

(PWD), and the Provincial Organization Office in each province per 1,000 square kilometers of its land area.

#### **Criteria 7 Overall development**

Apart from all above-mentioned criteria for the selection of the case-study provinces, the overall level of development is another criterion, which is introduced to represent factors that cover the factors not-covered by the criteria above. Examples of all these factors covered under the overall level of development are the size of provincial economy, level of income, incidence of poverty and level of education. The per capita Gross Provincial Products (GPP) is used as the indicator of overall development in each province.

Following the selection of the four provinces, two Tambons in each four province are selected. The selection was made by provincial governments in consideration of:

- Choice of one with more advanced level of overall development and the other with medium level
- Both with different outstanding OTOP products

Then, following eight Tambon are selected for case study.

**Table 2.2.1 Selected Case Study Tambon**

Province	Tambon	Level of Development	OTOP Products
Lampang	Ban Pao	Advanced	Kao Tan rice cake
	Hua Sua	Moderately advanced	Artificial flower
Buri Ram	Putthaisong	Advanced	Silk fabric
	Pa Kiab	Moderately advanced	Tourism spot at rubber spillway
Ang Thong	Ban Hae	Advanced	Royal doll, Banana chip
	Chai Yo	Moderately advanced	Medicinal herb
Nakhorn Si Thammarat	Gam Loan	Advanced	Natural dyed batik, Medicinal herb garden
	Thon Hong	Moderately advanced	Dried betel nut

## **2.3 Case Analysis of Selected Study Areas**

This section undertakes a detail Case Analysis of the Selected Tambons, which illustrates how these Tambons and people are like, and gives implications for HRD in rural areas. The salient features of Case Study Tambon that the Team observed are highlighted as follows:

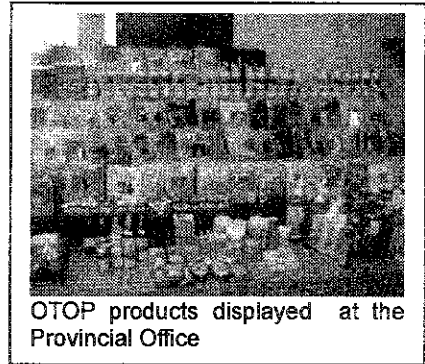
**Table 2.3.1 Salient Features of Selected Case Study Tambon**

Province	Tambon	Salient Features
Lampang	Ban Pao	OTOP network among women leaders.
	Hua Sua	Pilot CEO administration system of Amphoe Mae Tha with Computerized Information System (CIS), and Model village as self-dependent community.
Buri Ram	Putthaisong	Mulberry and silk promotion led by young knowledgeable TAO president.
	Pa Kiab	TAO capacity needed, and leading role of facilitators.
Ang Thong	Ban Hae	Active women's group activities, and a leader motivating to grow a new leader.
	Chai Yo	Agro-tourism, and people to people learning led by lady leaders.
Nakhorn Si Thammarat	Gam Loan	Community tourism, and integration with tourism led by young U-turned leaders.
	Thon Hong	Strong community, and learning and environmental awareness.

### 2.3.1 Cases in Lampang Province

Lampang is a mountainous province. Its agricultural land is limited to small, which accounts for 11 % of total land area. The irrigated area is 6.3 % of farm land. The average farm size is only 11 rai. Because of the smallness of farm size, its products are diversified as rice, sugarcane, maize, peanuts and beans.

The feature of Lampang province is **CEO governor system**. Under the system, all information is combined to the governor, and central ministries activities are reviewed according to geographical areas. He and provincial officials easily understand what are going on in each area on a map. Then, coordination of ministries in budgeting, planning, and evaluation and monitoring has been done. For example, duplicated training programs are combined into one program, which reduced 30% of budget. According to the system, paradoxically, a **top-down approach for bottom-up development** is taken. HRD are given top priority in the Vision of Lampang, as described *"All villages in Lampang will be self-dependent, and all villagers will be strong"*. Lampang province provides HRD programs to TAO for better utilization of Village and Urban Community Fund with involvement of various agencies and NGOs. The programs aim at revive the mental strength of the people in administrating the use of the Fund to the best benefit of all. While the programs planned to detach the rural villages from top-down administration, it is to be noted that of most concerned problems among leaders are the intervention and corruption by the community leaders.



OTOP products displayed at the Provincial Office

Another feature of province is handicraft and ceramic industries. Lampang has a good access to the handicraft center, Chiang Mai, where there is the potential of integration between tourism and handicraft. Lampang has a history of ceramic industry.

#### (1) Case of Tambon Ban Pao

**Tambon Profile:** Ban Pao, Amphoe Moun, has 11 villages, 1,728 households, and 7,440 people, having a total land area of 103 km<sup>2</sup>. The mainstays of the people are agriculture and wage earnings. The main agricultural productions are rice, field crops, fruits and ornamental crops. The major OTOP products of Ban Pao include the Kao Tan rice cake, ceramic dolls, dolls made from animal fur, handmade woven fabrics, etc.

The salient features of the Tambon Ban Pao are:

- **OTOP women's leaders network from traditional ceramic doll to rice cake.**

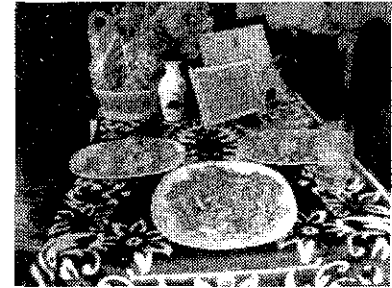
Tambon Ban Pao has an active network among OTOP women's leaders. Women's group has 7 groups and 142 members in total. Currently, the Kao Tan Group is the biggest and centered among the group. The activities of women's groups, from their early days, have evolved from agricultural production groups such as Soybean and Plant Seed groups to traditional Ceramic Doll and Animal Fur Doll groups, then to Kao Tan Group. Some members join 2-3 groups, and members always shift to new activities according to the markets. They have strong network and platform to exchange market information and the

future vision among groups. Their network has expanded beyond Tambon, and Apmphoe. The Kao Tan group has network with 17 groups outside provinces. These activities have been supported by facilitators like CD officers whose job is strengthening the community in administrative management and occupational building. As a result of successful OTOP products, the income of the community is increased by 70-80%. In addition, the community become strong. People, who used to follow government instruction before, can currently do various activities with their initiatives. TAO is also capacitated to able to manage their budget. The features of the groups are described as follows.

