

CHAPTER 2

EXISTING BODY OF KNOWLEDGE

This chapter discusses the learning network and building, concept and process of PAR, facilitation process, SMCE and SMCE promotion Act, B.E.2005. The core research team has studied and researched on concepts, theories including the related research which were collected and compiled with initial information and important substance made by the professional researchers, and made it concisely to be easier to understand by covering the main substance, concepts, theories and related research as follow :

- 2.1 Concept of the Learning Process
- 2.2 Learning Network and Building up the Learning Network
- 2.3 Concept of Participation and Participatory Action Research (PAR)
- 2.4 Facilitator and Facilitation Process
- 2.5 Concept of Small and Micro Community Enterprise and The Small and Micro Community Enterprise Promotion Act, B.E. 2005.
- 2.6 Related Research Projects and Findings

2.1 Concept of the Learning Process:

2.1.1 Definition of the Learning Process

According to Lertvicha (1989) the learning process is an important part for human potential in development and can make them to survive in changing society. The learning process is based on experience of local culture and tradition which is mixed appropriately between learning/the way of life and learning/practice. The substance and learning process are at one (cannot be separated).

Vasri (1995) stated that the strength of community comes from the learning process in community. The learning will make the unity happens within community, management, and make finally the members could learn how to solve the problems.

Coombs (1980) who stated that the learning is all around and can learn from baby until old age. In general, can classify of learning as Informal Education: It is the most natural learning or we can call “instinct learning”. It means the lifelong learning

that one person collected their knowledge, skill, understanding etc. from their daily life and environment such as family, working, entertainment. This type of learning has not system / fixed rule or method. Coombs said that the knowledge is the property, if we use more, we can gain it more. There are 3 elements of learning circle:

- 1) Human: is the most important element because it is the source of knowledge. The knowledge from human is very important for the next generation so we have to know how to get that knowledge from human.
- 2) Technology: is the tool helping the human can search, keep, exchange the information.
- 3) Learning process: is the administration for learning use.

According to Vasri (1995), the important characteristics of learning process of community are as follow:

- 1) Group process: the conversation, opinion exchange, problem criticism, and solution proposals between the members of community etc., that will arise the learning process of each person in the community.
- 2) The action learning (learning by doing): learning process in a community is about how to try to solve the real-life problems. The learning dynamics would be happened when we talk and share ideas, analyze the problems, find the cause of the problems, and find the solutions. The member (it might be one person or group: depends on problem situation) of community will take that solution idea to use in their community. After having using that solution and found that there are still some problems or obstacles during the solution process, the intellectual ability will be occurred when the member takes that solution back into these processes: thinking process – implementation – obstacle/problem analysis – implementation.
- 3) The learning from real-life problems and the learning about how to solve real problems. The learning of community does not mean just only the intellectual level of the people in community but it means also to let the community solves their own problems and that would arise the confidence of their potential and they will be keen to learn more and find the ways to improve finally in their community.
- 4) Working and learning network. The network is horizontal rather than vertical relationship. The link among people who interacts to this network is to learn

from the experience of each other, to exchange voluntarily the opinions and/or resources, to help each other, frequently communicate each other but without direct supervisor or power structure, thus, the network is quite careless. The participation of people or communities who link to a network would have often the similar concepts or they are interested in working in the same category.

In conclusion, the definition of learning network of this research is the partnership networks that might be a group of people, organization or even communities which relate equally and independently to the link of activity by exchanging the knowledge in a mutual way. Among this network, there would be the dynamic operating system that propels the mission to the same project and common purpose. With this process, it will change the behavior in group to be the learning society by gathering the members of community enterprise groups to be the dried longan in the small and micro community enterprise groups.

2.2 Learning Network and Building up the Learning Network

There are so many organizations, both of public and private sectors, using the network in their working system without ceasing to develop and improve the network of their organization for supporting the quick and efficient working in the Age of Globalization and Information.

2.2.1 Concept of the Learning Network

Department of Community Development (2004), stated that the learning network is a process or machinery that causes the learning process by sharing knowledge and experience. The learning process happens all the time of human life by learning from the environmental experience and people. At the same time, there will be the management of learning system and instruct it to members in different methods. In each community, there will be the accumulated and inherited knowledge which is often associated with the lifestyle of a community and based on knowledge of the actual status of the community.

In the past, the community has already did this duty, that is to make the members of the community have knowledge, can earn a living, and can be inherited continuously the culture and social value from ancestors. The heart of learning

network is to exchange and transfer the local wisdom for supporting the creation of new knowledge especially local wisdom which is handed down within community.

2.2.2 Definition of the Learning Network

There many definitions of learning network such as:

Office of the National Education Commission (1995) has defined that the learning network is the coordination of knowledge and information about the using of natural resource by coherently operating between related organizations and organize the formal and non-formal education and with other organization (both of public and private sectors) as well as informal learning system to exchange the knowledge continuously for the opportunity to learn extensively and continuously throughout life according to the needs of person and community.

According to the Department of Community Development (2004), a learning network is a group of people or organization that are willing to learn, exchange the knowledge of each other, experiences or do activities together. There will be many kinds of relationship such as economic and social sectors by using activities to be linked each other. The activity of network must be equal and to be realized for the common purpose and plans.

Valaisatian (1999) defined that the learning network is the integration into a network to generate power, to propel the development process or to change the things. It is like the brain which has the intelligent structure inside and the evolution of learning network is like this structure. It will change the behavior of community to learning society.

Polsri (2007) gave a definition of learning network that it is a link of the relationship between members, which may be person to person, group to group, organization to organization or organization to other communities to share knowledge, experience and resources, and to support collaborative activities of the members to the common goal on the basis of an equal relationship, friendship and generosity.

After having reviewed the mentioned definitions, this thesis considers the learning network as the partnership networks which is a group of organizations or agency that are related each other to the equal and independent relationship. Thus

learning network means associated groups which may be groups of individual, organizations, community or institutes which relates to one another equally and independently, maintaining connection in carrying out activities and exchanging knowledge in kind of interdependence with the mechanism to accomplish the same objectives and goals, finally, creating learning society.

2.2.3 Pattern of the Learning Network

After having studied the documents about learning network, the writer can classify the forms of learning network as hereinafter:

1) Classify by the purpose of learning network:

1.1) The learning network which focuses on individualized curriculum.

There will be the integration of the various involved agencies that expand widely its educational services in the formal, non-formal and informal education to meet the needs of each person including to the subconscious mind of development.

1.2) The learning network which focuses on community. It is about to stimulate the members for using their potential to solve problems of community and to increase the capacity of self-reliance in community on the basis of understanding in the problem conditions, limitations and their needs.

2) Classify by learning network structure which considers it based on collaboration between person, organization and communication technology and link together to be the learning network that could be classified into 4 types.

2.1) Decentralization network. There will be the coordination from center but the mission of teaching and learning will be distributed the responsibility to the members of network which have the equal relationship. This form may be called (Distributed Network) which is found in the rural development network and in learning from the community knowledge based on a personal media.

2.2) Centralization network which has a central organization being both the coordination center and a host of knowledge gathered in the center. The manpower of technology investments is host while the workstation or member is only engaged in services of center.

2.3) Hierarchical Network is similar an organizational chart. The

communication needs many steps, often used for administration of organizational management which is suitable for control systems.

2.4) Hybrid structure learning network is both centralized and decentralized system which is found in non-formal education. Due to learning does not rely on any media but it is a combination of personal media. The technologies need to be organized to hybrid network to meet widely the demand.

3) Classify by social unit. The learning network has been divided by 4 levels: individual level, group level, community level and institute level.

4) Classify by the level of administration and kind of work, that Vasri (1995) has classified the learning network into 13 types: community network, network of community development officers, provincial network, network of public sector, occupational network, business network, mass communication network, trainer network, national knowledge network, public network, academic network, network of government policy and expert network.

According to Kagpinit (2001), community resource is the important component leading to knowledge exchange and learning between cooperated organizations or members of the network. Each community-based organization may have different resources which can be brought for an exchange or management with other organizations. This may be summarized as follows:

1. Natural resources containing in the community such as the community production system both plants, animal, fishery, integrated farming, water resource, soil and ore, etc.

2. Produce created by people in the community such as agricultural products, or that is obtained from fishery, husbandry, processing of agricultural products and primary industry in the community, etc.

