

## **CHAPTER 5**

### **Conclusion**

#### **5.1 Conclusion**

##### **5.1.1 Analysis result for data of Chief Officers and staffs of the Royal Project.**

###### **1) The general socio-economics background of Chief Officers and staffs of the Royal Project**

Found that, most of Chief Officers and staffs of the Royal Project 91.6% are males, the average of is 43 years, 77.3% are Bachelor Degree graduated and the average working experience average 16.72 years.

The Chief Officers think that the elements of the success lessons are the specialist experts 73.7 % and research 68.4 %, respectively.

###### **2) The Royal Project operating model in a highland area development that can be taken as a lesson in the development of other highland areas found that ;**

(1) The ‘Working process’ of the Royal Project, all processes are in high level, particularly are Integrated operations with outside agencies and continuity of operations.

(2) The ‘Operation Plan’ of the Royal Project, all subjects are in high level, particularly are operational plans are set in advance, flexible plans that can be adjusted according to the situation occurred and implementation plan can be practical.

(3) The ‘Operation Manner’ of the Royal Project, the overall is in high level, particularly are work covering and social functioning and quality control and product standard are in very high level.

- (4) The 'Staffs' in operation which separated into central and area staffs, the Chief Officers are regarded all properties of the central officers in every subjects are affecting to the success in developing the highland area in high level, particularly are Expertise in the work and Sanity in service and support operations to the staffs in the area.

The properties of the area officers in all subjects are affecting to the success in developing the highland area in high level, particularly is Willing to assist with villagers at all times in very high level.

- (5) The 'Organization value and culture' of the Royal Project, the overall is in high level, particularly are working with honesty, working for the country and the people on highland area and doing a thankless in very high level.

- (6) The 'Farmers in the area', the overall is in high level, particularly is needing of the agencies to assist in the development.

- (7) 'The potential of the area', the overall is in high level all subjects are in high level; Climate appropriated to the operations, the terrain is suitable to do the operations and Contributing to the development of cultural traditions.

- (8) The 'Personnel / organization' the overall is in very high level, the persons affecting to the success in developing the highland area are H.M. the King and H.S.H. Prince Bhisatej Rajani, the president of the Royal Project.

- 3) The suggestion of Chief Officers and staffs of the Royal Project for taking the Royal Project success' lessons to the Extended areas of Royal Project area** is analyze community needs, suitability of working area with the community and development of operation models, including integrated with external agencies, next are Development of marketing for distribution and encourage the planting of the commercial crops and Development and instill a positive attitude in the workplace and dedication to work including welfare to establish morale of the staff.

**4) Analysis result of the success operating model of the Royal Project in highland development from focus-group meeting of the Royal Project Chief officers.**

Analysis result of 8 the Royal Project development center Chief Officers are as following.

- (1) **The Royal project success lessons**, the important are ‘Operation model’ which is public access to build communities’ faith result in making the operation successfully. The next is the knowledge which is promoting to transfer to the farmers such as GAP, the post harvest management, learning center and demonstration plots for interesting people.
- (2) **The Royal Project operation model**, the important are operating guidelines that H.M. the King had put such as reduction process, do the thankless job, hurry up, and help him help yourself. By operating the obvious goal is to ‘stop the opium, promote professional income, promoting environmental, reduce deforestation and shifting cultivation’. The working is with community officials to be embedded in a long and ongoing community for depth understanding of the conditions and by focusing on the needs of the community into the mainstream. The turnkey operations are from production to marketing featured marketing and ensuring to the farmers.
- (3) **Factors affecting to the successful implementation of the Royal Projects**, they are community’s characteristic, cooperation from the community, integrated working with government agencies and local agencies, performance out of concrete, staffs with expertise and experienced of work, various crops to farmers through the promotion of research and productivity, diversity, and quality.
- (4) **Suggestions for implementation of the Royal Project success lessons to the Extended Project**, it should be done in areas where there is a need for the development starting by building communities’ faith, embedded closer to community, give priority to

the basic needs of the community into the mainstream, do not think for community, analyze problems and find solutions of the community problems by requesting the cooperation of concerned agencies. The operations must not change staffs frequently. The promoting to plant will need to consider the market is important. The officer must always increase the knowledge relied on the community to the reliability of the community.