**Kao Tan Group:** This group stated in 1997 with 10 members, and its membership has grown to 110 members. The group produce watermelon flavored fried rice cake (Kao Tan) and its sales has increased because of the original taste of Kao Tan.



Kao Tan Group in Ban Pao



Kao Tan in Ban Pao

The group has quality control, accounting and management ability, and its sales has expanded from village and tambon levels to province and all Thailand. They utilized 50,000 baht of Miyazawa fund. The group has its outlets in Bangkok, Malaysia and Japan. Buying orders are sent to them once every 3 months. They earned about 2 million baht from selling their products in the Bangkok Exhibition Fair at Mounghthong Thani in May 2002.

**The Ceramic Doll Group:** The group was established in 1993 with mobilized fund from its members and a loan from the Government Savings Bank. The average monthly income earned by each member is between 3,000-6,000 baht. Training on quality improvement is needed. More exhibitions and publicity of their products in Bangkok and international markets are also needed. They had 40 members and has currently only 10 members. Most of the members left to Kao Tan group because of more profitable, and some of members join both groups.



Ceramic Doll in Ban Pao

**The Animal Fur Doll Group:** The group established in 1992. The leader is a lady who was a worker. She studied Teacher's college and studied the skill of making stuffed animal with animal fur. At the beginning, she took the products to shops for sales, then the sales gradually expanded. They got fund from group and loan. The group has 15 members and export to Switzerland. The group takes orders from the buyers who also provide them with the required designs. The problems are marketing and packaging.



Animal Fur Doll in Ban Pao

**The demonstration community convenience store:** The shop is owned by a community organization. A large number of merchandises at the store include products of the group, e.g.

the Kao Tan rice cake, crispy rice cookie, fried banana chips, ceramic dolls; and the day to day grocery types of goods like soaps, detergents, drinks, etc. The store provides the market place of OTOP products as well as provides daily goods to villagers.



Community Store displays OTOP products in Ban Pao

## (2) Case of Tambon Hua Sua:

**Tambon Profile:** Tambon Hua Sua, Amphoe Mae Tha has 12 villages of 137 km<sup>2</sup>, 1,688 households and 7,250 people. The major occupation is agriculture such as paddy, horticultural and field crop cultivation, and the supplementary occupation is handicraft. Amphoe Mae Tha is planning and working closely with the Governor in piloting the CEO administration. There is a Computerized Information System (CIS) at Amphoe Mae Tha, with Tambon Hua Sua being one of its Tambon. The system contains almost every information one would like to know about Mae Tha, its ten Tambon, 89 villages, 15,282 households, and 62,885 people. Among the eleven villages of Tambon Hua Sua, the well-known villages and their tourist attractive OTOP of Tambon Hua Sua are the colorful Teen-Jok dress decoration of Ban Nayam and the artificial flowers made from Sa paper of Ban Samkha.

The salient features of the Tambon Hua Sua are:

- **Pilot CEO administration system of Amphoe Mae Tha with Computerized Information System (CIS), and**
- **Ban Sam Kha as a Model village of self-dependent and strong community.**

**Pilot CEO administration system:** The Amphoe employ the integrated area development (IAD) principle which involves SAFPRI (Sector, Area, Function, Participation and Integration). There are 10 Team Works at Amphoe, Tambon and village levels. Among 10 Team Works, there is the only one on HRD to support strong people's organization. Detail planning is possible with the utilization of the CIS. Under the systems, TAO and occupational groups starts the TAO project supported by line agencies under the policy "people to be the center of the development". These activities are occupational development, supporting low income households, making tourism brochure, sport promotion and anti-fever activities, and education and religious activities. The following case of Ban Sam Kha is the good example of the full utilization and integration of provincial policies and programs with local initiatives.

**Model Village: Ban Sam Kha of Tambon Hua Sua:** The village is a Model Village, which is both self-dependent and has a strong community of 152 households and 656 villagers. Previously, indebtedness was a serious problem. Extravagant consumption on luxurious commodities like televisions, refrigerators, electrical fans, etc. brought about the debt. To cope with the problems, several people's forums were organized based on four visions: 1) mitigating materialism, 2) leading a simple way of living, 3) sufficiency economy and locally production of necessities, and 4) people's participation and unity, with the full utilization of

provincial vision and support.

The results have been reduced indebtedness due to local production of several new “import substitutes” such as bio-fertilizers, shampoo and dishwashing liquid, fermented fish and fish sauce, and bio-diesel as well as daily savings for debt repayment and research on how to reduce public debts. Presently, villagers at Ban Sam Kha are much better off. How they have joined hands in solving their own problems has been taken as a model for other villages to study and replicate.

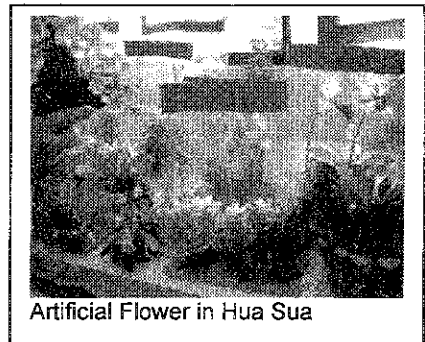
The Tambon has other group activities, and briefs on selected occupational groups as follows.