3. Knowledge and experience derived from learning or practicing of people in the community such as community management, welfare, agricultural organization and small and micro community enterprise, etc.

4. Budget or assets that community-based organizations accumulate and manage such as community funds, community saving, and funeral cremation allowance, etc. These resources are usually existed in each organizations; some organizations might have only one or more. Even though these resources are not as

prosperous as in the past, yet these resources are sufficient and can be used as a foundation in making further development of learning network of community-based organizations.

In this regards, management is how to utilize the resources in each community-based organization to achieve the utmost benefit for the members of the network. Management of resources might be different depending on types of resource, experience of people in the community, economical status, social and culture of such network like network funds may be composed of fund for loans, fund for investment or other forms such as village bank, funeral cremation allowance of the community (Kagpinit, 2001)

Thus, for developing the learning network, knowledge means knowledge used in resource management of the network. The knowledge is based on experience of membered community-based organization, particularly, during the initial stage of its exchange. It develops from experience gained until getting the new knowledge that suits to such community.

In this research network development refers to exchanging the process of knowledge among the members of the Small and Micro Community Enterprise Groups of Dried Longan Group. This learning process causes the learning organizations for increasing the potential of Small and Micro Community Enterprise Groups of Dried Longan in Lamphun Province. It is a lifelong learning which can start from the citizen participation, organizations and community who aware of the problems and create a learning climate which is beneficially conducive for experience learning and communication of information (Office of the National Education Commission, 1995)

According to Phongphit (2005), causes of the learning network development for lifelong as follow:

- 1) Stimulate thinking skill to be curious to find the new knowledge, be conscious about community development and be a part of that development.
- 2) Give, exchange and distribute the knowledge of international facilitator and local knowledge for supporting the structure of new knowledge.
- 3) Exchange the information with agencies both of public and private sectors.

4) Mobilize and coordinate of shared resource using for developing and reducing the redundancy as much as possible.

Learning together is a network happened from problems or serious crisis that everyone in the network agrees to build both formal and informal learning networks. The success of learning is when each person can use and apply appropriately the tools, information and knowledge to solve the problem by finding the opportunity for lifelong learning. Regarding to learning network, it is an important process in the lifelong learning. The learning network is a system linking together between individuals, agencies, organizations and institutes that could share knowledge, opinion, information and resource by supporting the mission to be efficiently achieved.

2.2.4 The Example of Active Learning Network in Thailand

Learning network of Kham Plalai Village, Khon Kaen Province, located at village, Baan Dong Sub-district, Ubonrat District, Khon Kaen Province. This village was initially the scattering networks, almost of villagers are farmers: jute and cassava agriculture and their agriculture depends on nature which the villagers decided later to make the monoculture such sugar cane and cassava.

The villagers have had only one time of income per year. This caused the labor migration by letting their children live with elderly person and caused alter the malnutrition problem of children, crisis situation in village which made the Kham Plalai village was the poorest village of Ubonrat District. In 1994, Kham Plalai Village changed their lifestyle by decreasing monoculture and took the integrated farming system into their village, starting with 10 families. They had the ponds and a lot of kinds of vegetable. In 2000, every family established the vary of learning networks such as Cow Feeding group, Housewife group, Community Shop group, We Love Our Community group etc. These mentioned groups have been inserted by some groups such Village Health Volunteer which takes care about health of villagers (for example: Dengue hemorrhagic fever), Saving Group of village and Office of the Non-Formal and Informal Education which is the centre of community to coordinate, exchange the knowledge between networks by using “Story Telling” and to give the simple knowledge to the villagers. With mentioned learning network establishments,

the village has been developed and there was no more labor migration and poverty problem.

Hug Muang Nan (Love Nan Province) learning network has been registered in 1997. This network is the participation with any occupation field for developing and strengthening the region and community. The president of foundation Hug Muang Nan is an abbot of Arunyawat Temple, Provost Phra Pitak Nantakhun. There was an integration in fact since around 1987, the members of group are monks, novices, teachers, doctors, government officers, private community development officers, community leaders and all people who interest in this network. This network commenced from Kiw Muang village, Santisuk District and it has been extended to other villages and districts which have their tradition about forest conservation such as Sub-district Baan Luang (they have the group with campaign “Baan Luang Huang Pah”; Baan Luang loves forest), Pua District (they have their own organization of community named Anurak Pah Tee Silalaeng”; Silalaeng Forest Conservation). The other areas are in these following districts: Santisuk District, Bor Kluer Sub-district and Muang District. The total area of forest conservation is around 100,000 Rai (Thai unit of area equal to 1,600 square metres / 1 Rai). The members who participated in this foundation are government officers, monks, teachers, non-governmental community development officers, community leaders. Their common purpose is to preserve the forest.

Moreover, there was a program named “Walking Along Nan River for conservation”. This program is about walking to discover the quality of river by developing the consciousness of the village along the river. The area will start from Khun Nam Nan at Bor Kluer until the end of Nan river zone at Na Mhuen District.

The participants of this walking campaign come from the vary of occupation field including community leaders, academicians, students and community development officers. They will stop at each village for discussing with the villagers about environment and persuade them to make their environmental research. Hug Muang Nan network is currently the local organization more than institute. It is not the organization with strict rule but this network focuses on soul and consciousness of the participants who love the nature and environment. This network can be considered as

the “anonymous” restoration of knowledge. They have the temple being the centre of community, the past, today and the future life of villagers.

Charity Network of Phayao Province, established by teacher Mookda Intasarn, who is the background of this charity (bank of village) since on 5 January 1996. This first bank of village has been established at Ngiw Ngok village, Pin Sub-district, Dorkkhamtai District. There were 5 groups established later in the same year which spread out to 3 sub-districts; Nong Lom, Kuewiang and Pin. One year later, there were 9 groups more in 3 sub-districts above and Tham Sub-district. Since June 2001 until now, there are 34 groups (in 34 villages and 4 sub-districts of Dorkkhamtai District). The total member of group is around 8173 persons. Saving money amount is 12,247,718 Baht and welfare money amount is 1,729,527 Baht, the fund is total 28,526,872 Baht. The teacher’s Mookda and villagers concluded the lesson of failure from the operation of savings group and other groups and found that there was no continuous learning, no helping each other between groups even if they have had quite same operation system. The problem of one group can be solved by another group’s solution which used to face with that problem before. The exchange of experience between groups is therefore really important to find the solution of problems. The charity centre is the centre of network for sharing and exchanging the experiences, opinions, problems, solutions in order to help each other to conclude the lesson.

The charity centre is also the assistant for the community which is already the member of charity and for the community which is interesting to be the new member. In the same time, the charity is like the independent and non-government agencies of public and private sectors. Even if the charity centre coordinates with another networks such as be a member of Phum Panya Thai (The Thai Wisdom Network) but the charity is the village organization for community benefit which has its independent operations. As mentioned above, we can find that the learning network will happen when the network faces with the problem. That makes the member of network will gather together and linking to exchange continuously the learning, opinion, personal experience, information, person-to-person learning, including the learning resources which is important for learning process and there would be the new adapting knowledge (for occupational or social purpose) within network and can use

that knowledge to solve the problem immediately. It will lead finally to be the learning community in the linking system.

Similar to the network of small and micro community enterprise group of dried longan that they have had initially its individual operations or each group, until they got the same problems in many aspects such as production process and marketing, each groups gathered to establish a small and micro community enterprise group by linking the networks for exchanging the knowledge, information, opinions, experience about production and marketing and helping each other to solve the problems to common goal.

2.3 Concept of Participation and Participatory Action Research (PAR)

The participation is an important method for working. There are many people who define the meaning of participation as follows:

Keith (1972) stated that the participation is to work together with spirit and emotion, to take responsibility within group to the common goal.

White (1982) mentioned that the participation has 4 dimensions:

- 1) Take a part in decision participation (what should do, how to do etc.)
- 2) Take a part in devotion and development
- 3) Take a part in benefit of operations
- 4) Take a part in assessment

Leesuvan (1992) commented that the participation comes from the belief that human being is intelligent that can cognize and control the environment. Therefore, how far the human is, there should be a participation in the activities related in daily life.

