schools in Bangkok and 1,777 schools throughout the country. It is obvious that the rapid growth in number represents the supply for more students because students who went to tutoring school had better grades and could enter into famous government’s universities which is in accordance with a research by Suwimon Jirasongsi, (2009:4) which claims that students going to tutoring school had more chance to be admitted to a faculty/university they would like to apply than those who did not go to tutoring schools at 10,800 times.

OBJECTIVES

1. To study the comparative models and techniques of educational institutions and tutoring institutions;
2. To study the appropriate educational management models in the 21st Century.

OPERATIONAL DEFINITIONS

1. Basic Education refers to schools where employ instructional management in general education program (primary level to high school level) located the area of Mueang District in Uttaradit Province.
2. Tutoring Institutions refers to tutoring institution located the area of Mueang District in Uttaradit Province.
3. School refers to schools where employs instructional management in high school level located in the area of Mueang District in Uttaradit Province.
4. Students refers to school students in high school level located in the area of Mueang District in Uttaradit Province.

METHODOLOGY

This research applied the mixed methods in both qualitative research and quantitative research to achieve the objectives of the study which were described below;

1. Process of research
This study was carried out by reviewing the literatures, and related documents and research, and interviewing which could be discussed in two steps;
1) The study of basic information and factors affecting the conditions of problem and;
2) The study of applying the public educational policies into practice of the government sectors or educational institution.

2. Content
This research investigates the information and factors affecting the conditions of problem from the public policies in educational management consisting of determination of public policies, satisfaction toward educational systems both formal and non-formal ones, political factors, government policies, applying the policies in practice of the government sectors or educational institutions, and guidelines for solutions.

3. Area: Mueang District of Uttaradit Province

RESULTS
By reviewing the literatures, and related documents and researches about educational systems in many countries, it was found that there are differences and similarities depending on the contexts and policies of those particular countries which can be discussed below.

Education in Foreign Countries
The United States of America provides four levels of education including 1. pre-elementary level (optional), 2. elementary level is an obligatory six-year education, 3. Secondary level is an obligatory education divided into 3.1) public school (students with personal budget can study only for 1 year), 3.2) private schools consisting of 3.2.1) independent schools which are institutions preparing their students for Bachelor-degree study, 3.2.2) Parochial schools are Catholic schools, and 3.2.3) Bible Schools which offering theology study and academic education, and 4. The post-secondary level.

France provide free intuition-fee system (except for the registration fee in the university level) which is considered as rights, opportunity, and educational equality for individuals and divided into 4 levels of pre-elementary level, elementary level, secondary level, and post-secondary level. The secondary level includes 1. The middle high school level and secondary high school level. The secondary level consists general education and technology program (3-year plan) and vocational program (for career certificate), and to apply for the higher education level will require certificate or equivalent certificate to be admitted to study without entrance exam, except in medicine or pharmacy fields and in IUT and IUP.

Australia employs three-level education systems including 1. Elementary and secondary levels which are obligatory education in order to further in the university or vocational study, with an emphasis on English literature, mathematics, science, and physical education, 2. vocational education and training which prepares the students to work in companies and industrial sectors with a more emphasis on vocational practice then theoretical knowledge, creating incorporation for supervising between the government and private sectors, and 3. The higher education (universities) for
preparation of professionals and graduates. (TIECA GUIDE TO INTERNATIONAL EDUCATION: 2006)

Education of Thailand

Several governments of Thailand realize the importance of the development of human quality by setting it in every issues of the Plans of Economic and Social Development of Thailand which include the National Education Plans and budget to improve the development in education for Thailand’s people so that parents can support their children for the higher education and ensure a promising jobs and income sustainably in the future. Educational development therefore requires the determination of educational policies as guidelines for directions of educational development. According to Wichita Sisa-at (2000:8), it is necessary that educational organizations need to agree to launch educational policies in the same direction so that the education of Thailand can progress as we wish to according to Thailand Education Acts B.C. 2542 as it was revised in the second issues in B.C. 2545 prescribing the elementary education to have 6 levels, junior high school to have 3 and senior high school to 3 and accounting for 6-3-3 formula and establishing the non-formal education and informal education as an open option for the learners.

Besides, several of Thailand’s governments realize the importance of education by prescribing the educational policies in the Thailand Economic and Social Development Plans issue 11 (B.C. 2555-2559) explaining its vision that “Society can live together with happiness, equality, fairness, and immunity for changes.” (Office of National Economic and Social Board, 2013:21). The Committee of Education Council has committed the National Plans (B.C. 2552-2559) with an objective for Thai people to be good, great, and happy (Office of Education Council, 2010: 15) as a encouragement for morality of living and eagerness of learning so that the country can be developed in a peaceful society. Therefore the government employs the ideas into the national educational policies.

The administration of every government has applied policies in Education by publicizing to people with different standpoints (Somphong Jitradab, 2001:42). In B.C. 2552-2555, there were changes of the Prime Minister and the cabinet to proceed policies in Thailand. In the cabinet of Prime Minister Abhisit Vetjachiva, there was a declaration of educational policies (2008:10-12) which can be concluded as 1) a revolution of the whole education systems by reforming the structures and administration in education, 2) an encouragement for the private sectors to be a part of the educational development by aiming at vocational education and post-elementary education, 3) to develop teachers, lecturers, and educational staff so that the country would have good educational personnel with morality and specializations by focusing on decreasing the irrelevant workload of teaching as in the project of “Returning teachers for the students”, 4) a prescription of basic and free education of 15 years from pre-elementary level to secondary high school level, 5) lift up the quality and standards to the academic excellence, 6) to improve the administration of education loan system, 7) to encourage children, juvenile, and people to wisely utilize the creative use of information technology, and 8) to rush for investment in education and intreating education in every level of education and every community.
Later in 2011, the cabinet of Prime Minister Yingluck Shinawatra declared the educational policies (2011:26-28) which can be concluded as 1) to rush the quality development of education by reforming the knowledge system of Thai society to lift up the knowledge to the world standards, 2) to increase more opportunity of education in Thai society by considering the equality and fairness to every group of people, 3) to reform teachers and lift up the job as a true high profession, 4) to provide education in post-elementary level and vocational education to match the labor market qualitatively and quantitatively, 5) to rush for the development of the use in information technology in education at international standards, 6) to encourage research and development projects to creates the wisdom of the country and 7) to extend the potential of human resource for the coming of ASEAN.

In the current government by Prime Minister General Prayut Chan-o-cha, the educational policies were declare as it can be concluded as 1) to provide the reform of education and learning, 2) to adjust the allocation of education support budget according to the need of learners and the areal characteristics of educational places, improve and restore the education loan system efficiently, 3) to allow people, private sectors, and regional administrative organization to participate in the administration of qualified education and reform the education and learning, 4) to develop people in every age about life-long learning, 5) to support the vocational education and community college education, 6) to develop the teachers production and development systems of quality and teachers ethics, 7) to take care of Buddhism and other religious, 8) to conserve and restore the cultural heritage, Thai language and its dialects, local wisdom and the diversity of Thai cultures, 9) to support the education of foreign languages, neighboring-countries’ cultures, international cultures, and creation of international arts, 10) to support the research and development of Thailand with budget with the amount of more than 1 percent of national income in order to target at the country’s development, 11) to rush for support to be innovation society by encouraging education liking sciences, engineering technology and mathematics, to reform the motivation-driven system, rules, and laws which could block the extension or utilizing of knowledge from research and development, 13) to improve and provide the basic structures of science and technology (Cabinet Publishing and Gazzette Office: Declaration of the Cabinet September 2014: 6)

**Education for the 21st Century**

The education for the 21st Century will give flexibility, creation, challenge, and sophistication in education which will cause the world to change rapidly with new exciting challenges, problems, opportunities, and possibilities. Schools in the 21 Century will be ones that base themselves on Project-based Curriculum which is the program that let students witness problems in reality world involving with being human, and questions about future in cultural, social, and international aspects. The image of schools will change from building into nerve centers which are not limited only in classroom. Instead, it will connect teachers, students, and community into a warehouse of knowledge from all over the world. The teachers will change their roles from knowledge teaching to the assistance for the students to transfer information into knowledge, and use the knowledge as equipment in practice and utilizing it. It is
learning for creating knowledge and create a culture of inquiry. In the 21st century, education according to Bloom’s Taxonomy of Learning will change by focusing on higher order learning skills especially evaluating skills which will be replaced by the ability to use new knowledge in a creative way. In the past, students go to schools to learn subjects for grades and graduation, but in the present a new phenomenon is found for example learning can help students prepare themselves for life in the real world by focusing on lifelong learning with flexibility in teaching. It can motivate learners to be resourceful so that they can seek for knowledge even after their graduation.

The characteristics of education in the 21st century will employ critical attributes, interdisciplinary, project-based, and research-driven connecting to the local community, region, country, and the world. Occasionally students can collaborate in projects around the world in the programs where focuses on thinking skills, multi-wisdom, technology and multimedia. The basic multi-knowledge for the 21st century, actual evaluation, and learning of service are also important elements. An image of classroom will become greater community which reinforce students to be self-directed to work independently, and cooperatively with other people. Programs and instruction will be challenging for every students and concerned with diversity of every students.

Programs will not be textbook-driven or fragmented like in the past, but a project-based, and integration. The teaching of skills and content will not be as an end but the students will have to learn through research or the practice in their projects. Learning from textbooks will only be a part of knowledge, and learning is not by recital of facts or numbers but will emerge from research or the practice of their projects by connecting to the background knowledge and experience. The skills and content will be involved and required for the operation of the projects. The evaluation will change from evolution of memorizing which is not related to the understanding of actual practice to a participatory one referring as self-assessment.