**The Wood Carving Group:** This group produces wood carving products most of which the products are in the shape of a horse. They have 40 male members. All are produced in the basic form for further painting and decorating in Chiang Mai. Each worker earns 120-160 baht daily. Initially, one member went the market where he got to know this working from the trader. Then, he introduced this working in his village.



Wood Carving Group in Hua Sua

**The Artificial Flower Making Group:** The group started in 1995 and produces flower made of soil. This group business was initiated by the husband of the owner who lives in Tambon. He comes from the South, introduced the processing, and found the market. They sell products in the domestic markets like mother's day and export to Sweden and Singapore. They have 30 members and 700 non-members from the various villages joining in the production. Most of them are male members. The group distributes the buying orders among all the members and supplies them with raw materials and designs for the production.



Artificial Flower in Hua Sua

**The Women Cloth Weaving Group:** This group produce traditional silk fabric with 46 members. They established the group by themselves in 1995. The products are for decorative purpose. They are used to provide more styles of classical look on dresses. Marketing of the products is the major problem because, currently, many groups produce similar products. Their marketing channel is quite limited. One channel is that they just waiting for customers and 1-2 persons per month happen to buy their products. Another one is that school teachers takes their products to Chiang Mai to sell for them.



Weaving in Hua Sua

**The Cattle Raising Group:** The group started in 1992 with 20 members. At present, the membership expands to 80 members; most of them are male. The cattle are raised on free pasture of a temple. The average price sold is 8,000 baht per cattle. Apart from the cattle raising, the members are also engaged in rice farming, sugarcane planting and other farming

activities

### (3) Analysis and Implications for HRD

#### 1) Group network development supported by facilitators

Tambon Ban Pao has become a strong community with occupational development support like OTOP. The key person of the group network is the lady leader of Kao Tan Group. She has participated in a number of training programs shown in a number of certificates hung on the walls of the group office. She has the ability to mobilize enough funds for establishing the group five years ago. She has shown her able leadership in working with the 40-member women's group. She has also shown her coordinating ability in getting assistance from several governmental and others agencies, e.g., CDD, Miyazawa Fund, in the form of several training programs organized for the group members; funds for buying an oven and building a convenience store. Factors of the development of network are: 10 years and more of experience of women's group activities from the traditional ceramic production, and effective support to community development, especially leadership development. However, the group needs packaging and marketing and financial support as usual we observed, which indicates more targeted business skill development is needed.

#### 2) Leadership of CEO Province for inter-minstrel coordination.

Tambon Hua Sua is one of the pilot areas of CEO system under which a top-down approach to bottom-up development is practiced. Several Team Works with involvement of various agencies are set up to undertake the targeted works with the Computerized Information System (CIS). During the meeting with the team, Amphoe and Tambon officials presented the data show with the powerpoint presentation utilizing the detail data that include the number and percentage of households in the four class by income size. With these coordination, TAO is under the process of capacity building to serve people. With organized information systems, there is a threat for a local administration to employ a top-down approach to control people. It is noted that a top-down coordination for bottom-up development is important.

Village Chief of Model Village, Ban Sam Kha emphasized the people-centered approach as a hint for success. *"Villagers are the base for development. People know themselves. People want to know ancient people not follow other country. Education is not only knowledge but also moral. Even if a bachelor or Master holder do not succeed if one forget these."*

### 2.3.2 Cases in Buri Ram Province

Buri Ram Province is agricultural province. Rice, sugarcane and cassava are the main products. Buri Ram province has drought and food problems in normal due to its not-enough control over water resources as seen in the irrigated rate of 5.6%. Major OTOP products are traditional silk fabrics and silk products. Agricultural processing and handicraft is not developed well. Substantial number of labor-intensive industrial plans are introduced in the province.

#### (1) Case of Tambon Putthaisong

**Tambon Profile:** Tambon Putthaisong has 17 villages, 2,046 households (HH) and 8,440 people. The mainstay of most people is agriculture. The majority of the people (84%) are farmers who are mostly engaged in rice farming. Others are engaged in silk production and weaving (392 HH), wage earning as hired farmhands, skilled labor and workers in industrial plants. Apart from the wet-season and dry-season rice crops, mulberry leaves and silk form the major agricultural production. There are 220 households with migrated labor outside of the Tambon, of which 34 are under 15 years of age, 76 are between 15-18 years old, and 187 are over 18 years of age.

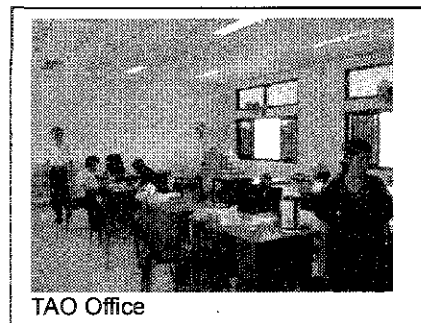


OTOP products market

The salient features of this Tambon are:

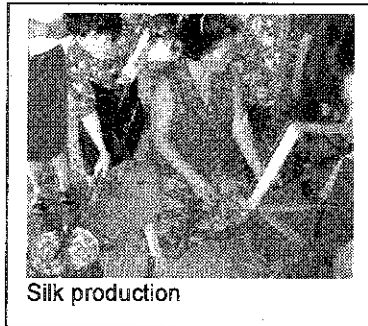
- TAO president herself, and
- mulberry and silk production.

Silkworm and mulberry production are supported by Agricultural Extension offices as demonstration place. TAO president is a young knowledgeable lady who is active to promote OTOP.