Chaivan (1997), stated that the participation of people is the main point of development. In any activity development, if the people does not feel like they are the owner and does not do that activity by themselves, that activity cannot be achieved or existed in network for sure. But in case of people have the knowledge and understand perfectly in the process, they can estimate the benefit for their family and community and receive adequate information to realize in their problem and try to find the solution for solving, modifying or changing and to decide finally to be a part in cooperation. That means the real participation.

2.3.1 Definition of Citizen Participation

Arnstein (1985) proposed the framework of A Ladder of Citizen Participation which has totally 8 steps as follows:

Step 1: Comprehensive Management is that the agencies which have its own comprehensive management in their organization without informing to anyone know about their work.

Step 2: Information acknowledgment is that the agency invites the people to Acknowledge the information but no need any opinion from people.

Step 3: Information giving is that the agency invites the people to give the information according to what agency needs to know for its organization but no need any opinion from people.

Step 4: Suggestion giving is that the people can give their suggestions as per agency needs but it depends on agency that will decide to use those suggestions or not.

Step 5: Opinion exchange is that the people has an opportunity to exchange their opinion but the agency still has authority to decide.

Step 6: Allied participation in agency is that the people has the authority in their opinion (after having worked closely with agency) to propose the agency who will decide that opinion later on basis of people information.

Step 7: Representative selection of people for right of decision in agency – a part of people has been selected to be the representative in agency who has the right to propose, argue and decide.

Step 8: Decision control by people – the people has their complete right. They have all authority in decision while the agency just supports only on their decision.

In the sight of Hongvivat (1984), there are many dimensions of the participation in activity or development project. We can classify into 5 dimensions as follows:

1) Participation to study and analyze the problems. This dimension will let the people to participate in the community study, community analysis, to find the cause of

problem inside the community. As well as to be a part in the priority setting of needs by stimulating the people to know the status of community, the way of life, society, resources and environment for using it to be the basic information of research project.

2) Project participation. It is about the project planning after having collected the basic information of community which has been analyzed to the cause of problem and take that to discuss and share the opinion together for defining the policy, objectives, procedure and guideline of operation including specify the resources that will be used.

3) Participation in operation. This dimension means the participation of people in operation development according to planned operation procedure. The people can be a part of procedure by supporting the money, materials and labors, be a part in operation and ask the help from the outsiders if necessary.

4) Participation in benefit sharing. The people must have the right to benefit sharing from the activity in community on an equal basis.

5) Participation in assessment which is the assessment which follows up from the development of operation about the achievement of procedure, problems, obstacles or limitation and could resolve those problems immediately and take that mistakes to be the experience for next operation.

Semmee (2003) defined that the exact definition of participation is the potential development of community. The people can manage/control the using of resource and production factors to be existed in society for remaining in economics. Here are the practical guidelines of participation:

1) The villagers must develop by themselves for solving the problem. The external organization is just the stimulator or supporter.

2) The activity of development should be commenced by the basic of community. It means to consider the way of life of community from the past until present day.

3) The perception level of community might have the limitation and cannot solve in some problems. The participation of people must consider as well the diffusion of information for developing the perception and capability of people.

From the above definition and guidelines.

Vatechayachai (1984) concluded the participation of the people as hereinafter:

- 1) The dynamic of development must move from government to people by giving the central role to people for development.
- 2) Target of development is how to develop the capability level of people for being independent from government or external organization.
- 3) The procedure must be from below to top (better than from top to below).

In this thesis as mentioned summarize that if the members understand in problems, be ready to support / cooperate actively and be a part of decision in operations, that is the most important of participation.

2.3.2 Participatory Action Research (PAR)

2.3.2.1 Definition of Participatory Action Research (PAR)

There are many definitions of PAR such as: Robin McTaggart (1989) stated that the Participatory Action Research is to work together. There will be the participation in operation, work adaptation, responsibility and ready to accept together the affected result which relates to the members of group. According to Keawyuarn (2001) gave the definition of Participatory Action Research that, it is the mixed process between participation of the core research team in action and finding of acknowledge, sharing in thinking, planning, deciding, operating, evaluating and receiving the result of operation to conclude the lesson for development. This social process will lead the society to be the individual development.

Moreover, after 10 years of sponsoring community – based research, the Thailand Research Fund (2000) has concluded the definition of community – based research which uses the same methodology of Participatory Action Research that it is a process that the local people could share and identify the questions to review the existing status, plan the research project, search the information, try out the project, conclude the project and reflect on the lessons for the next project.

According to Kanjanasinon (2002) mentioned that the Participatory Action Research is the research for developing to the change/development of organization, agency and community. The target of the research is to develop the potential of people and community including to support the participation of people for development of organization, agency and community. Kanjanasinon (1993) gave the definition of PAR that it is the research which studies the communities and focus on

the problem analysis, approach and plan to solve the problems and do the assessment. In every procedure as mentioned, there will be the members of community will participate in for supporting the learning and self-development in community.

2.3.2.2 Concept of Participatory Action Research (PAR)

There are many people who define the meaning of PAR as follows:

Kemmis and Wikinson (1998) classified the 6 concept and principles of PAR as follows:

1) PAR is a social process, as it is believed that the individual development process and process of social change must move forward together nevertheless that individual person will get more benefit than others or not.

2) PAR is participatory – The research might be commenced from the external researchers but the process of research focuses on the participation of everyone in group to be the owner of research. Not only like as the information giver who will give the information to the external researchers or benefit receiver but also a part of research of their community. Everyone have the right to evaluate/consider their potential, be a part of knowledge management, share their opinion for the good change and learn the praxis of works. However, the ideal PAR is that the members of community take a part in every steps of research since the decision to make the research, define the problems of research, collect and analyze the information/data, verify the information/data, decide to do as planned project and critical praxis.

3) PAR is practice especially the practice of interaction of people in community by focusing on the understanding of procedure and result of practice, practice development and learning of the result that would be happened. The knowledge of the research will be the basic of practice.

4) PAR is emancipatory – It is the process for making people to relax and to try to conquer over the obstacle from the injustice in the society. It will make the people try to build the peaceful society and reduce the conflicts with the peaceful way.

5) PAR is critical – it is the praxis process in every procedure of research both of pre and post of action.

Kemmis and Wikinson (1998) suggest that PAR is recursive, the spiral of Action Research which reflects about the cycle of learning for change and that gives a chance to continue the learning. It is therefore the learning process of Participatory Action.

According to Kemmuk (2003) proposed the basic concept of PAR as active process and process which commences from the real situation and which is going to the unpredictable situation in the future. The occurrence of change must be always considered in the research process to be a part of analysis and decision for the next movement of activity in procedure of research. The research process must be flexible and adjustable. It is the continuous process and never ending in the cycle of operation but it is the beginning of the cycle for searching knowledge and action. This cycle will maintain as long as the people in community be the participant of research. The Participatory Action Research would be achieved when the researcher or the related person agree that everyone has the potential and capability in thinking and work together to develop the community which bases on the needs of community.

In the sight of Keawyuarn (2003) stated that the Participatory Action Research is to serve all people involved, not just only one person. It starts by talking to the current situation, potential and problems. Due to it involves with many parts, the coordination is very important. The researchers must accept in the limitations and strong point of each other, think out from the old framework, old theory and old conclusion. There must be as well the various supports such as resources, time and the meeting. The goal is not the issue of research but it is the development which will be happended in group to solve the problems. The PAR's efficiency depends on intention of group.

According to Veerawong (2003) proposed that the PAR (especially the research and development process with the villagers by supporting the strength of people or villager organization) cannot be accomplished all steps within a short time due to several conditions, especially in terms of availability, understanding of the basic problems of community and problem of each local area. The research and development process of participation is the process of learning together between academics, researchers, government officers, non-governmental organization and

people to coordinate for development. The PAR supports also the knowledge in community to learn the problems by using the suggestions from the researchers, community development officers and related persons to be the guideline to solve that problem together and use continuously that theory in activities between academics and people of community.