Therefore, education in the 21st century will change the perspective from traditional paradigm to new paradigm which can include the world of students and the world of reality into the center of learning which will be further than from easy learning to skill-and-attitude oriented development. They are thinking skills, problem-solving skill, organization skill, positive attitude, self-respect, innovation, creativity, communication skill, technological skill and value, confidence, flexibility, self-motivation, and environmental awareness. Above of all, the ability to handle knowledge effectively in order to use it creatively will be an important skill for students int he 21st century which is challenging for developing the learning of students to have skills, attitudes, value, and personality to be optimistic for their success and happiness.

(Textbook “New Paradigm in Education: Case Study of Education in the 21st Century - B.C. 2556)

The appropriate Thai educational management model in 21st Century and study of comparison of model and techniques of educational institutions and tutoring institutions can be concluded as follows;
1. The comparison of models and techniques in teaching of educational institutions and tutoring institutions
The comparison of models and techniques in teaching of educational institutions and tutoring institutions can be described as follows

1. The government’s educational institutions

Techniques
The techniques in teaching is still the identity of the educational system which gradually creates understanding of main content or reviewing the prior lessons before starting new lessons for the students who might not understand the previous lessons. It emphasizes on memorizing or understanding of the content more than allowing students to clearly think and analyze the meaning of content which will allow students to properly apply the gained knowledge in the details or content of the study program or the techniques in experimental lessons (practice) which focus on how students know the theoretical and practical principles at the same time by applying the scientific principles into the instruction as known as integrated teaching or holistic education. This also includes the techniques used in teaching foreign languages which aims at the retention of vocabulary by spelling or hieroglyphs, the foreign-language sentence structures, and the accurate pronunciation of alphabets.

Models
The instructional models were found to be flexible and can be altered according to the national educational policies’ prescribed time. Therefore, it shows various models depending on several factors such as budget, politics, and society. It also employs usages of the same textbooks as those of the government schools. Thus, it might have similarities with the instruction by the government schools. Plus, it may add the use of various technologies to the instruction which can connect the students or schools who were in the distant areas so that they can access to the equal educational information technology by the government sector.

2. Tutoring Institutions
Currently, Thailand is lacking instructors qualitatively and quantitatively. This causes the differences of standards in different schools. Besides, some instructors do not provide adequate teaching time in classroom settings or old-fashion teaching with the proper evaluation of eagerness for knowledge and analysis. So, it can be easily seen that tutoring institutions offering more modern technologies and teaching models.

Techniques
Techniques for reciting vocabulary refers to applying music to help students memorize vocabulary by singing or listening to create familiarity by segmenting sentences, reading sentences for core idea. Additionally, there might be more technologies including learning via video which is operated through computer
systems where students can learn and understand the content of subjects by themselves by emphasizing on exercises and tests. Also, it requires for the students to learn how to question from the lessons in order to learning analyzing with cause and effect of the content of subjects. Talk show is also one of the techniques as a medium to communicate and apply into the content of subject as acting or talk so that the students can analyze and think along the show. This also relaxes the students and ease them for understanding of lessons. Reading technique is given to the students so that they can find the main idea and sequence of content by looking for “who did what, when, and how”, and speedy technique so that they can do an exam fast and in time.

**Models**

Tutoring institutions applies various instructional models for example teaching with videos, operating systems, or satellite classroom. These models have become an option to utilize the information technology into education which is popular among their students. Moreover, these models are design to always be modern with the present time information technology by using technology in the media for teaching to be different from those in normal school teaching. The textbooks are also modern which contains up-to-date content or events and changes occurring around the world so as that it can build the easy-to-memorize knowledge for the learners who can learn to think, analyze, synthesize, and apply the knowledge with the instruction.

3. **Models of the appropriate Instructional Models in the 21st Century**

Results from studying and analyzing from related documents and researches in the management educational systems and tutoring institutions among Thai juvenile in the past and present time showed the background and significant factors why more Thai juvenile in the present time tend to emphasize and consider it important to go to tutoring school which can be concluded as follows;

1. Social factor; there is application of new technology into teaching which can reinforce learning for juvenile and the society, and a movement of knowledge, regulations, and liberty in education in Thailand’s society as another base of expression in knowledge for the capacity and development of people into the society of learning;

2. Economic factor; currently there is a growth in the positive direction by the basic of education which helps build the knowledge for developing economic system of the country, besides tutoring schools are important in terms of employing and the investment of education;

3. Political factor; the government realizes the importance and supports a lot of budgets for education during the modern changes of educational technology and more flexible, creative, and challenging educational policies regardless of the fixed structure which focuses only on integration;

4. Educational factor; the government regulates education by supporting and allocating budget to educational institutions, and set the national plan for economic and social development focusing on human resources. This encourages the
instructional management in the educational institutions both by the government and
the private sectors including the alternative education as the basic and equal
education for everyone is set as a standard. More formats of formal and non-formal
education are created, providing more opportunity for the people in deciding to
respond to the policies. Staff in government educational institutions operates
according to regulations, plan, or courses that are defined by the government in the
national education plan, and allows everyone to acquire education from the
government. The policies by the government can be changed by the Cabinet, or
Minister of Education. The appropriate educational models are therefore unclear
because they are subject to change all the time without unity. The operation of
instructional models aims only at responding to the learners, but also corresponds
to the policies by the government. It provides new teaching methods which is easy to
understand and encourages the students’ thinking process, often evaluates the
learners to investigate the efficiency of teaching methods, and applies the marketing
strategies into the instruction with a focus on quality of teaching.

DISCUSSION

The results from the primary and secondary data from the related literature
can be showed in the following discussion;

1. Comparison of models and techniques of the government educational
   institution and tutoring institutions

   It was found that the instructional management in the government schools are
   operated set by the government by applying techniques that go along with the
   programs or guidelines set by the government. The evaluation of study is carried out
   by testing the recital of the students by focusing on the understanding of process for
   information or answers by systematic thinking.

   In contrast, tutoring institutions applies various techniques in teaching which is
   easy to understand, and the marketing strategies into the management which can
   motivate the learners. When analyzing the educational management in the overall
   image of Thailand, higher education institutions provide programs which respond to
   the policies of human development of the country in allowing people to equally access
to education in their formal and non-formal programs under the policies of the
government.

2. The appropriate instructional models in the 21st century

   2.1 On the social factor, Thai society nowadays is in the age of changing in
   science and technology in modern education to strengthen the learning of students
   and society both inside and outside the classroom when the globalization connects
every perspective to one another. This results in the movement of knowledge and the
   models and techniques of teaching from foreign countries into Thailand which
   expands and provides more opportunity to improve our human resource with capacity
in various fields of knowledge as the base of society of learning. Likewise, Suebsaeng Promboon stated that “education is important in determining the values of knowledge which can prove that education will be successful or not in developing the country. Because if value in education is mistaken, the distribution of income will be more unfair, dangerous to the society, and a total waste. But if value of education is successful as it is preferred, it will bring development and fair distribution of income to the country.

2.2 On the economic factor, the economy in the present time has grown in the positive direction with the basic of education as the assist in encouraging knowledge to develop economic system of the country and in the region. Attention from all over the world is given to education as the factor in developing economy. Besides, notions about human factor have grown very much in the non-formal education especially “tutoring schools” which becomes an important roles in Thailand educational systems in the development of hiring and educational investment in the economic system nationally, regionally, and locally. In accordance with Daved Ricardo who stated that the increasing volume of economic well-being of the majority of people can be done by decreasing the number of population or invest more money. Education is the path to grow habits of getting rid of the size of family, while Paul A. Samuelson stated that in the undeveloped countries, people who are educated are likely to work more effectively than those are uneducated. Therefore, budget for education and projects should be allocated to limit the illiteracy and train the people with knowledge about agriculture and industry so that they are equipped as better human resource to finally develop the economy of the country.

2.3 On the political factor, the educational policies by the government leaders in each cabinet showed their realization of important and support the lot of budget for education. With the modern change in educational technology, there are various policies in education in terms of obviously supporting policies according to contexts of conditions and factors in directions of education development trends. As the world is proceeding to the age of boundless communication technology and educational technology, referring as the age of world of 21st century, which has flexible characteristics. Organization is typically dynamic and the determining policies of education is flexible, creative, and challenging regardless of the traditional fixed structures which focuses only on integration.

2.4 On the educational policies, the government has set the educational policies by supporting and allocating budget for their institutions by being strict to the national plans in education which aims to provide education for Thai people equally in the formats of formal, non-formal, or alternative education by both the government and the private sectors. This can be considered as the application of policies into practical use. According to Roongrueng Sukhaphirom (2000), he studied an analysis of factors relating to educational policies and the practical use in the case study of the policies of expanding of basic education, and found that the essential factors are the development of teachers, the clarity of policies, executives with leadership, the clarity of practice, readiness of resources, and cooperation from community.

2.5 On the practical factors of personnel policy, staff in government educational institutions operates according to regulations, plan, or courses that are
defined by the government in the national education plan so that the learners can be acquired educated provided by the government. However, the changeable policies by the government can affect the change of instructional models. This agrees to a research by Praewnapa Thamniemton (2011) which studied the operation of the process of determining educational policies in Maesariang Administrative Organization in Maehongson Province. It was found that the factors in the perception and understanding of the process, content, and information about the policies could affect the accuracy of educational policies determination.

SUGGESTIONS
The study of developmental model of the appropriate Thai educational systems in the 21st Century was carried out by reviewing the literatures, and related documents and researches. We suggest the study present models or guidelines for practice in operating of the inappropriate Thai educational systems.