TAO Office

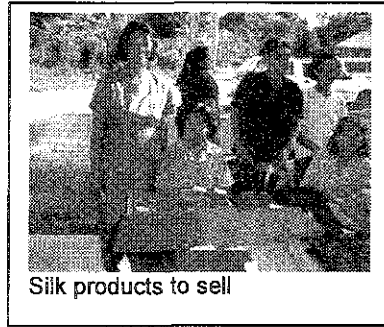
**The Silk Weaving Village** has a silkworm nursery where silk larvae are nursed before being sold to the members for raising and silk threading. This is the center place for information exchange among members, introducing new breed by extension officers and marketing where traders come here to buy. **The Women Silk Farmer Group** has 26 members. It earns an average monthly income of 2,000 baht from silk fabric weaving, mulberry tree growing and livestock rearing. Its leading problems are lack of knowledge and skills in marketing and designing. **Mulberry producer** has 279 members, 100,000 baht from TAO for irrigation. Their problem is water shortage.



Silk production



Silk weaving



Silk products to sell

Another activity introduced by Agricultural Extension Officers is the **Cattle Bank** that has 180 members. The cattle bank provides in-kind loans to villagers in the form of cattle and buffalo to be repaid on installment. Starting with 90 cows obtained free of charge from charity contribution in 1999, the Bank collected 90 more in the year 2000. On average, the selling price of a cow ranges from 3,000-7,000 baht each. During the 3-year fattening and breeding period, a fattened cow with two young ones may be worth up to 30,000 baht in total.

The Tambon has industrial plant, **Apparel factory**, which was introduced two year ago by NGO, The Community-Based Integrated Rural Development (CBIRD) founded by Mr. Mechai. Local administration prepares the land for factory, private company invests and NGO facilitates to link these two parties for the creation of more work here to prevent migration. This factory employs 200 young people from the Tambon.



Apparel factory employs 200 young workers

## (2) Case of Tambon Pa Kiab

**Tambon Profile:** The Tambon Pa Kiab has 17 villages, 1,914 households and 9,402 people. The mainstay of people at Pa Kiab is agriculture with rice being its major production. Other crops include sugarcane and rubber. Most people are fully employed during the 4-month period of rainy season rice crop, and normally unemployed or underemployed for the remaining 8 months. Of all the households, most of them are engaged in paddy farming alone, twenty households are engaged only in field crop production, and only a few households are engaged in livestock rearing. Agro-industry at Tambon Pa Kiab deals mainly with rice milling, sugar milling, and processing of some rubber sheets. Those engaged in trading and industrial enterprises are five and 18 households respectively. Cottage industry and handicraft are engaged by 194 households.

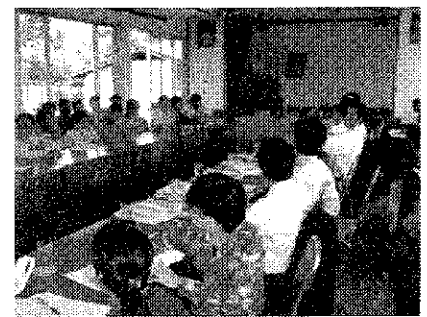
The problems considered serious to general development at Pa Kiab are: 1) lack of control of water resources for agricultural production, flood and drought from Moung river; low fertile soil; low marketing opportunity; lack of governmental support and coordination; lack of information; and migration of young people. About 300 young people are employed in foreign countries or elsewhere outside of the province.

**The salient features of the Tambon are:**



- **Capacity of TAO needed and,**
- **leading role of facilitators like agricultural extension officers in the development,** instead.

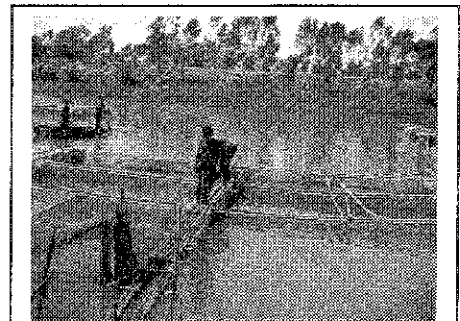
**TAO capacity need more:** The Pa Kiab Tambon Council has 34 members with 2 representatives from each of its 17 villages. The Administrative Officers of Pa Kiab TAO include the President, two members and seven employees. Lack of planning knowledge and potential in part of the TAO members and other local organization is said to be a major drawback to the process of bottom-up planning. Tambon Development Plan preparation is started with community meeting and sending Tambon meeting where TAO members are sitting together to discuss their problems and solution. Since much of the budget is from central ministries, even TAO prepares the Development Plan, most of the plan are not based on budgetary background. Currently, people's Organizations at the Tambon Level has been established with a training program organized to increase the efficiency of the 17 committee members. As of May 2002, TAO does not have enough capacitated officials and try to have by October 2002. TAO officers need knowledge and skill in management, accounting, technology and marketing.



Meeting with Aphoe and Tambon Pa Kiab

**Leading role of government facilitators:** On the other hand, officers from central ministries like Agricultural Extension Officers are leading in the development of Tambon. Their behavior is observed by the Team during the meeting with local people where government officers seat in front and TAO members seat in back at the meeting, which implies the strong leadership of the government officials. This is not the case in other Tambon that team visited. Agricultural Extension Office at the Amphoe Ku Mung has 8 extension workers including one female worker for home economics. Each officer is responsible for 2-3 tambon. Community Development Department at the Ampphoe has 3 workers for community organization and income generation. An extension officer advocates the policy should be bottom-up and sent to the central, not directed from the central.

He introduced the fish culture and has plan to introducing mushroom production and agro-tourism near the Ban Ka-waw Rubber spillway. The Rubber Spillway was constructed by the Ministry of Science and Technology more than ten years ago for irrigation purpose. Other than its irrigation role, he introduces income-generating activities (IGA) in the upstream and downstream areas of the.