In the sight of Tatsivat (2006) gave opinion that the PAR (Participatory Action Research) is the research for developing and solving the problem of community. The Thailand Research Fund (TRF) and Graduate School from private and government universities give attention to this research. The students of Graduate School use this kind of research to make their research, thesis and independent study for finding the development and solution which focus on factual guidelines from brainstorm by adjusting the paradigm of research from the original form which the problem will be discussed from beginning to the end at the process of researcher. We found that many research of original form have not been issued or even tested (implementation). These research have been actually “kept on the shelf”, and it is such wasted the power of thinking, fund and resources. The new research form (PAR) is the research starting from community by letting the community to participate in dimension of learning, think together for finding the problems and solution to solve the problems and share the result of development while the external researchers only support or be the process facilitator with the researchers (who are the villagers of community).

In conclusion, the participatory action research (PAR) is the collaboration in research process between villagers, community development officers and external researchers to make the change in that community. It is the research for finding the knowledge and solution to solve the problem by focusing on the participation of related parts to think and plan together in the research process for the potential of the research development and use that research to develop the community.

2.3.2.3 The Purpose of Participatory Action Research (PAR)

Rammasut (1997) indicated the main purposes of Participatory Action Research as heraiafter:

- 1) To find the local wisdom which is acceptable and widely used.
- 2) To support the good understanding of tradition.
- 3) Make the balance between science, academic knowledge and basic knowledge.
- 4) To accept in nonequivalence of economic society.

According to Buntanunpong (2006) stated about the objectives of PAR as follows:

- 1) Villagers, communities and the one who is disadvantaged will be awakened in education. They can analyze correctly to the situations and they are confident to participate in the activities of economics, society and politics for their own benefit and of community.
- 2) The people problem will be solved. There would be more opportunity for the person who is disadvantaged. The resources are distributed evenly and fairly as well as information which makes the better quality of life for people in the community.
- 3) The research and development will happen inside the community. The researcher will get the experience while working with the community. This leads to the good relationship of researchers to the community and make the researcher be pleased to develop the potential of researchers and their research for the real development of community.
- 4) Can use immediately the result of research because it comes from the action of the participation of all groups which coordinate throughout the process.

In the sight of Kemmuk (2003) stated that the goal of PAR is to support the people of community know how to learn and develop their community for the better quality of life. The objective of PAR is to raise awareness of the member of community to recognize the problems of the community and aware about their responsibilities for solving their own problems and community. Moreover, the research process of PAR is to collect the information and analyze scientifically to make the decision, specify the problem and

solution including know how to solve the problem by themselves by collaborating with organizations and related agencies and supporting continuously with the community in economical, social and political activities for solving and developing the community. According to Semmee (2006) stated that the PAR (Participatory Action Research) is the strategy showing about the journey of development, (the development which changes from the current status of community to the better possible way of individual people in society). The heart of changing is the research process which is used by the collaborative approach between researchers and stakeholders. The research process must be democratic and impartial, have the liberty and support the quality of life. The stakeholders will participate in the survey and verify the situations as per their needs by considering to the existed resources, obstacles and problem. And choose to the way as much as possible and change it consciously to the new change.

2.3.2.4 The Process of the Participatory Action Research (PAR)

There are many people who define the process of PAR as follows:

Lewin (1946) stated that the action research is the process of study in work and decide together for the better change by using the operation in 3 steps: plan, action and reflect-revise. Similarly, Johnson & Kromann-Kelly (1995) said that the action research is to collect the information, analyze and interpret by defining the plan and exchanging the result with the co-worker. The research process needs the response of 5 questions:

- (1) What is the question you want to learn or study?
- (2) How many related information?
- (3) Which information you need to collect?
- (4) How to analyze that information?
- (5) How to interpret or give the definition of that information?

To response these 5 questions, it might take quite long time to plan and make the processes, the researchers must discuss with co-workers.

Accoding to Zuber-Skerrit, O (1996) stated that the action research is the process which has the steps of working, they are: (1) plan the strategy, (2) take action (the use of plan), (3) observe (with self-evaluation) and (4), critical self-reflection and

other's from step 1 to 3 and then work again by revising plan to take the action. Observe the result and revise it later on. Similarly, Somnuek (2007) point to the action research is the systematic action process. The researchers and people concerned have their participation in operation and analyze the result from the above cycle; planning, action, observation and reflection with many times within cycle until could make the conclusion of solution and can solve the problem.

Furthermore, Prabripu (2005) indicated the procedure of Participatory Action Research as hereinafter:

(1) Study the context: the researcher will indicate the location to make the social contract. The Information of Community Development Officer will persuade the villagers to participate in the research activity.

(2) Define the problems: the researchers conclude the questions and problems and explain about the objectives and common goal to participants. Besides, the community development officers will interpret of the problems, analyze completely to the result of research. And villagers will participate in activity by giving the information and opinions/needs. The researchers will need to create the role and importance of their participation in the research process especially in the procedure to define the problem with the people in the community, it is important that the researchers must pay attention to this step to get the real information from community before going to another steps.

(3) Plan action research: the researchers will make the procedures of research by giving the details and duties of each related group. There would be also the plans to improve or modify the methods of research. The communication development officers will participate in the research by following up in every procedure and verifying the result of operations if there is something wrong, mistake or not in the objectives planned. Besides, the villagers will participate in the action research plan and check whether they are satisfied or not.

(4) Follow up, verify, adjust and correct the plan. The researchers will consider to adjust and revise the participatory action research from the information of every group and make the adjustment as appropriate as possible to achieve the goal. In general, the community development officers will participate as well in the verification of result of research and evaluate if it is achieved or not. For the villagers

or people, they will participate in acknowledge of adjustment and give their feedback of satisfaction and achievement of research.

(5) Conclude the research: The researchers will conclude the result of research and compile it to be issued and released. The community development officers will acknowledge and evaluate the research result such as is that research achieved to common goal or not, there were the problems and obstacles during the procedure etc. Regarding to the villagers, they will give the feedback of their satisfaction about the research and also other opinion.

In this research was applied PAR process tries to comprehend participatory process in developing the learning network of community enterprises by emphasizing on participation rendered by every concerned party regardless of commissions and members of golden dried longan community enterprise groups, groups of researcher, community leaders, local administrative organizations, government sections and associated organizations in order to cooperatively develop, to cooperatively combine groups as a network, to cooperatively solve the problems occurred from its operations, especially, golden dried longan processing activities, and to cooperatively maintain the network under the circumstances.

2.3.3 Facilitator and Facilitation Process

Vasri (2002) mentioned in the magazine named “Mor Chao Baan”, issue no. 275, March 2002 that the facilitation means coordination process to think and do the activities together. This meaning was given by General Dr Taweesak Nopkesorn. He stated in the book of “Facilitator and Farmer Crisis” that the facilitator is the intermediate who will organize the meeting or training conference of villagers or community to get the systematic thinking, freedom of opinion and can communicate honestly each other to know exactly the needs according to participation learning process. Moreover, the facilitator will help to build the good atmosphere of relationship, sincere coordination and destroy the traditional obstacles which cause the inefficient communication. The facilitator helps the members in group have opportunity about the opinion exchange, experience reflection, problems and solution finding. It stimulates the members of group to listen the opinion of to each others, creates the topics, plan the project etc. by supporting the systematic thinking in the

members of group. The facilitator is like the director, coordinator, observer, catalyst, good atmosphere setter, the person who facilitates and make the horizontal communication happens and learning coach etc.

2.3.3.1 The Roles of Facilitator

The facilitator might be the member of working group (who is owner of problem which will be debated) or be outsider (no need to understand the problem or organizational context but this case may be the person who has the skill of facility). The facilitator is very important thing to help the participants understand what they are learning, how people can solve the problems etc. According to Marquardt (1999), there are many roles of facilitator, as follow:

- 1) Coordinator: Communicate with the head of group and give the suggestion to choose the problem and member of group.
- 2) Catalyst: Persuade to do the different thing from the past and lead to behavior analysis (very popular in the step of group beginning).
- 3) Observer: Pay attention to group process that what they are talking about.
- 4) Atmosphere setter: Set the good atmosphere into the group for efficient communication.
- 5) Communicator enabler: Assist the members about skill for giving or receiving the information, opinions and experiences.
- 6) Learning coach: Assist the members to know how the experience important is, the experience is like the learning resources etc. Also assist the members to be responsible for learning and self-development of member.

Furthermore, Supachutigul (1999) said that the most important role of facilitator is to respect to time, manage about people and conference process, like the traffic policeman who judge and respect to time at the same time. Here below are the roles of facilitator from the sight of :

- 1) Control the group into the same topic of discussion by interrupting or warning the members that what is the exact target of team.
- 2) Stimulate and give the opportunity to everyone about participation.