REFERENCE
STRATEGY FOR ALLEVIATION IMPACTS OF BIG SCALE RETAILERS ON SMALL SCALE LOCAL RETAILERS IN LOCAL GOVERNMENT ORGANIZATIONS IN MUEANG DISTRICT, UTTARADIT PROVINCE

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ABSTRACT

This research aims to analyze the problems, impacts of small retail business, and to put strategies to alleviate the impacts of large retail business on the small entrepreneurs of the local government organization in Mueang District of Uttaradit Province. By applying the research tools of data document collection, observation and in-depth interviewing the local small retail business entrepreneurs, executives of local government organization, and of relevant local government agencies, the results revealed developmental problems including (1) the small retail business suffer from the decreased number of customers, and they lose the power to bargain with the wholesale distribution entrepreneurs; (2) the small retail business is conditioned by the factor of growing numbers of large retail entrepreneurs which own more capacities to run over the small ones; (3) the small retail business are in the continuous problem in the risk of running the business, more of them had to shut down; and (4) there was no assistance from the government responsible for or towards the identification of the problem. That is, the small retail business does not own an inadequate business capacity. They do not provide an effective method or model to attract more customers. The findings also revealed 6 strategies in order to alleviate the problems including (1) to set up a database collecting small retail business entrepreneurs in the area; (2) to establish the government agencies that would take responsible for the small retail business; (3) to train the entrepreneurs to enhance the potential and business capacity; (4) to create a business operating manual; (5) to support the establishment of small retail business groups in the community; and (6) to support for the establishment of a group of parties, a network of small retail businesses.

Keywords: Strategy, small retail business, Large retail businesses, Local governments

INTRODUCTION

The allocation of resources in the economic system of Thailand is still under the monopoly market structure because the capital group has power and control over almost every market. This results in market failure which could not allow the allocation of resources efficiently and fairly. To alleviate the problem of structural poverty, it requires the investment of potential of every individual from every sector especially from government sector. Recently, the government has attempted to adjust
the structures to lower the monopoly power by enacting laws and parliament procedures such as an attempt to laws to adjust the structures of taxing and land possession, or enforcing the Trading Competition and Monopoly Act, etc. However, those actions were not successful as we all know. While, the private sector has attempted only to present a trend of business for society by returning their tiny bit of profit to cure the society. As for the people sector, it was found that they lack of the proper opportunity, participation, and knowledge management, and they lack of the right power to relieve the problem.

From the policies by previous governments focusing on developing the country in trade and investment for the national economic development to respond to globalization, development of products and facilities to respond to the needs of users becomes important. Lifestyles of people are changed and agriculture has been developed into agro-industry. This also caused the development of trading and investment within the country and internationally. Rural lifestyles were transformed into urban ones, and competitions occurs everywhere according to liberalism which is one of the continuous factors for community development.

Retail business plays an important role in the overall economy of Thailand. It is a source of employment and income production. Besides, it has also grown along with the economic and social change of Thailand for a long time. It is directly close to Thai people because most of the business are entirely consuming products. Therefore, a change of form or value in retail business will clearly reflect the consuming behavior and volume by people within the country. This makes the business the second place from the industry sector. In the past history of retail business in Thailand, most of the owners were Chinese or Thai-Chinese families. When Thai people became more interested in trading, retail business also became a popular career because it required small capital and was easy to invest, especially it was not a complex business to do. Retail business in Thailand has continuously developed. In the past, retail business was just a shop located in a building referring as a grocery focusing on daily life products such as rice, sugar, fish sauce, soap, toothpaste, etc. These groceries can be considered as the most important distributing spot of products because they served as the closest shops for the consumers. After that, a notion from western retail business was introduced and it resulted in the development of product selling and there became the first department store in Thailand. The growth of the business were dramatic when forms of the business is favor for the consumers. And another change, department stores turned into shopping centers where department stores and shops were included in one building. Later, shopping centers became shopping complex where consisted of department stores, shops, offices, cinemas, amusement park, and food center. Then, Thailand’s economy went highly expanded in B.E. 2530-2539. The retail business was initiated to develop its distributing channels, mostly by co-investment between the Thai and foreigners, including convenient stores, super center, hypermarket, or speciality stores. Until B.E. 2540, Thailand experienced the economic and financial recession causing foreign investors who held less than 50% of total share to upraise over the Thai shareholders, and to quickly expand more branches in Bangkok Metropolitan Region and to other provinces.
The change in B.E. 2540-2545 caused a rapid extension of modern trade and resulted in the severe impacts on the structures of Thailand’s retail business. Meanwhile, Thai investors were facing with the situation of almost bankruptcy. Large retail business owners, therefore, were forced to sell their business, or to reform their debt structure. Additionally, the extension of modern retail business was as if a new better technology that had just been brought into society. Thus, the owners of traditional retail business and medium-sized department stores could not be ready to adjust themselves in time and were affected.

Local administrative organizations are organizations by the government sector which play a role in administrating the development of the country in local community level. They act as a juristic person and is independent in self-governing. They have their own budget and are close to people. The organization’s potential has been continuously developed. It was found that the Department of Local Administration attempted to increase the potential of the organizations by determining a main mission which was applying innovations and developing information technology database system in their work. This created participation in the administration, consulting, facilitating, and providing public services for local administrative organizations so that the organizations could perform their work efficiently under the governance principles. One of the missions of local administrative organization is to develop the local community economy for careers for the local people in order that the economic development in community would have stability. Community stores or co-ops can be considered as one of the output of the operation according to the local policy which emerged from grouping of people in a village or in a subdistrict with an aim to develop and to learn altogether in a community. This can be another way to strengthen their community. Even though local administrative organizations in Uttaradit Province has assisted small-scale retail business by for example training local people, publicizing projects according to the policies by the government such as “Groceries Save the Nation” or “Favor Shop”, etc., the assistance was not efficient enough to cover the small-scale retail business. To be able to efficiently alleviate the impacts from the large-scale retail business on the small ones of local administrative organizations, it was necessary to investigate the strategies to relieve the problem and present them as solution guidelines for the local administrative organization.

OBJECTIVES

1. To study the developmental problems from the impacts of large-scale retail business on small-scale business in Mueang District, Uttaradit Province.
2. To give strategies for alleviating the impacts of large-scale retail business on small-scale business in Mueang District, Uttaradit Province.

DEFINITIONS OF TERMS IN THE STUDY

Large-scale retail business refers to any large distributing locations of consuming products which act as juristic persons in Mueang District, Uttaradit Province.
Small-scale retail business refers to any small distributing locations of consuming products which act as juristic persons in Mueang District, Uttaradit Province.

Retail entrepreneurs refers to ones whose career is to sell consuming products in Mueang District, Uttaradit Province

Impacts refers to any impact of large-scale retail business on small-scale retail business in Mueang District Uttaradit Province namely the decreasing number of small-scale retail business, the capacity limits in running small-scale retailing business.

Impact-alleviating Strategies refers to the making of strategies in alleviating the impacts by adopting the Theory of Systems to determine the strategies into two steps; 1) to analyze the developmental problems including suffering problem, factor problem, continuous problem and target problem, and 2) to determine work system under the impact-alleviating strategies.

Suffering Problem refers to a business problem caused by the impacts of large-scale retail business

Factor Problem refers to a problem causing a suffering problem by the impacts of large-scale retail business

Continuous Problem refers to a problem caused by the result of a suffering problem by the impacts of large-scale retail business

Target Problem refers to a problem which if receives a solution would demolish a suffering problem by the impacts of large-scale retail business

Work System refers to input factor, procedure, and output of the impact-alleviating strategies by the impacts of large-scale retail business of local administrative organization

Resources refers to personnel, materials, equipment and budget required in the determination of impact-alleviating strategies by the impacts of large-scale retail business

METHODOLOGY

This research is a qualitative study to investigate the strategies for alleviating the impacts of large-scale retail business on small-scale retail business on be presented as guidelines of solutions for local administrative organization.

1. Population and samples

The population in this study were small-scale retail business entrepreneurs, executives of local administrative organization, involving government sector in Mueang District, Uttaradit Province.

2. Source of data and research tool

1. The secondary data in the study was from reviewing documents to collect basic information necessary for the research including the significance of problem, conceptual framework, and explanation of results by collecting from related researches and from the involving government sector.

2. The primary data in the study was collected from field survey by determining to collect from conversation, interviewing informants, and participatory observation
3. Data analysis

The qualitative analysis of data was performed by adopting content analysis consisting of classification of data according to keywords, variables, or topics related to this study as follows;

3.1. Decoding is the decoding of data into scripts, illustrations, or symbols.
3.2. Classification is the classification of data according to questions, keywords, variables, or topics related to this study.

RESULTS

According to notions of the Theory of System and Developmental Strategies by Chaliew Buriphakdi (2006), the researchers adopted, proceeded to review literature, and tools for this research according to the objectives of the study. It was found that;

1. The developmental problems in the impacts of large-scale retail business on small-scale retail business as follows;

   1.1 Suffering problem is that the number of small-scale retail business customers and the power to negotiate with distributors has been decreased. The popularity of lifestyles of people are changed.

   1.2 Factor problem is that there are more large-scale retail business. It has extended rapidly in the urban area, while the large-scale retail business has more capacity limits in business including capital, techniques, personnel, markets, public relation, pricing, and quality of products.

   1.3 Continuous problem is that there is risk for the business, debt for investment, and a number of small-scale retail business have to shut down.

   1.4 Target problem is that there are no government departments responsible for assistance, the small-scale retail business has very limited capacity to run, and there are no methods or means to attract more customers to the business.