Fish cage culture at Ban Ka-waw Rubber spillway in Pa Kiab

One IGA is the **cage fish culture** of the Ruby Tilapia or the Tab Tim fish since last year. About 18-19 fish farmers are engaged in this fish culture. The fishes are sold to CP (Charurn Porkhaparn) group. The net earning is 11,000 baht per cage for 4 months. Agricultural extension officer gave technical assistance, introduced the market and negotiate for farmers. Financial support was once made to the fish farmers by a British NGO.

Another IGA in the downstream of the rubber spillway is the **straw mushroom production** by a farmers group, also activated by the Amphoe Agricultural Extension Officer. The officer has an idea to produce canned mushroom by utilizing 1 million baht Village Development Fund in the future.

The Agricultural Extension Officer is also preparing **eco-tourism project** for submission to a Deputy Prime Minister presently responsible for tourist promotion. The plan is to construct a feeder road connecting the main road with the areas around the spillway. A number of hostels for home-stay or long-stay tourists are to be constructed along the bank of the Moon River, where the spillway is. More cage fish farmers will be invited to the area to entertain the tourists while adding more Tab Tim fish to their menu. He is discussing with British NGO for getting assistance for a fishing park.

### (3) **Analysis and Implications for HRD**

#### 1) **Need facilitation for self-reliant and local initiatives:**

In both cases of Buri Ram, the Team observed the crucial role of the facilitators in the development. This causes over dependency on the central government officers as facilitators, especially for Tambon Pa Kiab. In the case of Silk Farmers Group in Putthaisong which is more advanced in group economic activities than those of Pa Kiab, they mention the problems and needs for knowledge and skills in designing and marketing. However, everything needed for them such as technique, knowledge, materials, and facilities has been introduced by facilitators so far, then what they need is to think and do by themselves. They need for facilitation to be self-reliant and have their own initiatives. Their behavior is waiting for the gift; instead, they also need to have network with other areas to know outside.

#### 2) **TAO capacity building with full utilization of Village Fund:**

For TAO capacity, Tambon Putthaisong has got a young active lady leader. They start their own activities with their initiatives. However, for Tambon Pa Kiab, they are under transformation to be a new system, which need capacity building of TAO members and officers. Fortunately, Village Development Fund is available for every Tambon. In stead that those funds are distributed to the people individually, the fund can be fully utilized for their HRD and rural development. Currently, they have problem of lacking financial background for Tambon Development Plan. Instead of complaining it, they need to involve how to utilize the Village Development Fund into the process of Tambon Development Plan. So, they can get more interest of the people for the process of preparation. This process can grow the capacity, especially strategic thinking, of Tambon members and people, which contributing to the rural development.

### 2.3.3 Cases in Ang Thong Provinces

Ang Thong province is agricultural province with major products of rice and sugarcane. With 84% of farm land is irrigated, Ang Thong province takes its vision as *"Developing to be a rice bowl and water jar where its arts and traditional culture are conserved using existing resources in a sustainable manner."* Not only rice, vegetables targeted to Bangkok and export markets are promoted. Among the OTOP products, agricultural products are main products.

#### (1) Case of Tambon Ban Hae

**Tambon Profile:** Tambon Ban Hae has six villages with 7.23 km<sup>2</sup>, 545 households and 2,684 people. Of all the households, 497 (91%) are farm households. The remaining households are engaged in trade (4), wage earning (4) and other (40) occupations. Like other areas in Ang Thong, the agriculture sector of Ban Hae is affected by the migration of most young people to working at industrial plants in the neighboring provinces of Singburi and Ayudhya.

The salient features of rural economic activities in Tambon Ban Hae are:

- The women's group activities led by the Banana Processing Women's Group and the Leather Bag Women's Group, and
- The leader motivates to grow a new leader.

The Banana Processing Women's group with 36 members is the leading group. Their baked banana chips are good in taste and sell well at Bangkok, and got an award as an outstanding village product. This activity provides additional income source to the members most of them are women. They are registered to buy a share at 100 baht. This group also provides social activities to the community. They give back a part of profit to the community and employ to rehabilitate young man who has been once drug addicted. The member have been sent to be trained on the technique of dried banana. The leader of the group is a lady. She learned the food processing skill from training at the Kasetsart University in Bangkok three year ago. She started the activity after thinking for 2 years the use of salty banana to sell in the big city. She started her business with 77,000 baht of own capital and 85,000 baht of loan from Social Investment Fund. The loan was repaid within 5 years with no interest.

Their major problems are that they cannot meet the demand in quality and quantity. Their banana chips have large demand, but they do not



Processed banana at Ban Hae



Leader of the group of Banana Processing (right)

have the capacity to produce the amount to meet the demand. The quality is not standardized to meet the large demand of the higher quality market. They need technology and additional capital fund for their business expansion. Introducing new oven can solve some part of these problems, while they cannot afford it. Another problem is the marketing problem of pirating of Ban Hae trade name by other producers of low-quality dried banana. They need for good packaging materials. In addition, it can be noted that the leader has a desire to visit Oita in Japan to study OTOP.

**The Leather Bag Women's Group** has currently 25-30 members, starting with 10 members. They have male member and also provide the opportunities to school children to learn the skill. The leader of this group is a lady born and grown in this village. She is the new leader in the Tambon. She has working experience in a private factory in Bangkok. She also worked at bag shop in Chinatown and knows how to make, and how to sell bags. She came back three years ago after the economic crisis. After she came back from Bangkok, she was advised by **Banana Processing Group** leader and in sympathy with her idea to help elder people, then, start her business.

The group has received a loan from SIF at the amount of 100,000 baht without interest for 5 years and technical assistance from the CDD. The group has saving activity to have own fund at 2,200 baht per month each member. The member can borrow at the rate of 8%. She also receives 200 people who want learn the skill from Buri Ram, Sakhon Hakom, Supanburi, Ayudthaya so far. This village has other U-turners. Out of them, 5 men and 3 women back from Bangkok are working in the same group, and 10 people are working in the other group.