#### **5.1.2 The analysis of the interview for farmers in the Royal Project development center.**

##### **1) The general socio-economics background**

Found that the answered farmers almost are male 78.9%, an average of age is 39.80 years, the number of farmer in household, 77% are 1-3 people. The average income is 9,559.20 Baht/month. The average debt is 101,110 Baht/ household. The average of Land holding is 15.15 Rais/ household. The farmer has television, refrigerator and car average 1 set/set/ car/ household. Motorcycle and mobile phones are average of 2 motorcycles/sets/ household.

##### **2) Operation model in promoting the knowledge for the farmers in the Royal Project development area.**

From the study found that the operation model in promoting the knowledge to the farmers in overall is in high level.

The ‘promoted quantity’ the knowledge to the farmers found that, the result of operations is in high level. The visit by staffs is in very high level. The training, campaign and community forum are in high level. And demonstration plot is in low level.

The ‘Support / Facilities to the farmers’ found that, the result of operations is in high level. The farmers are regarded to the purchase of goods and agricultural products and product quality development in very high level and operation areas / space for rent / house for rent is in low level.

The ‘Quality of officers in the Royal Project development center’ in the promoting knowledge to the farmers found that, the result of operations is in very high level The farmers are regarded the staffs have agricultural expertise appropriate to provide knowledge to the farmers, working with people in the area, consistency and continuity of operations and willing to serve are in very high level.

**3) Farmers with the knowledge and understanding gained after getting promotion from the Royal Project development center.**

From the study of the knowledge that farmers gained after having been promoted from the Royal Project development center found that, the farmers have the knowledge in career, social and environment, the overall is in high level.

The knowledge in ‘Career’ that the farmers understand after getting promotion found that, the overall is in moderate level. The farmers are understood for the knowledge of vegetables, farm products and preparation of fertilizer is in high level.

The knowledge in ‘Social’ that the farmers understand after getting promotion found that, the overall is in high level. The farmers are understood for the knowledge of Understanding of drug penalty in very high level.

The knowledge in ‘Environment’ that the farmers understand after getting promotion found that, the overall is in very high level. The farmers are understood for the knowledge of watershed conservation, community forestry and living with forest are in very high level and vetiver planting and reforestation three with four benefits are in high level.

**4) Operation result of the Royal Project for the farmers.**

From the study of the Royal Project development center operation result for the farmers in economic, social and environment found that, the result of operations is in high level.

Operations result in ‘Economic’ found that, the overall is in high level. The farmers are increasing income and increasing assets in high level and reduced debt in moderate level.

Operations result in ‘Social’ found that the, the overall is in high level. The operation result in all subjects is in high level particularly are improved infrastructure and get better education.

Operations result in ‘Environment’ found that, the overall is in high level. The Increased watershed conservation is in very high level and forest encroachment reduction, forest encroachment reduction and the use of chemicals in agriculture decreased are in high level.

**5) Factors affecting the operation results of the Royal Project development center to the farmers in economic, social and environment.**

Multiple regression analysis found that, there are 7 effected factors to the operation results of the Royal Project development center to the farmers in economic, social and environment, they are (1) number of farmer in household, (2) family income, (3) dept, (4) number of land holding, (5) promoted quantity, (6) support / facilities and (7) quality of officer in the Royal Project development center.

The independent variables which have positive relationship with dependent variables are (1) number of farmer in household, (2) promoted quantity and (3) quality of officer in the Royal Project development center.

Hypothesis testing from the Multiple regression analysis found that, there are 3 independent variables have the relationship with dependent variables that can prove the hypothesis of the factors are related with the overall operating result of the Extended Project to the farmers in economic, social and environment.