3) Control the traffic: this is the hardest role of facilitator who will inform to members who is speaking to conclude the topic or with concise information and let the other person to talk about opinion.

4) Be the time counter of each topic. The facilitator should inform to debater when the time is over and ask the opinion of attendee/board if they need to extend about that topic or talk about that topic later when the meeting is finished or change anyway to another topic.

5) Propose the choice of meeting in case of the conference goes not very well or without efficiency. The facilitator might ask the team to consider for other choices of meeting such as brainstorm instead of discussion.

6) Protect the opinion attack and calm down the argument of discussion.

7) Manage about all problem of people such as inappropriate behavior of the member.

8) To be neutral when disagreement happens. There should be a mediator or a judge. The facilitator can do this duty better than the leader because the leader is not the observer and usually concentrates in the topic and details of meeting. While the facilitator concentrates in conference process only.

2.3.3.2 The Qualifications of Facilitator

According to Marquardt (1999), facilitator should have the following qualifications, as follow:

1) To be a person who tries to develop their own skills including the skill of the person in team for personal mastery.

2) Understand in group process

3) Understand very well about feedback management

4) Pay attention to team learning process

5) Be neutral, independent, fair and generous.

6) Have the democratic mind, be generous, focus on participation and accept the various differences, be not dictatorial for supporting the shared vision.

7) Have the System Thinking

8) Be creative and be ready to adjust and change the mental model.

9) Be the good observer who is sensible about emotion and feeling of people and ready to give the opinion or knowledge if necessary.

10) Have a good emotion, be calm, gentle mind, not hyper, and have the Emotional Quotient (EQ).

11) Be happy and curious during interaction of learning.

12) Pay attention to human-human communication process and society especially two way communication.

13) Dare to make decision and take high responsibility.

2.3.3.3 The Necessary skills of Facilitator

According to Supachutigul (1999) point to the necessary skills of facilitator as follow:

1) Question posing: it is an opportunity for members of team to show and share the ideas and get the common understanding. It is the most important thing to make a success of team. The guidelines of questions are:

1.1) Open-ended question, it is allowed to the respondent to give widely and freely their opinion.

1.2) Greater Response Questions, Probes, it is a kind of question to go deeply in details.

1.3) Redirection Questions, the person who poses the question needs the various responses for participation.

1.4) Feedback & Clarification Questions, Summary Question.

1.5) Reflective Questions, Feeling Questions

1.6) Closed Question

2) Listening: Listening is a skill of facilitator. The good listening will stimulate the team to share their opinion and show that you give the importance to the opinion of your team.

3) Observation: Observation is the action to observe some behavior during conference. The observer might be the facilitator or the leader. The objective is to stimulate or interrupt and control the group in appropriate behavior.

The guidelines to be the observer are:

3.1) Do not participate in the details of discussion. The observer should have the seat separated from the discussion group. Do not concern in any discussion and must pay attention to only the method of discussion and interaction between members.

3.2) The presentation of observation. The observation should present just only what the observer heard or saw, not to be the representative of other opinions. The presentation should be listed as per happened matters or list of observation.

3.3) The result of observation should let each person to present their observation and see if it is different from what the observer found or not.

4) Effective Coaching & Feedback: Effective Coaching & Feedback is the feedback to someone to know their action. The guidelines of Effective Coaching & Feedback are:

4.1) Accept the feedback. The skill of effective coaching and feedback is necessary for improving the meeting or conference and interaction between members. The members should make the deal that the effective coaching and feedback is the best way to improve the participation.

4.2) Observe the behavior of members. The facilitator and the members of team should observe that which behavior is advantage for team and which behavior causes the members of team are not happy and get the conflict into the team.

4.3) Analyze the target, person and place. The target of effective coaching & feedback is to admire the good behavior. Regardless the bad behavior, the observer should make the person analysis. The place to give the feedback for good behavior should be in the public place. For the bad behavior, it should be person-person feedback giving and not in public place.

In this research the facilitator helps the members in group have opportunity about the opinion exchange and like the director, coordinator, observer, catalyst, good atmosphere setter, the person who facilitates and make the horizontal communication happens and learning coach.

2.4 Small and Micro Community Enterprise and Small and Micro Community Enterprise Promotion Act, B.E. 2005

2.4.1 Small and Micro Community Enterprise (SMCE)

Small and Micro Community Enterprise Promotion Act, B.E. 2005 defined the meaning of Small and Micro as per Article 3, that it is activity of community about production, services or others which are under the management of the team of people who know each other and coordinate to make an activity. No matter it is juristic person or not, to generate income and self-reliance of the family and between community and community according to the rules prescribed by the board.

The Department of Agriculture Extension (2006) explained that Small and Micro Community Enterprise is the business of the people in the community with creative management of community budget to response the self-reliance and sufficiency of family and community. There are two types of Small and Micro community enterprises; Basis community enterprise and Advance community enterprise. **Basis community enterprise**: is about the production, processing, and to take action to help families and communities to meet the basic needs. While **Advance community enterprise**: is the systematic operation of a modern style by using budget and technology to meet the community needs, network and mass market.

According to Nuntasuwan (2001) gave the definition of community enterprise that it is the business of the people in the community including the thinking process, production/resource/budget management etc. by local wisdom for good income and welfare in community. It focuses on the social benefit of community rather than the pursuit of profit maximization. There are 7 elements of the community enterprise:

- 1) The community is owner. The outsiders may be involved with the community by shareholding or provide assistance but not in a large shareholding and cannot take the decision.

- 2) The product of process in community might come from outside if necessary but the first priority is to use the local resources as much as possible.

- 3) The creation is innovation of community to develop the potential of knowledge and local wisdom. If the community has its appropriate learning process,

the member of community (villagers) will have their confidence to create the new things without idea copying from others or success formula.

4) The community must have its local wisdom and uses it by modifying to be up-to-date and mixing with new knowledge or with international wisdom.

5) The implementation of an integrated approach in community which links systematically with activities, good coordination, strength of community and mutual relationship in community.

6) Learning process is the heart of development process. The community enterprise should come from base of knowledge (not follows on social media)

7) Self-reliance is the first target and the most important for community enterprise (not profit). It must be focused first before moving forward to business development.

Moreover, Phongphit (2003) gave the idea that the community enterprise focuses on learning process and thinking method the most. The happened problems are not about production due to the community can produce so many products and cannot release their product to markets anymore. The main point today is not production method but it is actually the thinking method. If the community does the monoculture: there is only mono-problem. But if it is the Integrated Farming Agriculture, there will be enough products for member of group and then we can develop to business management. When the community can rely on itself, then it can produce the products more than market needs. The community enterprise should commence from small group before being to the bigger one. Need to rely itself first, do the alternative products which can find in the market as much as possible. Learn and study very well about management and market system before releasing the brand new products to the market.

Furthermore, The Community Enterprise Institute (2004) stated that the community enterprise has its own model covering the activities as hereinafter:

1) The processing or product development from product of community – this activity follows from production of agriculture to rely itself of community and add the value of product from farmer of community / network of community organization.

2) The development of product from resources and local wisdom such as healthy drink, local fruit wine, processing of local vegetables and fruits, herbal

medicine products, folk craft products, touristic sites (agricultural nature), museum of community etc.

3) The development of product for supporting the self-reliance of community organization and network of community organization such as fish sauce, shrimp paste, fertilizers, equipment, foods, herbal medicine products etc.

4) The development of marketing system / Services and community welfare such as mini shops, shop (local market) in community, entertainment places and health care centre etc.

When the community organization or network, develop completely the community according to 4 activities with systematic and continuous link, it is called “Small and Micro Community Enterprise System”. (Phongphit, 2001).

2.4.2 Small and Micro Community Enterprise Promotion Act, B.E. 2005

The community enterprise groups which have applied for registration at the Department of Agricultural Extension since 14th August 2005 onward, the Department of Agricultural Extension must do the assessment of community enterprise within 90 days after having been registered and approved.

2.4.2.1 The Roles of Agencies from Public and Private Sectors to Support the Community Enterprise

Payomyong (2001) stated about the roles of agencies of public and private sectors in supporting the community enterprise. There are 3 concepts as follows:

1) Decentralization – means the agencies or community have authority to decide widely about the direction and method to do the activities. The decentralization is a good way to stimulate the community for creation and efficient management of the local resources.