Leather bags and leader at Ban Hae

Apart from women's group mentioned above, **The Royal Doll Making Group** was founded with a view to providing supplemental income to the rural women. The Group has 70 members, each of whom earns a monthly income of around 5,000 baht.

The Tambon has also agricultural activities. These agricultural activities are done by, mostly, by men and utilize Village and Urban Fund (1 million Baht Fund). Agricultural extension workers play important roles in these activities by introducing technique and markets. **The Okra Producing Group** has 6 members each growing about 6 rai of okra. The gross earning is 30,000 baht per rai from 45 day of production. Okura production idea was introduced by agricultural extension worker 2 years ago. Okura produced is sold to TIM food Company by contract farming and sold for exporting to Japan. Timfood company is also introduced by agricultural extension worker. The members borrowed 20,000 baht from Village and Urban Development Fund. The problem is no young member involved. **The Broiler Producing Group** has 16 members, each of whom keeps his/her own individual pens of the 3-blood broilers for supplying to the TIM Food. **The Frog Raising Group** comprises 25 members whose net earning from a 180-day crop of frog is 3,000 baht per pen. Some members of the Group took a loan of 20,000 baht from the Village Development Fund.

## (2) Case of Tambon Chai-Yo

**Tambon Profile:** Tambon Chai-Yo has seven villages of 7.65 km<sup>2</sup>, 1,167 households and 2,888 people. Of the total land area, 4,623 rai are under agricultural production of which 3,845 rai (83%) is under crop production. Paddy alone covers 74 % of all cropland, leaving 11% under fruit trees and 14% under other crops. Of all the households, 234 (20%) are farm households. Tambon Chai Yo does not have a TAO. The reason is that its population is smaller than the minimum requirement to be a TAO. It, however, has a Tambon council and a Tambon Municipality.

The outstanding activities of the Tambon are:

- **An outstanding linkage among agriculture, agro-processing and tourism and**
- **People to people learning by Medicinal Herb Group.**

**Agro-tourism:** They produced brochure map that introduces 16 local specialty products under the support of Agricultural Extension Workers in June 2001. Outstanding activities attract study visitors to the Tambon, and this map introduces them other local specialties to visit.

One of the 16 local specialties is the product by the **Medicinal Herb Group**, the Chai Yo Women Farmers Group. The group has 18 members and the average income at 40,000 baht. The group was firstly initiated in 1989 with 18 members. Its members have been trained on the production of salted duck eggs, Chinese sausage, peanut snack and products from water hyacinth. Since 1999, the current leader was elected, the Group has developed into an outstanding local group to process medicinal herb. The leader of the group gets the knowledge from Islam family and utilizes local resources to produce medicinal herb and household goods like tamarind liquid soup. For producing certain product, they buy at cost of 5 baht and sell the processed products at 800 baht at factory and 150 baht at wholesales. Apart from processed medicinal herbs, the group is also engaged in Thai traditional massage, the use of medicinal herbs for curing of diseases and for good health, and recycling of wastes for productive purpose. The group leader also provide training on food processing, packaging technologies, to those who are from another provinces. They received 400 people for training. The problems they have are the limited space for training and the age of the members.



Agro-tourism Map in Tambon Chai-Yo



Medicinal herb products in Chai-Yo

Another local specialty is bamboo bag produced by **Bamboo Bag Group**. This group has 50 members, setting up 13 years ago with 6-7 members. This group also received training of salty egg and Chinese sausage, then finally bamboo bag from Agricultural Extension Officer. At the beginning, they had a problem of bacteria in bag. This problem was solved by training that Agricultural Extension Officer gave fund for it. Currently, they export bags to Malaysia, Japan, USA and Singapore. Members are not worker but craftsmen. They receive their income according to the sales of bags.



Bamboo Bag Group in Chai-Yo

### (3) Analysis and Implications

The following table is the comparison of outstanding cases and the leaders of both Tambon.

**Table 2.3.2 Analysis of the Outstanding Case in Ang Thong Province**

	Ban Hae	Chai-Yo
Outstanding case	Women's activities: Banana Processing Group and Leather Bag Group	Agro-tourism and Learning with people's initiative by Medicinal Herb Group
Outstanding features	A leader grows new leader.	1) Linkage between group activities with agro-tourism 2) People to people learning with people's initiatives
Key Factors of Success	Leader's motivation and ability	Leader's motivation and ability; facilitators role
Profile of leaders	1) Motivated to create off-farm income for people 2) U-turned lady leader	Leader has good initiative and adaptive mind to use her knowledge to value added products.
Why they start?	Motivated to help people. Motivated by interaction with leader.	She wants to the member to have an additional income sources during off-farm season.
How to learn skills and knowledge	From the training at university.	Learn from Moslem family. Extension workers.
Fund sources	Own fund and SIF	Own and Village Development Fund
Problems & Needs	Capital to expand business to meet quality and quantity of the demand.	Prepare for future marketing and need young new leader.

From the table based on analysis, it can be said the following points.

- 1) **Key factor is a leader: good leader can fully utilize technical and financial assistance.**

As seen in the case above, the most critical factor of success is the leadership followed by facilitation and financial assistance. If there is a good leader, s/he can well utilize resource such as government technical and financial assistance.

- 2) **How have they grown? Motivation is the base.**

First, they have a motivation, then realize the ideas taking advantage of the interaction. They always think for solving the problems of people including themselves like off-farm

income generation, once they get ideas and/or hints from training and/or interaction, they utilize the hint to realize their idea by use of available resources. Where is these motivation come from? These are from the experience living the community from childhood.