2. The strategies of alleviating the impacts of the large-scale retail business on the small-scale retail business are as follows;

   Strategy 1 Establish the database system of small-scale retail business in the area. The work system under the strategy are 1) to organize meeting of committee to arrange the database of small-scale retail business, and 2) to establish the database of small-scale retail business subcategorizing types of business groups.

   Strategy 2 Establish the responsible agencies. The work system under the strategy are 1) to study and determine the structure of agencies, 2) to select committee, 3) to locate an office, and 4) to provide office supply.

   Strategy 3 Training for increasing the potential and capacity of small-scale retail business. The work system are 1) to organize meeting of representatives from various sectors for planning and framework, 2) to train the small-scale retail business for higher potential and capacity, and 3) to evaluate and follow the performance of the small-scale retail business.

   Strategy 4 Creating an operation manual to alleviate the impacts of large-scale retail business on small-scale retail business. The work under the system are 1) to organize meeting of involving sectors to select the representatives to create the manual, 2) to organize
workshop among involving sectors to create the manual, and 3) to publicize the operational manual for owners of small-scale retailing business and those interested.

**Strategy 5 Supporting the establishment of small-scale retail business groups in community.** The work system under the strategy are 1) to organize meeting among the involving sectors and owners of small-scale retail business to set the format and operational guidelines for the groups, 2) to set the location of groups, 3) to select committee, and 4) to provide office supply.

**Strategy 6 Supporting the establishment of small-scale retail business network.** The work system under the strategy are 1) to organize meeting among the involving sectors and owners of small-scale retail business to set the format and operational guidelines for the groups, 2) to set the location of groups, 3) to select committee, and 4) to provide office supply in order to facilitate the quick coordination among parties of network.

**DISCUSSION**

The development in Thailand in the past emphasized on creating and pushing Thailand to be a center of trading and investment. Previous governments in the past employed mainly the policies of economic development and enacted many charitable laws for trading and investment domestically such as Investment Supporting Act B.E. 2520 which supported the domestic trading and investment to attract foreigners to invest in the country and determined for taxing. However, refrain of tax was allowed for any company who loses his capital from doing business which were supported by the government. Therefore, foreign capitalists came into Thailand and invested their money. With being said, retail business became one of the explainable indicators of the economic development.

Trading of consumer products in Thailand began to expand and became more important after the World War II which can be described into 5 periods; 1) the period when Sampheng merchants controlled the wholesaling, 2) the period when suppliers could set the price, 3) the period of retail business bloom, 4) the period of various specialty retail, and market power turned to the hand of retailers, and 5) the period of quick extension of large-scale foreign retail business and impacts on Thai traditional retail business.

In order to lessen the problem of monopoly trading, Thailand launched at least two laws including 1) The Price of Products and Service Act B.E. 2542 authorizing the government officer and government sectors to control the proper price of products and service, to inspect any location suspected to run illegally so that fairness would be brought to the consumers and create the correct market competition, and 2) Trading Competition Act B.E. 2542 determining the proper market competition which is based on liberalism so that trading and development of trading would fairly go along with the market mechanism.

On the other side, there was decentralization into the local areas. The local administrative organization then became an important role in appointing policies for local development and providing solutions for problems in local areas. They act as a juristic person and is independent in self-governing. They have their own budget and are close to people. The organization’s potential has been continuously developed. It
was found that the Department of Local Administration attempted to increase the potential of the organizations by determining a main mission which was applying innovations and developing information technology database system in their work. This created participation in the administration, consulting, facilitating, and providing public services for local administrative organizations so that the organizations could perform their work efficiently under the good governance principles. One of the missions of local administrative organization is to develop the local community economy for careers for the local people in order that the economic development in community would have stability. Community stores or co-ops can be considered as one of the output of the operation according to the local policy which emerged from grouping of people in a village or in a sub district with an aim to develop and to learn altogether in a community. This can be another way to strengthen their community. Even though local administrative organizations in Uttaradit Province has assisted small-scale retail business by for example training local people, publicizing projects according to the policies by the government such as “Groceries Save the Nation” or “Favor Shop”, etc., the assistance was not efficient enough to cover the small-scale retail business. To be able to efficiently alleviate the impacts from the large-scale retail business on the small ones of local administrative organizations, it was necessary to investigate the strategies to relieve the problem and present them as solution guidelines for the local administrative organization.

From studying the notions about the Theory of Systems in order to determine the strategies by Chaliew Buriphakdi (2549, 13-15), it can be concluded as follows;

**Theory of Systems** consists of components or entities that run in correlation as procedures for the results according to the preferred objectives. Therefore, within a system there must be components including input referring to any factor and the first component to run a system. This also considers the environmental settings of a system. The second component is the process which stands for any means leading to the output or product of a system. The output or product is the final component of a system refers to a certain success with efficiency and effectiveness. The three components correlate and can not be inseparable. Moreover, they also have to relate to the environmental settings which might affect the operation of a system as well. While an organization has to carry out certain activities, what accounts for an organization to check if the activities would achieve the objectives or there is any drawback or not is the feedback which could help an organization improve the input. And each process will relate and fuse in order to achieve the preferred objectives.

**Theory about Developmental strategies** is a combination of two terms for a new meaning which are “strategy” referring to an intelligent plan for developing certain subjects to succeed the objectives, and “development” referring to creating of growth as output which requires input and process to acquire the output. When the two terms are combined, they stand for an intelligent plan for developing some certain difficult subjects and it creates a work structure of a developmental strategy which goes along with thinking structure of the developmental strategy as shown in the illustration;
Structure and Working of Developmental Strategies

taken from: Chaliew Buriphakdi, et al. (2546,2)

According to the illustration, to set developmental strategies for the local requires notions, theories, principles, techniques, and information for explanation and supporting them.

Step 1 Analyzing the local unit for the target problem for the target solution for each development and the developer needs to select by himself from results of the analysis properly.

Step 2 Creating developmental strategies as described below;

1. The target of developmental strategies is in accordance with the target problem;

2. There might be more than one work unit of developmental strategies, it is necessary to aim at the same supporting target of developmental strategies;

3. There must be sufficient resources in the context of work unit of developmental strategies to be an input for the work unit. If they are not enough, the size of work unit must be minimized which can affect consideration of target problem in the developmental strategies, or the target problem needs to be lessened or changed to suit the available resources;

It can be concluded from the concepts of developmental strategies that “strategies” according to the frame refer to an intelligent process (P) or means to succeed some certain output (O) which can be quite difficult that it could not be succeeded with normal methods by ordinary people. Process or means can be composed of sub-principles or sub-knowledge as inputs (I) and these inputs altogether makes a strategy which considerably becomes another knowledge or outcome (O).
This is because it undergoes the examination with scientific procedures to confirm the feedback (F) as operational plans to actually succeed the work objectives. The steps of preceding the plans include;

1. survey of contexts/ needs of continuous system/resources
2. identify target problem/ developmental target/ target of strategies
3. identify work system unit
4. identify the resource of actual use
5. planning/ possibility check-up
6. operation according to plans

By reviewing developmental strategies together with adopting the Theory of Systems and Developmental Strategies by Chaliew Buriphakdi (2549), it could be stated that this research investigated two sections; the analysis of developmental problems including suffering problem, factor problem, continuous problem, and target problem, and the work system under strategies by adopting Theory of Systems to determine work systems in the strategies as described below;

**Strategy 1 Establish the database system of small-scale retail business in the area** to serve as information resources for further study, and determine the guidelines of operation by any responsible sector.

**Strategy 2 Establish the responsible agencies** so that there will be any department or operational groups in the area with focus on investigation, assistance, searching for guidelines and advising the owners of small-scale retail business.

**Strategy 3 Training for increasing the potential and capacity of small-scale retail business** to create more knowledge and increase the capacity of the entrepreneurs.

**Strategy 4 Creating an operation manual to alleviate the impacts of large-scale retail business on small-scale retail business** to create standards or formats of any operation by local administrative organization, the owners, and the involving government sector.

**Strategy 5 Supporting the establishment of small-scale retail business groups in community** so that the operation of alleviation and assistance will be fast practical situation. Establishment of the groups will be the pathway to sort out the problem properly and will create a sustainable system of assistant for the entrepreneurs in community.

**Strategy 6 Supporting the establishment of small-scale retail business parties or network** to facilitate the fast assistance for the entrepreneurs. Establishment of parties or network among the entrepreneurs from various communities will create participation in their work with assistance from the government sector which will expand the output of performance in the business groups to have power in negotiating and sustainably expand their capacity in operating their business.
SUGGESTIONS

From applying the Theory of Systems to determine developmental strategies, the researchers have some suggestions to present in the following section;

1. Before determining strategies, there should be an analysis of developmental problems: such as suffering problem, factor problem, continuous problem and target problem, by relying on the actual fact and on participation from every involving sector;

2. To determine developmental strategies, it is necessary to consider the needs of work systems, the sufficiency of work system, and order of work system;

3. In order to apply strategies into practice or development, it is required to follow the work system under the strategies, but it is adjustable when environmental settings vary.

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BRINGING GOOD GOVERNANCE IN POLICY MAKING OF COMMUNITY DEVELOPMENT AT LOCAL ADMINISTRATION ORGANIZATION NAMDIB SUBDISTRICT, PASANG DISTRICT, LAMPHUN PROVINCE

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ABSTRACT

The study of Application of Good Governance Principles in the Community Development Policy Appointing at Namdib Sub-district, Pasang District in Lampoon Province has its main objectives of 1) to study the usage of good governance principles in appointing the community development policy at Namdib Sub-district, Pasang District in Lampoon Province, and 2) to study the attitudes of the stakeholders toward the usage of good governance principles in appointing the community development policy. It was found that Namdib Sub-district Administration Organization had applied the principles of good governance as in planning and presenting the community development policy in three years by allowing people in the community to participate in the process according to their needs, and their attitudes toward the application of good governance principles revealed the transparency, accountability, and responsibilities in the performance.