### **5.1.3 The analysis of the interview for staffs in the Extended Project.**

#### **1) The general socio-economics background**

Found that, the staffs of the Extended Project 79.30% are male, an average of age is 29 years, 89.7% is Bachelor Degree graduated and the average working experience is 2 years.

#### **2) Implementation of the Royal Project success lessons to the Extended Project operations.**

(1) From the study, the Extended Project staffs are regarded about the Royal Project success' lessons are consist of specialist experts and knowledge, research, learning center, highland development method, operation format in the high land development and operation tooling respectively.

From the research, the Extended Project staffs had been learning the Royal Project success lessons from study trip, training, self learning and advice from staffs of the Royal Project, respectively.

(2) The Extended Project staffs criteria used in the selection of the Royal Project success lessons are consist of characteristics of the area and climate for water volume, height, needs of farmers and traditional economic crops, tribes and traditional lifestyle, respectively.

(3) From the study of an implementation of the Royal Project success lessons to the Extended Project found that;

(3.1) In 'Research', staffs are most implemented the research of vegetables, fruit plants, low cost housing and good cropping system, respectively

(3.2) In 'Knowledge', staffs are most implemented the knowledge of vegetables, fruit plants, good cropping system, husbandry, knowledge of coffee, sufficient economy and natural resources conservation, respectively.

(3.3) In ‘Expertise’, staffs are most implemented the expertise of fruit plants and vegetables.

(3.4) In ‘Learning center’, staffs are most implemented pilot agricultural plots, knowledge transferring, and demonstration plants in greenhouses.

(3.5) In ‘Highland development method’, staffs are most implemented study of the area, social beliefs and the ways of the community, Analysis and development planning, Implement the knowledge from the Royal Project and Be willing and sincere.

(3.6) In ‘Operation tooling’, staffs are most implemented study trip, training and community, medias, knowledge and tooling and equipments and operation plan.

(3.7) In ‘Support mechanisms’, staffs are most implemented support network ( integration) , next are transferring knowledge to farmers and manufacturing factors.

### **3) Progressive of the Extended Project operations by implementation of the Royal Project success lessons.**

The study of the Extended Project operating result by implementation of the Royal Project success lessons in economic, social and environment in overall found that, the operating result is in high level.

Operating result in ‘Economic’ found that, result of operating overall is in moderate level, all subjects are in moderate level, they are family income, and farmers can reduce production costs, household debt reduction and increasing properties.

Operating result in ‘Social’ found that, result of operating overall is in high level, all subjects are in high level, and they are fundamentals improvement, study increasing, increasing integration, reduced drug problems and the community health improvement.



Operating result in 'Environment' found that result of operating overall is in high level, The subject of soil erosion reduced, soil quality suitable for cropping and caring for the forest are average in high level and enough water for farming and waste management in the community are in moderate level.

**4) Problems, obstacles and suggestions of implementation of the Royal Project success lessons to the Extended Project.**

From the study of problems, obstacles of implementation of the Royal Project success lessons to the Extend areas of Royal Project found that, there are problems on selling, marketing and transportation system of agricultural products, next are misunderstanding of the villagers about the Extend Project areas and the Royal Project and communication and the villagers do not cooperate, respectively.

Suggestions of implementation of the Royal Project success lessons to the Extended Project found that, Should develop the market because the remote area with high cost of transportation, next staffs must study the plan carefully before operation, should explain the villagers to understand the differences between the Royal Project and the Extended Project, adapted to suit for operational budget and must work as a team, not divided.

**5) The analysis result of implementation of the Royal Project success lessons to the Extended Project including problem, obstacles and suggestions from focus-group meeting of the Extend areas of Royal Project staffs.**

The analysis result of 8 the Extended Project staffs and the Director of Development department of Highland Research and Development Institute focus-group meeting, the result as following.

- (1) The Royal Project success lessons that can be used in the Extended Project in all areas are consist of 2 mains; (1.1) Operating model in a highland area development which is the most important thing to start operations due to the nature of the Extended Project is similar to the

implementation of the Royal Project. It is a difficult task, working in remote areas, must adhere and continued to work. (1.2) Integrating with other agencies which is much needed by local staffs with various government agencies.