### 3) **What leaders need more? Interaction with outside for wider vision:**

In the case of Banana Processing Group in Bang Hae, the leader has shown her ability in group management and leadership to motivate people, and her foresight on the need to improve the skills of group members. She, however, still needs to learn more about marketing, particularly on international market, product imitation and quality improvement. She needs knowledge and skill in packaging design, market alternative, exhibition information, etc.

The group has a constraint that they cannot expand production because of a lack of capital to invest in purchasing a new oven. She had not been able to persuade other group members to invites the group member to share investment budget. The group leader needs to go into more competitive market where she can learn more product quality and packaging. This could lead to increase their member confident to investment in the final. And she also needs more interaction with other group activity in the same aspect in order to exchange the vision and any outcome suggestion.

The leader of the medicinal herb-processing group has a good initiative and adaptive mind. This is proved by her efforts in adapting her knowledge in salty egg making for processing of medicinal herb products, which transform low-valued produce and even zero-valued weeds into high-valued medicinal products. The technique is in fact simple and generally known among those who are interested in food processing. What this woman leader has, which other women do not have, is the courageous and development mind that has helped generate additional income for farm housewives or women farmers who generally are underemployed during the off-farm season. Apart from what the leader has already had, she would need to have wider vision into the future demand of the products. With most of the products being in the form of sweetened pickles, the market is surely limited among those who can afford and like eating them.



### 2.3.4 Cases in Nakhon Si Thammarat Province

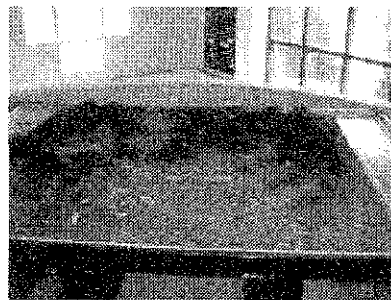
Geographically, Nakhon Si Thammarat Province is divided into the east and west by a mountain. The eastern part of the province is fisheries areas currently whose catch is decreasing. The western part is paddy areas with irrigation. The western part of mountain slope is rubber areas. The Provincial Government sets a direction of development of the province as developing people living independently, developing strong community, developing people, and being a center of the South. Nakhon Si Thammarat is known for **province for education**. In their provincial "Nakhon Vision", education comes first as expressed *"People always want to learn"* in poetical way in Thai. This Nakhon Vision is the product of collaborative and time-consuming work of people as described in Chapter 1.3. People are eager to educate their children; 90% of people go to higher education. People have environmental consciousness, as shown in the 1<sup>st</sup> prize award in the national Aforestation Contest in 2001. Four "P" policy of new forests including home forest (Pa Ban), upland forest (Pa Bok Pa Pruh); mangrove forest (Pa Kong Kang) and beach forest (Pa Chaihad) was launched in 1999. This province is advanced in economy as compared with the provinces of the Northeast and the North; many young people come to work here from these areas, especially from the North. Not as in the Northeast provinces, income disparity among people is noted as economically advanced area. As group activities, Cooperatives are active, currently 181 Coops, as compared with other case study provinces.

#### (1) Case of Tambon Gam Loan, Amphoe Lansaka

**Tambon Profile:** Tambon Gam Loan, Amphoe Lansaka has 10 villages and 8,627 population. Its total land area is 90.24 km<sup>2</sup>, 78% of which is under agricultural production. This land is allocated to fruit trees (20%), rubber (10%), paddy (1%) and others (69%). Of the five Tambon of Lan Saka, Gam Loan (44,076 rai) is only next to Tha Dee (45,093 rai) in terms of its agricultural land area. Farm households at Tambon Gam Loan account for 89% of all households. Most of them are engaged in fruit and other perennial tree crops. The rests are engaged in rubber, paddy and other agricultural production. Tambon Gam Loan is 1,800 m above sea level and surrounded by mountains. The areas offer diversified natural beauties such as various styles of waterfalls 200 kinds of ferns. There is Kiriwong Community whose hospitality of local people and their indigenous way of life attracts a number of visitors as "Heaven on Earth" or "The Village in Fairy Tale". The major OTOP products of Tambon Gam Loan are naturally dyed fabric, preserved food and medicinal herbs.



Meeting at Amphoe Lansaka



Landscape of Amphoe Lansaka



Amphoe Lansaka Office

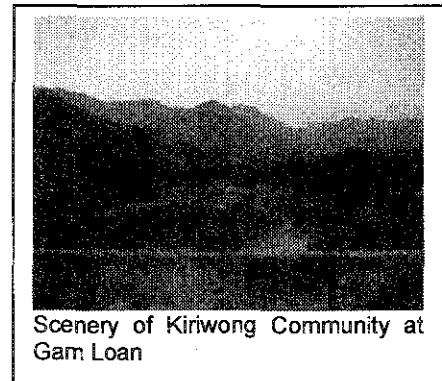


**The salient features of the Tambon are:**

- **Community tourism in the Kiriwong Community, and**
- **Integration between tourism and agro-processing led by young leaders based on strong community spirit.**

### **1) Community Tourism in the Kiriwong Community:**

The community comprises four villages of Tambon Gam Loan. Kiriwong village, one of the village of the community, is selected one of the model village of community tourism by Tourism Authority of Thailand (TAT) as described in Chapter 2.3. The aftermath of a hurricane in 1962 and the landslide of 1975 have urged the community to be more conscious on the need for saving. Since 1980, the Kiriwong Savings Groups have accumulated a total of 10 million baht in its account, which leded getting award of successful in organization. They have been called a **"Heaven on Earth"**. The great landslide of 1988 was the worst-ever natural catastrophe ever devastating the community and other villages nearby. A special community fund to greenish Mount Kao Luang has been initiated to close collaborate with related agencies and external organizations in conserving the forestry resources, reconstructing and protecting the forests surrounding the community area, and reforestation.