2) The participation of people – means the process that supports the local people participate in the development by giving the importance to the development of people. To plan the development project must be under the facts and needs of people. The strategy is to give an opportunity to people in participation of community enterprise. That would strengthen the community.

3) Civil Society – this concept comes from the complex problems of society and cannot be solved by only one person. The community raises their awareness and

gather together to be group or organization in shareholding way and help each other to solve the problem or do something to achieve the target with good relationship in group under the network of linking operation system.

So the role of agencies to support small and micro community enterprise is the decentralization of people participation. The Civil Society makes the member of community be conscious to establish the group / make decision, have its own direction to solve the problem for self-reliance.

2.4.2.2 The Roles of Department of Agricultural Extension to Support of Community Enterprise

According to Community Enterprise and Small and Micro Community Enterprise Development Act, 2005, it referred to the Department of Agricultural Extension as the center of operation for supporting the community enterprise. The duty is to certify the status of community enterprise and network and be the Secretariat Office of Community Enterprise Promotion Board which will be followed up then by Agricultural Extension Office or District Agricultural Office who have 3 parts of duty:

- 1) To be the agency for Enterprise Registration / cancellation / stop the business
- 2) To be the Secretariat Office of Community Enterprise
- 3) To support the development of community enterprise and network

According to the intention of Act of Parliament, the concept of development in community enterprise comes from the basis of the development in agriculture community. Nowadays, the completion of strengthened community, it will lead finally the community to be the bigger entrepreneur of the business unit such as Community Development Department, Department of Industrial Promotion. Besides, Department of Agricultural Extension must manage about the development and integration of the operation in community starting from production capacity until the operation of community enterprise for the self-reliance in community.

2.4.2.3 Administration for Supporting the Small and Micro Community Enterprise

The Department of Agricultural Extension (2005) indicated about the policy and direction to support / promote the community enterprise as hereinafter:

1) The promotion / support of community enterprise will be in the integration of the agencies and all participants. It coordinates and supports the strength of community and self-reliance. The Department of Agricultural Extension will be the centre for managing about coordination of the participants.

2) To apply the registration of community enterprise and network, it depends on the willingness and readiness of community. The Department of Agricultural Extension must give the information about the privilege, procedure about the application of registration to be community enterprise.

3) The officers of public and private sectors should have these 3 duties to link with community enterprise:

- Facilitator: the person who assists and links the people in community to work efficiently together. This duty is just to facilitate the process (not concern to give direction, ideas to any group)

- Catalyst: the person who gives the suggestions, makes the community's confidence, analyzes the information collected by community, tells the weak point or some fault, proposes the solution and follows the result about the report which community presented to outside agencies.

- Networker: the person who links the good relationship between the members.

4) The support of community enterprise will be focused on learning process , potential of community development, budget administration such as money, resources, wisdom, tradition and self-reliance.

5) To develop the information system of community enterprise and network in order to be linked between community enterprise and supporting agencies.

2.4.2.4 Direction to Build the Learning Network of Community Enterprise

Nuntasuwan (2001) point out the community enterprise: it is a business that community manages creatively their own budget for target of self-reliance. The community enterprise happens from the plan making and it is linked to the economic activities (to know how to use the resources, local wisdom etc). The community is the owner of business and focuses firstly on the welfare and self-reliance of community before making the business larger to external market. The small and micro community enterprises can share the learning and mutual assistance to each other by using network. The network is the coordination between people, groups and organizations which have the same or similar activities and link each other to extend the result of work or concepts to the other groups and organizations for solving the problems by using the process of learning exchange. The participation and group process are the main factors that will lead the community to the change of objectives for common goal.

Similarly, Nuntasuwan (2001) also stated that the network building should come from when there is the problem or redundancy of social surrounding which expands over the capabilities of community to manage it. This will give the chance to develop the potential of groups in the network. The operation of network should have:

- Members of network
- Common objectives
- Common duty of members
- Participation in activities and learning exchange of groups
- Interaction and communication between groups
- Support process
- Equality
- Benefit sharing

These can assume that the network is the important tool of knowledge management which is systematically distributed the information and experience and this, exchanges the learning to modify for the efficient administration.

2.5 Related Research Project and Findings

According to the discussion on learning network and community enterprise, it could be related research as follow:

2.5.1 Learning Networking Process

Sungsawang (2005) have studied about the network of learning process of Songkhla Village Restoration Association and found that this village is a model of operation. The operation and procedure have been managed by village organization. It is the centre of opinion and experience for continuous learning process. However, the structure establishment does not emphasize on form, but on the substance of information, learning process and networking operation. This makes the flexible rules drafting for members to operate efficiently. Songkhla is the first province where has the clear form of management in community organization. Since the end of year 1989 until present day, the head of village and network leader still always meet each other. They agreed on Mr Klao Kaewpetch's opinion (the leader of Saving group and of Na Wah community) saying that "...one man cannot solve the problem of family level, one family cannot solve the problem of community level, one community cannot solve the problem of sub-district level, one sub-district level cannot solve the problem of district level, one district cannot solve the problem of Province level, one province cannot solve the problem of provincial part level, one provincial part cannot solve the problem of country level and one country cannot solve the problem of World level..."

Similarly, Sungsawang (2005) studied about learning network of Hug Muang Nan group and found that Hug Muang Nan network is a local organization which uses the temple to be the centre of community and link with the way of life, environment and natural resources. It focuses on group rather than on institution. It is not the organizations which has strict rules but uses the heart and consciousness for participation. Moreover, Sungsawang studied also the charity network in Phayao and found that teacher Mukda, who formed with villagers and made the sharing learning happened, concluded the report of failure of Saving groups and organizations in the past and then he established the learning network for exchanging the experiences and finding solution. Charity Centre is not only the centre of network for sharing

experiences, opinions, problems and solutions but it is also the coordination both of private and public sectors for community profit with independent operation.

According to Phongphit (2005) studied about network of Mai Riang Sub-district, Chawang District, Nakhon Si Thammarat Province. This community has been established nearly 100 years ago. The rubber farmers faced with the crisis of very low rubber rate, they tried to find the solution by establishing a network to build the Rubber Processing Factory by themselves. With that concept, Mai Riang Sub-district decided to coordinate with 10 communities for exchanging the learning and finding the rubber's problem. Each community has its own small factory, starting with project named "The project of agricultural development of Nakhon Si Thammarat". This project is the first learning process. The village foundation organized the workshop / training trip for the head of village to go to study about Rubber management, rubber processing in the centre, the South and East of Thailand and come back to his village for giving all information / management to his village. This project in 7 communities has been later supported by Provincial Administrative Organization and Provincial Agricultural Extension Office. These communities became the network by starting from the learning of leader. There were the training and study visit about administration, management, wasted water treatment system and capital management. The meetings which were organized monthly in different 7 project areas. The network of Rubber in Nakhon Si Thammarat has finally established.

Mr Prayong Ronnarong is the first manager of Mai Riang Rubber Processing Factory, he is also the coordinator of network by using Mai Riang Sub-district to be the centre of integrated rubber learning. The Mai Riang learning network is the centre of information where can give any assistance about people's needs in every families and villages. The leaders will join together and analyze to the solution plan. In case of village cannot manage in what is over their capability, the related agencies will come to help. This centre will ask the collaboration from related agencies (both private and public sectors) and network organizations around Thailand. New process management should start with the leader's learning who have been trained and go to workshop / study visit. After having been trained and went to study visits, theses leaders will take those knowledge for developing their activities in community. The training and study visit should cover in these 6 aspects:

- 1) Organization and network development
- 2) Finances and accounting
- 3) Learning of community
- 4) Sustainable Agriculture and environment restoration
- 5) Fund and welfare of community
- 6) Community business and community industry

Nuntasuwan (2001) suggested that to establish the community with strength and self-reliance, we have to understand exactly how the social status is and should be established with here below the participation:

1) Unity: means to have the exact objectives and common purpose such as how solve the poverty problem in the community and bring the happiness into community etc.

2) Common concept and opinion: means to think and solve the problem by learning. Make the research data, find the budget of community and use their own budget rather than using from outside. Anyway, the people in community must agree and make that plan by themselves (not using the outsiders make the data and plan the project).