Keywords: good governance principles, stakeholders, Policy community development, three-year development plan.

INTRODUCTION

The social conditions of Thailand nowadays have grown and changed from the past continuously and rapidly in both rural and urban areas because the development of lifestyles, buildings, technology, or information technology which are referred as globalization. With this, people are being inevitably affected and the government sector is required to lend a hand to fix any possible problems caused by the globalization with applying the good governance principles as a tool in the administration for the efficiency and peace of the state, especially the local administration organizations who are directly involved with people in certain areas.

To strengthen a community, it requires to reform the administration to be modern and relevant to the changes by globalization. The Good Governance Principles are important guidelines in order to systemize the society including the government sector, private sector, and the people. It brings fairness, transparency, and participation which can account for democracy and where people can live peacefully altogether to create unity, the power for sustainable development, and the strong immunity for the country.
The notion of good governance principles plays an important role in many parts of the government and private sectors. Application of the principles can be obviously seen when the size of many institutes are minimized, the better quality of administration is improved, and public services become satisfactory for people. The principles of good governance is stated in the regulations by the Prime Minister’s Office about the good work of the state and society in 2014 including the rules of law, the rules of transparency, the rules of participation, the rules of responsibility, and the rules of worthiness which prescribe every office of the government sector to appoint projects in their responsibility to be in accordance with the principles.

Good governance refers to participation, transparency, accountability, and responsible in performance in order that it would be guaranteed the running of politics, society, and economy will rely on a wide consent for the society, and to ensure that the voice of community will be heard in the procedures of appointing and running of policies, especially of the allocation of resources. The establishment of sub-district administrative organizations is an attempt by the government to adopt itself to the good governance principles because it can be decentralized into rural areas so that people can consume their real needs. Therefore, the sub-district administrative organizations become the tool, mechanism, procedure, and the target of good governance principles for the community development.

Sub-district administrative organizations are the smallest administrative units by the government. A sub-district administrative organization performs as a juristic person and is authorized to legally perform activities. From this perspective, the organization is important to community in the way that it is a basic organization for the local and a major mechanism for managing development in sub-district level. It is believed that sub-district administrative organizations are likely to have high potential in community development where are supported by local power and close to the local and resources in the rural areas. Therefore, they know the actual problems of needs and the solutions well. This can affect the success or failure in the development of economy, society, politics, and environmental in a community (Wirat chaniphawan, 1993).

When a sub-district administrative organization becomes a main mechanism for community development, it is necessary to appoint the community development policy for the highest efficiency which can be referred in the current mainstream as the good governance principle.

A problem of sub-district administrative organization is the organization itself which is presenting as a mechanism, procedure, or a target of having good governance principles. The key question is whether the organization applies good governance
principles or not. If it does, what factor or condition allows one to have them. Or if it does not, what factor or condition contributes as an obstacle to have them. The researchers, consequently, agree that factor or condition is an important issue seeking for an answer for the benefits in the development of a sub-district administrative organization which will result in the efficient community development as well.

Namdib Sub-district Administrative Organization was established according to the Local Administration Acts, B.E. 2547 stating that houses could be included into a village with a village chief as a leader, villages could be included into a sub-district with a sub-district chief as a leader. Moreover, the Acts also appointed to have a sub-district committee to assist and give advice for the sub-district chief about operating his authority. Later, structures and responsibilities of a sub-district committee were reformed for many times. Until, The Declaration of Revolutionary Council number 326 dated on 13th December B.E. 2515 stated that a sub-district council would consist of a local sub-district chief as the leader of the council, every village chief in the sub-district and the sub-district doctor as senators of the council by positions, one qualified person whom were chosen from each village, an advisor whom was from either an assistant district officer or a district developer by the sheriff, and a secretary whom was chosen from local teachers by the sheriff. The advisor and secretary positions were appointed by the provincial governor.

However, the sub-district council according to the Declaration of Revolutionary Council number 326 dated on 13 December B.E. 2515 could not act as a juristic person who did not own clear authority, did not have their own staff, and had low income. This caused a calling for an improvement and there was a push for the Sub-district Council and Sub-district Administrative Organization Acts, B.E. 2537. Later in B.E. 2538, sub-district councils were upgraded to 617 of sub-district administrative organizations.

OBJECTIVE
To study the application of good governance principles into the appointing of community development policy of Namdib Sub-district Administration Organization.

DEFINITIONS OF TERMS
Population refers to the local people who reside in the area of Namdib Sub-district in Pasang District, Lamphun Province.
Public Policy refers to guidelines of activities, acts, or decisions by government sector which are made in advance in order to lead the activities, or acts to the preferred objectives, and where planning, project operation, and methods or procedures of operation are determined to achieve the preferred objectives with the proper and consistent methods to the reality and the needs of people or users in certain aspects.
Good Governance refers to one with a good management principles for the development and peacefully living altogether by encouraging the unity of people to access to the decision, inspection, lowing corruption for the transparency which is applicable for both the government and private sectors.
Opinion (attitude) refers to the opinion of people who are the stakeholders in determining the community development policy in Namdib Sub-district Administrative Organization divided into five levels; strongly agree, agree, not sure, disagree, and strongly disagree.

METHODOLOGY

This research is a qualitative study by interviewing and reviewing the reference documents, theory, concepts, and related documents by given questions covering the objective of the study and methodology including the population and samples in the study, data collection, tools of collection, and analysis.

3.1 Population and samples in this research
Population: The local people who reside in the area of Namdib Sub-district, the executives and members of Namdib Sub-district Organization in Pasang District, Lamphun Province.

3.2 The data
1. The secondary data was from reviewing documents in order to collect basic information for the study by looking at the significance of problem, framework, and explanation for the results. Besides from the documents, it was also collected from the office of Namdib Sub-district Administrative Organization as well.
2. The primary data was collected from field survey which was determined to focus at conversation, interview, and participatory observation.

3.3 The research tool
The tool in this research was interview form including questions of opinions and suggestions about the guidelines of the development management according the good governance principles of Namdib Sub-district Administrative Organization to reveal the opinions and suggestions about the guidelines of the development management according the good governance principles of Namdib Sub-district Administrative Organization by the interviewees.

3.4 The data analysis
Data from the questionnaires was performed in descriptive analysis concerning with the principles, concepts, and theory which can be classified as follows:

3.1. Decoding of data referring to decoding of information into scripts, images, or symbols;
3.2. Classification the data according questions, keywords, variables, or related topics.

CONCEPTUAL FRAMEWORK

independent variable
Local people residing in Namdib Sub-district and members of Namdib Sub-district Administrative Council in Pasang District, Lamphun Province
Dependent Variable
Opinions and suggestions toward the administration with good governance principles
- Rule of Laws
- Ethics
- Transparency
- Participation
- Accountability
- Value of Money

RESULTS
The researchers proceeded the steps and tools of this research according to the objective which can be explained below. It was found that since the establishment of Namdib Sub-district Administrative Organization, vision, mission, strategies, and the determination of policies were carried out to set the objectives of works in various activities in terms of “3-year Development Plans of Namdib Sub-district Administrative Organization (B.E. 2559-2561)”. Currently, the plans have been declared since 20th June B.E. 2558. The plans were carried out according to the frames of regulation by Ministry of Interior about the development planning of sub-district administrative organizations B. E. 2548 which set the frame requiring an integrated plans with the input from the Development Council of Namdib Sub-district Administrative Organization, Supporting Council, Planning from Namdib Sub-district Administrative Office, local people, union representatives, and government and private sectors. The Development Council of Namdib Sub-district Administrative Organization has specified the details of the development project plans to be in accordance with the development strategic plans of Namdib Sub-district Administrative Organization (B.E. 2559-2561) and to cover every aspect to determine the direction of development for the preferred objectives in the future. The objectives of development by Namdib Sub-district Administrative Organization are;

1. To develop the infrastructure of public utility and public assistance with standards and sufficient for the needs of the local and suitable for agricultural development supports;
2. To reinforce stability and sustainability of careers and income of the local;
3. To preserve and save the religion, arts, culture, local wisdom, tradition, and maintain the local cultural identity;
4. To enable the local people to own equality in access to good social services with basic protection of rights;
5. To conserve and restore the natural resources and environment;
6. To provide Namdib Sub-district Administrative Organization with good management, good governance, qualified staff, and proper services to the needs of local people.
DISCUSSION

It can be considered that Namdib Sub-district Administrative Organization has applied the good governance principles in the appointing of its community development policy. That is, the organization leader or the Namdib administrative organization chief realized the importance of the participation of people sector in determining community development plan and allowed the policy declaration to the sub-district administrative council on 2nd November B.E. 2555 pointing to the administrative policy for Namdib Sub-district Administrative Organization with the good governance principles to aim at the transparency and participation as one of the six policies which can be described as follows;

1. To support the democracy with a as , focusing every aspect of people participation for the good well-being, strong community, and sufficient economic resources;
2. To incorporate with other sectors to assist in any possible urgent situations which might cause sever damage to the people of Namdib Sub-district;
3. To increase the efficiency of integrated public relation (Namdib Sub-district News Center);
4. To improve procedure of working with modern administration to quickly respond the needs of people;
5. To systemize the personnel operation on the basis of payment on performance dependently on efficiency of work;
6. To focus on the open governing by allowing more chances for local people to participate in the administration of the community, and to suggest and show opinions in working and inspecting the operation results;
7. To promote and support the ethics and spirit by creating unity of staff in the organization based on righteousness, fairness, and transparency with morals; by improving the potential of staff to have good spirit in working and providing services for people efficiently, correctly, and legally for example contacting, coordinating, news and information quickly and throughout between the organization and people.