Scenery of Kiriwong Community at Gam Loan

A Natural Conservation and Development project was initiated with villager participation under the **Eco-tourism** program of the Tourism Association of Kiriwong Community in 1996. Two concepts were pursued in promoting the project. The first is for the villagers to **exhibit their rural life style and production to the tourist**. The second is the **conservation of natural resources** e.g. waterfalls as well as mangosteen orchards and/or durian plantation to which the villagers serve as tourist guides. The beautiful sceneries of the Kao Luang mountain range and other natural resources around it has accorded Tambon Gam Loan and its TAO with a great potential in tourism. Its rich watershed has served the communities and people downstream. This has given it the name the **"Roof of the South"**. Kiriwong community has two outstanding groups having integration with tourism those are Natural Color Batique Group and Medicinal Garden Group led by educated young U-tuned leaders. In addition, a young TAO president himself is noted to be his leadership. These are described below.

### **2) Integration with Tourism led by young leaders**

#### **Natural Color and Batique Group:**

This group produce dye colored clothes with 100% natural color. They have workshop where a number of young ladies are dying fabric and garment products with color from natural substances: pink color from the dry skin of mangosteen: brown color from the barks of Mai Lum Por wood; yellow color from the skin of jack fruit: and gray color from the mixture of a leguminous tree and the skin of another fruits. This group started in 1996 with 10 members as the first group to make dye color. They have currently 100 members. They have 1.5 million Baht of profit and their income is used for labor fee for dying (salary),

management improvement, public welfare to study, training, and administration.

The leader of this group is a U-tuned young lady born in the community, educated in the bachelor of home economics outside of hometown, and has working experience in Bangkok. She U-turned from Bangkok and practiced gardening before. Meanwhile, she found the problem of no income in dry season and came to have the idea of need for another income sources. She looked for sub-occupation with use of material available in Kiriwong, which contributes to protecting nature. She participated the leader school by government about protect nature. She found dying is appropriate way with natural leaves and provide technical training to the people. She and members did by themselves. She got fund from Thai-Aus 25,000 Baht for the group.



Young lady designing batique at Gam Loan

DIP supports Dye Center of marketing in terms of quality and style improvement. Currently, they have the Committee for checking quality and accounting, and marketing to Asia and Europe. There are 30 groups of dye color network within Tambon. They have gathering booth and talk each other to exchange knowledge, marketing information and orders, and products. They provide training within group and to students after 9 grade coming from outside. They know the threat to become like the silk product market where too much in the market and try to find further step.



Natural Color Dyed Batique at Gam Loan

### **Medicinal Herbal Garden:**

An integrated garden known in vernacular as "Suan Somrom" is the focus of the group. The garden is planted with a number of fruit trees mixed with different medicinal trees and intercropped with several medicinal bushes serving as covered crops at the same time. This group produce a variety of natural products like soap of mangosteen skin with beautifully wrapped with rubber leaves. They utilize local resources that used to be waste like mangosteen skin and rubber leaves. The package material of Mangosteena Soup is also beautifully designed and describing the culture and environment. This gives consumers ecological and environment-friendly images, which differentiates their products from others. The factory locates in the garden. They produce 20,000 soaps a day and sell at their shop in their garden and hotel by order. They export soaps to Australia, Los Angeles and San Francisco in USA, and Singapore. They also have wooden bungalow-type hostel available those who wants to stay. This garden started in 1994 by a U-tuned young leader. The leader is 41 years old, born in the



Medicinal Herb Garden at



Mangosteen Soap of Medicinal Herb Garden at Gam Loan

community, educated in Bangkok and has a working experience of NGO case worker staying in another village for 2 years. He has a wide vision and capability. After coming back to the community, he wanted to solve the poverty problem of the community.

### **Leadership of TAO president:**

TAO president is a young gentleman of early 40. He also serves as an Advisor to the Ban Kiriwong Eco-tourism Group. He is a **home grown leader** being farmer educated in Vocational School. He experienced youth group leader in his youth. He was Tambon Council member and was elected first TAO president. Currently, he has been in TAO president for 6 years in the middle of second year.



Souvenir Shop of Medicinal Herb Garden at Gam Loan

The role of the TAO is to coordinate and provide financial, administrative, political and other supports to the various bodies and groups residing and working in the Tambon. He worked out TAO development Plan with a series of committee meeting, and responsible for Organization of Community Center. TAO job consists of 3 parts: business, welfare, and tourism. Secretary from villagers support him to do these work. Tambon Gam Loan is selected one of the 20 best communities. TAO and group leaders have a high level of cooperation. Frequent meetings between the TAO officers with other concerned bodies and organizations as well as its residents/villager have helped solve their problems in a more efficient and effective manner.

The leadership of the Gam Loan people is based on community spirit which is characteristics of the Kiriwong community. The three young leaders of Natural Dyed Batique, the Mangosteen Soap Factory, and the TAO president himself are good examples.



Young Homegrown TAO President at Gam Loan

### **Learning activities:**

Despite the success of group activities in the processing, most of products in the Tambon is sold in a fresh form. They suffer from low prices of fruits and struggling to cope with the problem. Learning activities are active in Tambon. **Agriculture School** supported by Agricultural Extension provide an opportunity to the people to learn the topic they need. These are skill in together for solving problems, lecture on durian and lanbutan, and how to harvest. Programs give knowledge on durian processing, and loan. for 200 days with 2 class.

There are several forms and levels of education at Amphoe Lan Saka. They are both formal and non-formal education, starting from kindergarten to primary school, secondary school, high school and vocational school levels. At the higher level, however, only those outside of the community, mostly in Bangkok, are available. In general, high rate of literacy prevails with only 17 illiterates at Tambon Gam Loan. The problem is that most of the young graduates in either field, whose parents are engaged in agriculture, do not return home but join the government and other sectors in Bangkok or other bid cities.