3) Cooperation: It is not only 2 or 3 leaders who will cooperate but everyone who must know the history since the beginning and cooperate in the survey of data of families and communities for solving problems.

4) The roles of each part: To make the working system (before / during / after) of operation. Coordinate with public and private sectors. Between community and network, if there is perfect management, the research process and development would be achieved sustainably.

Similarly, Nuntasuwan (2001) point out that the beginning of learning process: The heart of community enterprise is learning process. There are 2 important levels of elements for process management: The first level is the learning of leader and the second one is the extension of learning from leader to community. The learning of leader in first step needs learning forum. The leaders should be village headman, sub-district headman, member of local administration organization, chairman of group and knowledgeable people of community who will learn together.

Nuntasuwan (2001) suggested that the leadership will lead the learning process by speaking, reading, getting the information and learning when interact with facilitator and outsider. Regarding to second level one, it is learning from practice and from communication in community system (no fixed form). The roles of leader who have learned and studied in first level and extend then what they have learned to community, mosques, temples, coffee shops or do the activity with other people in community without fixed location or time. The learning of community must be linked continuously by these above levels in the process. The learning forum is the tool to know the community data for analyzing it to find the solution. That will cause the community master plan and activity of “community enterprise”

2.5.2 The Operation of Community Enterprise Groups.

Prabripu (2004) studied and analyzed the operation of a community enterprise, Baan Fai Moon blacksmith group, Thawangpha District, Nan province and found that the group has quite good organizational operation, standard skill and the product is on demand of low-end market. Moreover, it is only one big group in that area which produces this product. That makes almost all of local people in area use the products of group. But there is an important limitation. It is wooden charcoal which is the important raw material is quite hard to find at this current state. The shortage of wooden charcoal could lead to higher cost of production. Regarding to the potential of development, the group can develop their products to another style due to they have already the good skill of blacksmith from their ancestors including their behavior and their pride of the unity, local language, tradition etc., all of this will support the existence of group.

According to Soontong (2003), studied the Participatory Administration for Economic Development of housewives of Laem Khoon Village, village no. 5, Tron Sub-district, Uttaradit province and found that the group has the operation in the form of board. They will share the duty such as: Chairman, Vice-chairman, secretary, treasurer, information, purchasing department, sales department, quality control, marketing and administration. The group has a chairman who will monitor and facilitate about activity operation of big and small groups. The productions will be produced by family labor. Some groups might hire the labor from their own members.

That can assume that the village has their self-reliance and has the power to hire the outsiders by themselves.

Moreover, Soontong (2003) found that the group has the venture shareholders to find the budget from agencies to support the activity, provide the benefit (stakeholder) to the members, evaluate the cost of production and find the raw material. The production and technology process: the group has many processing products such as pickled fish powder, herbal tea, chili paste, herbal pickle fish and snack. Some product has been produced in duplicate way; there were then the problems such as war price of product from the same community and revenue / expense accounting etc. The suggestions to group about potential development: the group should have the exact roles such as continuous quality control, knowledge development, accounting etc. These roles will make the group be confident in their group management and administration.

Wongfai (2003) studied and assessed the operation of community enterprise: A study case of weaving group, Pah Daeng village, Nong Phayorm Sub-district, Tapanhin District, Phichit Province, and found that (in context and environment) almost of people feel like they are the owner of community business and there is the continuous and sustainable development. Regarding to import, there is the order from other resources and the capital comes from external sources. There was not much the internal source in group. In the process side, the groups join together and have its own administrative board, management etc. as per agreement of members. The production depends on the demand of market. The group always develops their knowledge and products. They have the suitable place for their management and have clear operation system. About the operation, the group has continuous development both of product development and marketing. But the distribution and income of members are not stable and not sufficient. After having established, the quality of life is better, the community gets more income from weaving by selling to tourists and study visit groups. The community can rely itself but the majority of group still needs the budget and knowledge of operation from outsiders. Almost of people still use the clothes from outside of community. Beside, the member of community has their knowledge about community enterprise at average level.

Atip-anun (2007) studied and assessed the strategy for community enterprise development, community self-reliance concluded that the development process of community enterprise for self-reliance has 4 aspects:

1) The development of organization administration such as reconsider and revise organization structure, roles, duties, regulations, agreement, data management, accounting, leader and member development, participation development, new generation training and meeting.

2) The development of products / activities such as study and analyze the production information, make the development plan which corresponds to potential in that area and market needs, find the knowledgeable people, collect the wisdom, knowledge, develop the process of production and processing for standard products, reduce the cost of production, increase the efficiency, preserve the environment, develop the packaging and manage the quality control system.

3) The development of marketing such as study and analyze marketing information, make the development, plan of marketing, survey market, test the products, expand the marketing channel, Sales promotion etc.

4) The development of network such as study and collect the data of network, make the integrated plan, define the roles and agreement, manage learning process (organize learning zone, study visit), test the plan and develop, make a plan of production and marketing.

Similarly, Atip-anun (2007) point out that there are 3 main factors which effect directly to the development of community enterprise for self-reliance.

1) Intrinsic factors (in group) : such participation, sacrifice, unity, cooperation of members and families, continuous activities, quality control, development of knowledge/wisdom, development of products/activity/marketing and potential of leader and members of community enterprise.

2) Intrinsic factors (in community): such the relationship between people of community, tradition and culture, structure of population in community, new generation and resource development, employment in community and income, participation of community about information and supported markets.

3) Extrinsic factors: such government policy, support system, network, market mechanism and transportation.

According to The Sukhothai Thammathirat Open University (2008), studied and assessed the research project on development of community enterprise in accordance with the sufficiency economy concluded about related factors of community enterprise development as hereinafter:

1) Related persons are the groups in community such as occupation groups, saving groups, welfare groups, government agencies, preservation groups, health groups, temples/schools, private organizations, source of funds, community leader, local administration organization, education institute etc.

2) Intrinsic factors: they are chairman and members, economic status, administration (objectives/plan/work sharing/operation/conclusion), fund, learning exchange (study visit/test), participation, knowledgeable person, local wisdom, resources and environment, information, development of quality to be standard, new generation.

3) Extrinsic factors: they are production factor, natural disasters, support from outsiders, community leader, local administration organization, network linking, quality certification, competition, middle-man, bargaining power to market and participatory action research.

The Sukhothai Thammathirat Open University (2008) suggested that the basic development of community enterprise starts from the study about impossibility which is developed from local wisdom on local resource basis for meeting the needs of people in community and will be expanded later to the outside communities. This is about the focus on self-reliance first before going to the outsides. Starting from small business and expands carefully to the bigger market with clear communication, clear objectives and development plan including clear rules within group. There would be also transparent management, fund raising within group, fair distribution of benefit, appropriate learning process such as: study visit to the achieved groups, training, searching of new local wisdom for product development, selling the product in local market, assessment etc. The advanced community enterprise development is the assessment of done research, search the solution, study visit for extra knowledge, product and service development, expansion of production/service/market, protection of occupation and way of life, standard quality control, establishment of learning network, production, external and internal marketing, fund administration,

preservation of natural resource and environment, community development to be community enterprise model. Moreover, there are so many guidelines about the processing as hereinafter: Discover and collect the local wisdom, study the efficient resources of community to be used in processing on local wisdom basis, focus on the needs of community, find the prominent point of product, seasonal product which is correspondent with market needs, expansion of production, packaging development, development of various products to be the supplementary products, development of hygienic condition of factory, machines, equipments and development of product to be guaranteed the standard quality.