It was noticeable that the appointing of policy in Namdib Sub-district Organization revealed the encouragement of thinking and opening chances for people to participate more in the administration. Local people can suggest and show opinions, be a part of working and inspect the operation results, determine the plans for community development as we can see in the “3-year Plans” which was carried out by the participation of local people in planning and giving suggestions so that the plan can respond to the need of community. Additionally, local people in Namdib Sub-district revealed their opinions about good governance principles that Namdib Sub-district Administrative Organization has applied the principles in their work creating transparency, accountability, and responsibility in their operation.

SUGGESTIONS

From the study of Application of Good Governance Principles in the Community Development Policy Appointing at Namdib Sub-district, Pasang District in Lamphun Province, the researchers have some suggestions in determining development strategic plans as follows;
1. The analysis of applying the good governance principles in appointing the community development policy of Namdib Sub-district Administrative Organization have to be clear based on the actual facts from reliable sources, as every aspect should be applied with the principles;

2. To apply the good governance principles, it is necessary to consider the working mission of a local administrative organization and capacity of local people in term of participation;

3. To apply the good governance principles, it is important to pay attention to the participation of every stakeholder.

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DRIVEN STRATEGY FOR ALTERNATIVE EDUCATION MANAGEMENT TO FORMAL EDUCATION, A CASE STUDY OF LANNA WISDOM SCHOOL CHIANG MAI PROVINCE

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ABSTRACT
Driven Strategy for Alternative Education Management into Formal Education, A case study of Lanna Wisdom School. Chiang Mai Province Strategic objective is to learn to drive an integrated course of alternative education organization to organization management system. To store the data. For example, a specific (Purposive Selection) The primary data provider consists of a Director Lanna Wisdom School. Who holds the position of Secretary General Council of education alternative national and strategic committees make another 10 people. Using the same set of interviews all the data analysis by the method of content analysis are also studying and analyzing the relevant research documents. Study results showed that strategic plan. Driven to integrate enterprise management course Study on the choice of Lanna Wisdom School. Chiang Mai Province. There are 3 major strategic issues, including the development of the high school curriculum integration templates together and expanding the school master. High school results and extend the template to the public. Strategy 3: push the drive to level the area offices of education policy.

Keywords : Driven Strategy, Alternative Education

INTRODUCTION
Education is important for the development of the nation, is committed to sustainable development. The Royal family of his Majesty to give shape to the head in a ceremony to give undergraduate college education Prasarnmitr card as of December 12 1969 that. Most educational work is one of the most important tasks of the nation because of the depreciation of national prosperity, and is based on a large study of citizens to education, more formidable ... "(Department of religion, 2009). The Education Act b.e. 1999 stated that there are three education formats, the format consists of 1) in the education system as a target. How to study the course of study, duration of measurement and evaluation, which is the condition of the course, graduates. 2) education system is also flexible study to determine the destination. Study on the method of managing the duration of measurement and evaluation studies, which is a major condition of the graduate course and content must be appropriate, consistent with the conditions and requirements of each person. And formal education is 3) education, students learn by ourselves according to your interests, availability, and potential opportunities from a social experience by studying the environment, the media and other sources of learning in management education.
may be one of, or all three, there have been transfers the student transcripts accumulate in the same format or a different format, either as a result of. Students from the same institution or by including learning outside the formal system. Vocational training or work experience.

Education or learning is essential for every person, the range of life. Not only because of the Wairian range, specific learning allows people with data news. Experience with the development of skills, ideas and wisdom to face situations which, in the present social condition. Political science, environmental technology is changing rapidly and occurred at all times. It is necessary that the person will need to adjust appropriately. Learning is appropriate for individuals in each age is formed. Working age or adult person. Unable to attend a class at any time, like those in Wairian, so that people will get a chance to learn continuously throughout life. It requires a variety of education or learning. The study, which will help you to learn. Life consists of. Study on the system of education outside the formal education system (Sumalee Sangsi 2008)

The result of the reform of education management in the past. Considering the test results of the external evaluation results, National Bureau of standards and the evaluation of the quality of education (SOM), and from another agency's evaluation (Office of academic quality and standards since 2012) found that Education is not yet complete. In the current study, Theoretical study, but could not be implemented. The study of choice, it is a study that attempted to offer destination. The true philosophy of education that education must be to develop a complete human Body, mind, soul with the possibility of integrating all the various life sciences respecting the learning potential of the human being. Time is flexible. The course is a study of the conditions of education based on their interest in accordance with the way of life (Office of education, 2008) From the above results, education reform that the cause of the problem in Thailand come from a wide variety of alternative education, regardless of whether it is education policy. 2.3. structure, budget appropriation 4. course teaching 5. indicators and assessment. 6. the educational and workforce 7. educational goals (Chatchawan 2015)

For this reason, Government policy, school of education, integrated with education alternatives, both 7-up is 1), study Manager education parents study by Institute of management), religion, be it Islam, Christianity, or Buddhism. A check is good for Islam, Christianity is part research center or a hut called a Buddhist meditation Center of having atrom. 3. place of meditation) teacher education by educational attainment, 4) management system, such as a teacher or school group, a reference that is managed by the education and community-linked. This is considered as a process. The participation of community-based education management schools measuring 5) by institutions and ongkronok systems, such as the midnight University. Lanna Wisdom School University College, University of local home vijja nachao na ngahia. School of labor School of political science, etc.) through activities such as education, management, forest and community groups. Organic groups user groups infected with HIV ethnic indigenous groups, savings, etc. etc. 7) education, by learning and media sources to learn (Chatchawan 2015).
However, the integration of education with school choice system also occurred less. While only. The current academic organization. choice of several public sector agencies that are pushing the movement to integrate. These courses are particularly. Lanna Wisdom School Which results from the work of Lanna Wisdom School Have made a change to something better. All of this may come from a number of factors that have driven the best strategies and appropriate would be a critical one. Thus, the researcher therefore study strategy-driven alternative to the education system of the education enterprise Lanna Wisdom School.

RESEARCH OBJECTIVES
1. In order to study the situation, the problem of integrating education with education alternatives in system. Study on management system of organization.
2. To study the goals and strategies to achieve the integration-driven course of enterprise management. Study on the choice of enterprise education in the educational system, to the case of Lanna Wisdom School.

EQUIPMENT AND METHODS
1. How to research
   1.1. The data sources used in the study, researchers have studied research and gather information from books. Textbooks papers and research articles related to alternative education, and information about network education alternatives North.
   1.2. user information the Education Secretary choice interviews, including alternative education networks and establish strategic Committee for 10 people.
2. research tools:
   2.1. The structured interview (Structured Interview) and there is a specific interest (Focus Interview) to in-depth interviews (In-depth interview) sample of
   2.2. Saving data field is to save the information from the interview. The notice and the relevant environment. Note and record all the time.

COLLECTION OF INFORMATION
1. Storage operation this time has taken the following steps: 1.) Request a passport into repository from the College Administration Maejo University for co-operation in the two interviews). Continue to access the repository manually, you will have an opportunity to clarify and obtain feedback from interview respondents. Continue to access the repository manually, you will have an opportunity to clarify and obtain feedback from interview respondents.
2. education research The total data in the study period from a book, magazine, textbook technical documents, including research related to alternative education.
3. Synthetic analysis and summary data collection included a prose.
4. check the data collected, the data has been successfully made the arrangement as a category in the data to estimate and analyze the data.

5. data analysis research
   5.1 collection and analysis of research data from the interview
   5.2. the analysis information content (Content Analysis).

STUDY RESULTS

Study on problems of integration of education and education in alternative systems of enterprise management in the system. It was found that,

1. The education policy which focuses on academic excellence and excellence of its potential participants. Do not promote the strength of the community in the sector of public education. Integrated Center for structure. Centralized monopoly structures work best is not integrated. Adjacent to the bureaucracy a spectacular field (tm) The changes of the city lack the continuity and efficiency of check missing.

2. The central structure. Centralized monopoly structures work best is not integrated. Adjacent to the bureaucracy a spectacular field (tm) Change according to the lack of political continuity and efficiency, lack of participation from the people.

3. The budget allocation does not infringe equal offset. Unfair and inconsistent with the context area

4. The course teaching Bound to the school/classroom system is bound to the kaenklang as main course, neglect of local knowledge with a wide variety of differences.

5. The indicators and evaluation criteria evaluation and indicators measuring the quality of education. One measure that does not correspond to reality.

6. Educational personnel. Study on the number of personnel was lacking in spirit, management. Teaching teachers is to separate out the class to teacher evaluation evaluation documentation. Aim wityathana but neglected to consider that the quality of the teacher acting as a boy, just an instructor, but was unable to repel the duty is Those points it’s also caused Cebu try this adidas learning process for people learning to truly educational personnel production system. Unable to create a workforce that has the soul and reach understanding as the local community.

7. Educational goals of people into the labour market and economic needs is the main tourist trail. Per variety of the participants ignored the pleasure of learning. Lack of social integration and linked to the world, with more than a degree, life skills, skill cards, professional. Strategic study driven, integrated alternative to study management education organization in School education system in the case of Lanna Wisdom School found there are 3 strategies.

Strategy 1: develop an integrated master courses, schools and expand school masters.

Strategy 2: publication of results of school masters and to the public, with projects and activities consist of public relations events. Media production and communication through media such as TV, radio, media, media, Social Network, and the Network News 9 network.
Strategy 3: push-powered to a policy level, area offices, education projects and activities include meetings with the education zone. The course presentations. To plan, develop and manage educational development together.