Furthermore, Viboonpong (2006), studied about strategies of community enterprise and found that it is to support and strengthen the community to be self-reliance. The people in community cooperates each other to be an organization or group for managing efficiently their funds with creation of productions, processing, saving and welfare of community. There are 7 characteristics of community enterprise:

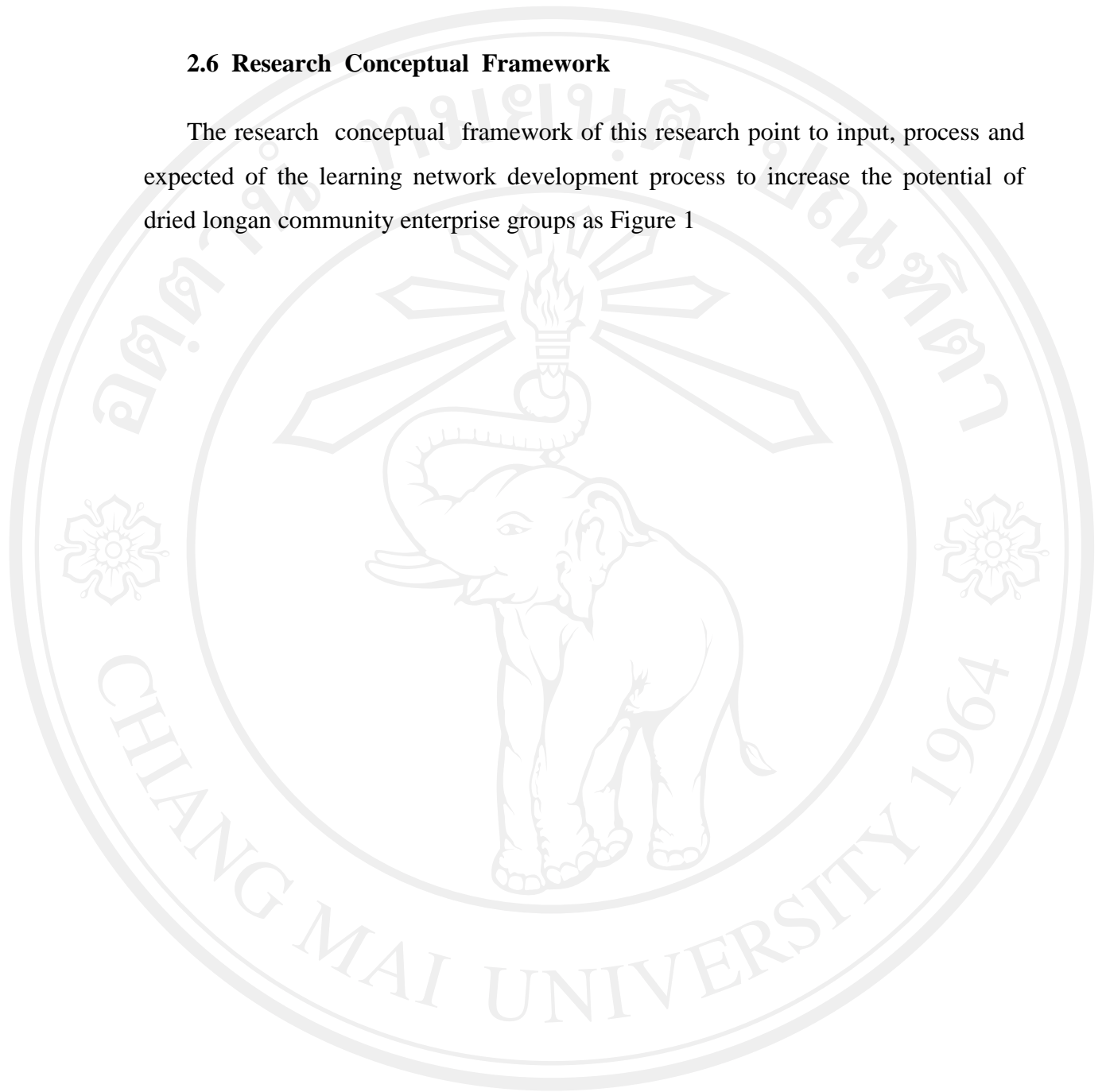
- 1) The community is the owner and main operator
- 2) The products are made from community process
- 3) The creation of community
- 4) The using of local wisdom by mixing with international wisdom
- 5) The integrated management system
- 6) The learning is the heart of process
- 7) The common goal is self-reliance

The guidelines to be community enterprise for self-reliance:

- 1) Do not rush to register to be community enterprise
- 2) Select the group which has appropriate property and intention to be developed to the community model.
- 3) Support about knowledge as it could make the community can rely itself.
- 4) For the registered group who has not some appropriate property as per standard level, the agencies should change the property to be correspondent of community enterprise standard.
- 5) Support the establishment of community enterprise.

2.6 Research Conceptual Framework

The research conceptual framework of this research point to input, process and expected of the learning network development process to increase the potential of dried longan community enterprise groups as Figure 1



ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่
Copyright© by Chiang Mai University
All rights reserved

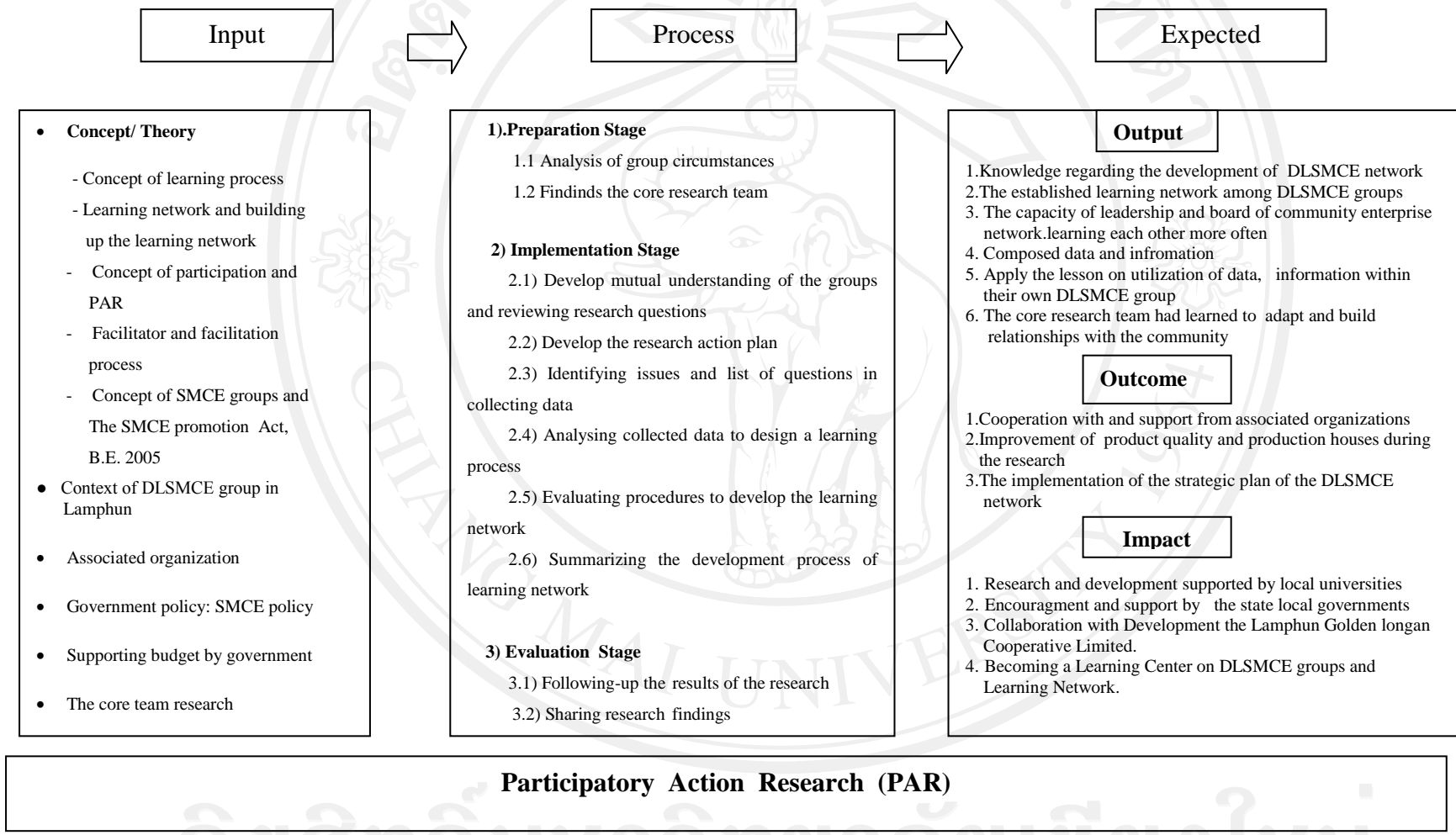


Figure 1 Research conceptual framework