TO DISCUSS THE RESULTS

From the research, it was found that the study of the problem of integrating the curriculum the study of alternative education in the system of organization and management in the system. I found that the problem in integrating education and alternative education in the system of education in the management system of enterprise. The following are the policies of education, which focuses on academic excellence and the potential participants. Do not promote the strength of the community in the public sector. Integrated Center for structure. Centralized monopoly structures work best is not integrated. Adjacent to the bureaucracy a spectacular field (tm) Change according to the political lack of performance, lack of involvement from the public budget contributions infringe equal no overlap. Unfair and inconsistent with the context area. The course teaching The school system is bound to the class bound to the main course kaenklang is ignored in the local knowledge with a wide variety of differences indicators and evaluation criteria evaluation and indicators measuring the quality of education. One measure that does not correspond to reality. Educational personnel. Study on the number of personnel was lacking in spirit, management. Teaching teachers is to separate out the class to teacher evaluation evaluation documentation. Aims of academic to consider that the quality of the teacher, the children's Act is just an instructor, but was unable to repel the duty as it's a spark or adidas Cebu try this point results in a learning process as well as learn to truly educational personnel production system. Unable to create a workforce that has the soul and reach understanding as the local community. The goal of education Production workers into the labour market and economic needs is the main tourist trail. Per variety of the participants ignored the pleasure of learning. Lack of social integration and linked to the world, with more than a degree, life skills, skill cards and strategic study of propulsion, An integrated study of alternative management to enterprise management in the educational system in the case of home ngahia nasuep Lake, Northern wisdom found there are 3 strategies strategy 1: develop an integrated master courses, schools and expand school masters. Strategy 2: publication of results of school masters and to the public, with projects and activities consist of public relations events. Media production and communication through media such as TV, radio, media, media, Social Network, and the Network News 9 network. Strategy 3: push-powered to a policy level, area offices, education projects and activities include meetings with the education zone. The course presentations. To plan, develop and manage educational development together.

SUMMARY

This research aims to study the situation, the problem of integrating the curriculum the study of alternative education in the system of the Organization, to study, to learn strategy driven, integrated course of alternative education organization, which is a qualitative research (Qualitative research) using the Wired
interview Structures (Structured Interview) and there is a specific interest (Focus Interview) to in-depth interviews (In-depth interview) from the preliminary interview has three main strategies strategy 1: develop an integrated master courses, schools and expand school masters. High school results and extend the template to the public. Strategy 3: push the drive to level the area offices of education policy.

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THE POLICY FOR THE DEVELOPMENT OF TEACHERS AND THE EDUCATIONAL OFFICERS OF THE 21ST CENTURY IN A BILINGUAL SCHOOL

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ABSTRACT
This research article with the objective to study the school masters, teachers and education, policy development, workforce education. The field of teaching and learning in the 21st century and to the present condition of the school’s bilingual context. Using tools to collect the data document. Observations and interviews of personnel of the two language schools. Results from the studies. Specific issues performance policy proposals to develop teachers and education personnel, is the study of the climate problem and the problem of teaching and management to develop teachers and educational personnel. From the results of research documents and related research. Presentation of the results is as follows: 1. The lack of a mechanism to improve the quality of teaching management. 2. Lack of management systems that facilitate the task of the teacher. 3. The lack of a system to support teaching and learning management that can affect the quality of the participants. 4. The teachers' lack of morality at work. 5. The lack of a system to promote professional progress.

Keywords: Policy development, teacher educators, teachers and educational personnel, 21st Century Education

INTRODUCTION
The National Education Act 2542 and Amendment (No. 2) BE 2545 education guidelines in section 22 that must adhere to all learners are able to learn and develop themselves. The study is considered the most important. The education must encourage students to develop their full natural potential. And about the teachers and education personnel in Section 52, the Ministry has promoted the system. Process development, teachers, faculty and educational quality and standards appropriate to a noble profession. Directed and coordinated by the Institute serves teachers, faculty development and production as well as educational personnel are equipped and strengthened in the new personnel arrangements. And development personnel continued. The state should allocate budget funds and staff development of teachers and educational personnel in the Section 53 teachers with professional organizations. School administrators And Executive Education as an independent organization under the administration of the Council. The director of the Ministry has the authority to set standards Issuing and revocation of licenses. Regulatory compliance standards and
ethics of the profession. Including professional development for teachers School administrators and executive education. And must have a professional license as required by law in Article 55 to have the law on salaries, benefits, compensation and other benefits. Teachers and educational personnel to have adequate and appropriate social status and profession. To fund faculty, teachers and education personnel to allocate subsidies for innovations, outstanding performance and was awarded the honor of teachers. Teachers and educational personnel, and Section 57 educational agencies mobilize human resources in the community to participate in a study by the experience, knowledge, expertise and local knowledge of such use. To provide educational benefits and honor those who promote and support. Education Management (Office of National Education, 2545, page 13, 30-32) of the past. Despite all the agencies involved in education reform have tried to learn the National Education Act 2542 and Amendment (No. 2) Act 2545 has continued. strategies and plans for teacher development. The training knowledge and understanding of both the subject-based group learning and teaching techniques. To the teachers and education personnel. Each year, more modest budget. But overall, the The quality of the students did not appear to be satisfied. As can be seen from the results of the evaluation and testing by organizations or agencies. Domestic and foreign studies indicates that quality remains low and inferior International. In particular, the results of the external assessment of school education, basic first round (period 2544-2548), the Office for Standards and Quality Assessment. (ITD) crisis has reflected the quality of education in Thailand is quite clear that the level of basic education. The educational institutions have minimum standards based on the principles of the Education Act of 2542, about one in three, and about two in three (over two thousand locations) are not standardized. Teacher shortage of both quantitative and qualitative. Teachers meet specific qualifications, but how teaching and learning is also not up to standard. Most students with low academic achievement and curriculum. The quality of an education level of basic education around the second (period 2549-2553) to determine the minimum standard criteria (2.75) showed that the average rate of 14 standard levels. The school has certified 12,268 of per cent and 79.07 per cent in 3247 is not guaranteed. 20.93 current borderless world, as measured by their ability to work. Not being able to memorize Ability to work with a lot of knowledge or know little. But based on learning skills. Ready to learn, eager to learn, learn, learn, learn to enjoy anytime, anywhere. There is a great life skill to adapt every encountered obstacles. Flexible themselves all the problems of life. It also has the ability to use information technology as a new phenomenon of the 21st century challenges to prepare students with the life in the 21st century. As a matter of changing social currents that occur in the 21st century, affecting the way of life of the society thoroughly. Teachers must be alert and prepared to manage learning to prepare students with skills for the life of the world in the 21st century to the 20th century and the 19th by the skills of the 21st century critical. most cognitive skills (learning skill) has resulted in changes to the curriculum so that children in the 21st century knowledge and skills required. As a result of reforms to change the way teaching and learning. As well as preparing the future.
Century Skills, 21 (21st Century Skills) reviews new (2555: 16-21) have the skills to survive in the 21st century, the subject matter is important. But not enough for learning to live in the 21st century, learning the subject matter (content or subject matter) should be learning from the student’s own research. The teachers help and design activities that allow each student to assess the progress of their learning. The core subjects are brought into a defined framework and strategic importance of learning in interdisciplinary contexts. (Interdisciplinary) or topics for the 21st century by promoting an understanding of the core subjects. And depictions of 21st century skills into all core subjects. You need to find ways of improving the quality of teachers and education personnel have a clear direction and systematic. The development, which is important. The beginning of great development and a driving force in improving the quality of teachers and staff. Education truly is a need to develop a policy for teachers and educational personnel. Use research as a base to get a clear and comprehensive policy. Suitable for the needs of teachers and organizations. The relevant authorities as a framework for direction and guidance in the development of teachers and education personnel and continuous quality affects the quality of the students.

RESEARCH OBJECTIVES

The school master policy studies. Teachers and Educational Personnel The teaching in the 21st century and the context of the current bilingual school.

THE BENEFITS OF RESEARCH

1. Information about the condition Problems of teaching the basic education level. And problems of teachers and educational personnel, which brought a prepared policy recommendations.

2. The frame has a clear direction and guidance in the development of teachers and educational system. Promoting and developing the capability and morality of workers. And support for learning effectively affecting the quality of learning.

SCOPE OF RESEARCH

Research and policy development, professional development for teachers and education personnel. Aims to develop policy recommendations to teachers and educational personnel in basic education into the 21st century Bilingual School (Bilingual) in Chiang Mai.

THE SCOPE, CONTENT

- Public Policy And bringing public policy into practice.
- National Education Act BE 2542 and amended in 2546 AD.
- Conditions on Bilingual School (Bilingual) of the Ministry of Education.
- Related Research
DEMOGRAPHIC BOUNDARIES
- School Ambassadors develop Chiang Mai.
- School's academic Chiang Mai
The sample used in this study were 145 teachers, parents and students to choose a specific sample (Purposive Sampling) sample was selected based on the decisions of the research themselves and focus groups (Focus Group) is an in-depth executive interviews supervisors.

THE BOUNDARY AREA
Bilingual School in Chiang Mai

THE SCOPE OF THE RESEARCH METHODS
This research study Integrated (Mixed Research) between qualitative research (Qualitative Research) and Quantitative research (Quantitative Research) using an interview request to collect data. The instrument used in the research study questionnaire (Questionnaire), interview (Interview Form).

METHOD
The research Policy development for teachers and education personnel. The course aims to develop a 21st century development policy, teachers and educational personnel. The teaching steps, however, the concept of educational policy, however, there are some factors that affect the application of policies and problems in education policy studies.

Research and policy development, teacher education personnel. The teaching qualitative research into the 21st century. Methods used to analyze the documents. and conducted in-depth interviews Those involved in policy, the resistance of the interview questions. and analyzes data in analyzing the content (Content Analysis). The procedure is as follows.

DATA COLLECTION
1. Education documents
The study aims to document a clear understanding about the research. The study of the policy making process. ONEC The studies of the Constitution of the Kingdom of Thailand BE 2540, the National Education Act of 2542, documents relating to public policy / policy studies and documents on the operations and policy studies. the ONEC
2. Interview
Using in-depth interviews (Indep Interview) to obtain a resolution. You can ask for more details on some of the issues that need to be profound. The interviewer and understanding the information

The sample used in this study. This randomized, multi-stage (Multi stages sampling) as follows.

School bilingual teacher in each of the two schools, 32 percent of all people will have an approximate 64 people.

The management of each of the two bilingual schools, 10 percent of all people will have an approximate 20 people.

Parents of students in two schools, international schools, all schools will have an approximately 80 per 400 people.

All international students two schools, 33 percent of whom are 66 examples.


Data collection in qualitative research carried out in two ways: the first in-depth interviews (in-depth interview) Randomization is a student who is willing to cooperate in an interview with 5 males, 3 females. 2 people aged 13-18 years, from the Institute of International education in schools. Chiang Mai, the second person interviews of key informants (Informal interview) is a school administrator for 20 persons.

5. Quantitative Research

characteristics The tools used to collect this information.

The management tool

The first questionnaire includes general information, age, gender, level of education, the study of the survey questionnaire and writing information.

The two questionnaires about the goals of bilingual schools. The development of educational policy questions first three options.

1) The aim of the international one.
2) The aim is universal, coupled with local knowledge.
3) Others

The third questionnaire about the environment and the location of the school.

Tools of school personnel

The first questionnaire includes general information, age, gender, level of education, the study of the survey questionnaire and writing information.

The second measure, including the availability of school personnel and Education policy

The third questionnaire about the environment and the location of the school.

A tool of the ruling

The first questionnaire includes general information, age, gender, level of education, the study of the survey questionnaire and writing information.

The second measure needs of parents towards policy development for teachers and education personnel.
The third questionnaire about the environment and the location of the school.  

**The tool students**

The first questionnaire includes general information, age, gender, level of education, the study of the survey questionnaire and writing information.

The two measures of interest to students, teachers and educational policy development.

The third questionnaire about the environment and the location of the school. The tools were created by the research was conducted and as a tool for quality.

6. **Qualitative Research**

Research in this section The interview is divided into two groups according to the manner described below. The sample is a juvenile. Using in-depth interviews (in-depth interview), which will likely include the questions for the interview. The personal information, including social characteristics, gender, age, education, religion, occupation, parenthood, childhood, personality, life history to the present. Family relationships, friends and everyday life in the future intentions, goals, aims, attitudes about education policy, development policy, teachers and educational personnel. To serve as a guideline for interviewing depth samples are executives or professionals using various techniques, interviewing key informants (Informal interview) by assigning a specific answer already. The research and development to build up an interview. Is preparing a wide range of questions which will have to analyze the data, content and processes with existing theories. Line consists of six questions on topics including the attractiveness of policy development for teachers and education personnel. The goal of the two English school. The availability of educational personnel and the student's attention on local courses. The needs of parents towards policy development for teachers and education personnel in the School environment.

7. **collect quantitative data.**

1). Preparation before storage. Contacted and requested cooperation in data collection from different schools to keep out. By appointment time place to collect information about the school contact. The other two research assistants will help to coordinate and take a questionnaire to collect data. The number of questionnaires to collect information about the school is approximately 160 copies each.

2.) Try to find quality tools and equipment by using content validity (content validity) analysis Malcolm (item analysis) and reliability of the survey conducted with students. Ambassador Young School Education Development

3.) After developing the questionnaire until the reliability and correlation of CITC questionnaire. has undertaken to publish the questionnaire to collect data.

4.) Storage In coordination with the school beforehand. The researcher or research assistant is to collect data from their own. But for some schools Research assistant professor or to be deposited with the authorities to help collect data. The
data in this study are the first problems at school, some of the contact events are not easy to collect data and must come to school to collect new data. Some went straight to the finals. The research takes time to collect the data, with the next stop is the last semester. If storage is to begin from August to September, the total duration of about 2 255 a month. 5) Once the questionnaires have been returned already. Researchers will examine the validity of the data obtained. If there is data missing Researchers are screening questionnaire was incomplete. And prepare the data for further analysis.

8. collect qualitative data.
A second step in which each of the following steps.
The first in-depth interviews in a sample of children and youth.
- Research in this The researcher and co-researcher is operated manually. Due to the actual data from the sample. Start by contacting the school to ask for cooperation in the interview. The schools were allowed to take the place of storage. Researchers will talk to students, teachers and parents have free time or activities with friends in the yard or garden area. The research will aim to introduce myself and tell him and ask for a voluntary sample if anyone is willing to cooperate. Researchers are asked to contact the telephone number for possible interviews on that day. or to arrange an interview the other day, depending on each sample.
- Appointment of samples for each interview takes approximately 5-8 times for 45 minutes to 1 hour, depending on the convenience or time of each sample. For a place to talk about the same. Some may meet in school or. some may be department stores, restaurants and so on.
- For the recording of the interview. Initially The research method used to record the information of the sample after talking to. When the sample was a close confidant and researchers are asked to voluntarily ask to tape record the interview. Not to be important to bring the research to miss. If you noticed that the samples showed uncomfortable. or speak to the unusual nature The research will be used to record the interview, as usual.
- Researchers will use data collected from a depth interview for about two months.
At the second interview, the person who provides the information.
- For the expert interviews Researchers will interview experts, each one takes 40 minutes to one hour and a half has been a dating expert. Researchers began the interview by introducing him and stated the purpose of the interview on this occasion. The initial study will not discuss the detail

Is of the study have. I'm afraid that would be suggestive of an expert opinion. But to ask for feedback and information on various issues, the researchers outline which each specialist, you will have the information and views vary. At the end of the interview, the researcher has said details of the research study has collected data on
both quantitative and qualitative in-depth interviews with students. Already say thank you. Clarify with you that the information you have to interview them. The research will be to remove form the tape. and will send it to be re-examined before the report.

9. Quantitative Data Analysis
This study was conducted by processing data from the vote on the question.
1) statistics
2) A simple correlation between the behavior of the media, the Internet, and 4 side effects on physical and mental health.
3) canonical correlation between a set of independent variables.
4) The importance and the weight coefficients between the independent variables.

Variable For an open-ended question in the survey about the interesting developments in the policies of teachers and education personnel. Researchers find clues and conclusions on policy development for teachers and education personnel. With Content Analysis And presented in the form of depiction.

10. Analysis of qualitative data
The researchers will report data from a qualitative research in the form described by the case study to analyze the information content. And housing framework Theories Joint analysis of the answers from the interview. In the second study, the researchers did a second form.
1) In-depth interviews among a sample group of students to take note of the details after the interview. The information was gathered all the information. The case of each sample.
2) Personal interviews provide important information used to tape the interview. and check the contents of the interview by reading the entire interview, compared with listening to tape interviews over and over again. The content has sent experts to check again before the research report. The report by the question. This is the concept of each answer.

DATA ANALYSIS
By analyzing the content (Content Analysis).
1. Document Analysis
2. Diagnostic Interview

THE RESULTS OF THIS RESEARCH
Study of effects and problems of development of teachers and education personnel. Conclude that the majority of teachers are not graduate majoring in instructional tutorial. The teaches are very burdened and they lack knowledge and understanding in the course and results in the lack of efficiency in the management of
teaching. The teacher uses the assessment measurement methods are not appropriate and diverse because of a lack of supervision, monitoring and evaluation of teacher development system. Training teachers in the present does not correspond to the needs of teachers. Teachers lack the motivation to work resulted in the identification of issues to develop policy proposals to teachers and education personnel, is a study of the problem based learning and teacher development issues and conditions of education personnel. From the results of research studies and related research documents presentation of research results as follows: 1. the lack of mechanisms to improve the quality of teaching. 2. lack of management systems that facilitate the performance of teachers. 3. lack of management support system for teaching quality of students. 4. teachers, a lack of morale in practice. 5. lack of promotional progression system professional.

DEBATING RESULTS

Wither problems, the work of teachers and education personnel, which must meet the condition that there is a shortage. Are subjected to heavy work, but there are a lot of teachers and personnel practices committed deliberately and with the outstanding results that affect the quality of candidates which they need to be regarded with honor to glorify as enhancing the morale system is required, click? Upholding the honor rayokyong teachers and educational personnel, and systems are linked together, so all system processes are defined to measure the "honor the honor system, teachers and education personnel who are good people, talented people with the spirit of love and commitment, professional lash .Duplicate studies to strengthen teachers and educational personnel. There is a motivation to develop themselves continuously in order to honor the honor system may fund promotes teachers and education personnel, by defining a mechanism to link awards to teachers of various departments or organizations as the professional ladder, as well as links to honor the honor system with the production of teachers and education personnel, payroll, compensation and benefits of teachers (Pilates, drug approval, 85mSingh,2542:f-f)

The study should be given to improving the quality of teachers and education personnel as the national agenda by encouraging development and resource allocation for the development of teachers and education personnel effectively. Again, both need to encourage teachers and education professionals, the academic leadership.

SUGGESTIONS FOR RESEARCH AND DEVELOPMENT IN THE FUTURE

Should the policy development process for teachers and education personnel. To develop alternative policy recommendations to teachers and education personnel.
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