In knowledge, research, tooling and expertise must be selected from the appropriated area emphasis on the analysis of potential areas to meet the operating needs of the community and social climate of the area including the acceptance of farmers. The Royal Project success lessons in this section will help to ensure the implementation of the Extended Project is faster due to the knowledge that a lot of studies to selectively adapted to fit for the area. Thus, it is resulting in shorten the duration of the operation.

- (2) The Extended Project operation policy is following the Royal Project operation. The Extended Project is primarily focused on working with the community. It is a catalyst for the community to play a role in all community activities due to the number of staffs and budget is limited.
- (3) The operation result of implementation of the Royal Project success lessons to the Extended Project adapted in economic, social and environment found that performance on all three categories are similar because they were developed concurrently.
- (4) The effect factors in an implementation of the Royal Project success lessons to the Extended Project are (4.1) Characteristics of the area (climate, landform, society) because each area has different issues. (4.2) The Extended Project staffs, because each staff has different potencies and responsibility. Therefore, in this section, it must be trained to educate the staff to get to work in the area and instill the values of the organization, so the staffs are willing to continue their work and dedication to the job. (4.3) Changing staff should not be done frequently, because of needing time to work with the

community to make a community trusting. The development work will take several years to be very clear.

(5) Problems and obstacles for implementation, nowadays society is quite complex compared to the past, modern people are quite large and difficult to be accepted to take the time to do the job. Sometimes they are accepted but not implemented because of a lack of confidence in the authorities. In addition, staffs are lacked knowledge, navigation knowledge projects adapted to suit the community.

(6) Other suggestions are (6.1) Highland Research and Development Institute must maintain personnel the Institute have developed knowledge. (6.2) To build confidence in the community of the Extended Project. (6.3) Central agencies should provide the support for the operation of the Extended Project And local staffs are needed to achieve agility and fast operation finding the ways to build a team in the organization.

#### **5.1.4 The analysis of the interview for farmers in the Extended Project.**

##### **1) The general socio-economics background**

Found that, the farmers in the Extended Project are almost 81.0% male, the average of is 41.6 years, the number of farmer in household 56.90% are 1-3 people. The average income is 12,006 Baht/month. The average debt is 81,819 Baht/ household. The average of Land holding is 21.32 Rais/ household. The farmer has television, refrigerator and car average 1 set/set/car/ household. Motorcycle and mobile phones are average of 2 motorcycles /sets/ household.

##### **2) The operation model in promoting the knowledge for the farmers in the Extended Project.**

From the study found that the operation model in promoting the knowledge to the farmers, the farmers are regarded about the operations in very high level

The ‘promoted quantity’ the knowledge to the farmers found, that the result of operations is in high level. The farmers are regarded to the consultation / visit by staffs in very high level, campaign and community forum are in high, study trip and demonstration plots are in moderate level.

The ‘Support / Facilities’ to the farmers found that, the result of operations is in moderate level. The farmers are regarded to the distribution of fertilizers / pesticides / seeds and product quality development in high level and support operation areas / space for rent / house for rent, equipment rental / loan and purchase of goods and agricultural products are in moderate level.

The ‘Quality of officers in the Royal Project development center’ in the promoting knowledge to the farmers found that, the result of operations is in high level. The farmers are regarded the staffs have agricultural expertise appropriate to provide knowledge to the farmers, working with people in the area, consistency and continuity of operations and willing to serve are in very high level. And understand the real problems and conditions and the adequacy of staffs for service are in high level.

### **3) Farmers with the knowledge and understanding gained after getting promotion from the Extended Project.**

From the study found that, the operation result in promoting of the knowledge to the farmers in career, social and environment, the farmers are regarded about the operations are in high level.

The knowledge in ‘Career’ the farmers with the knowledge and understanding gained after getting promotion from the Extended Project in overall is in moderate level. The farmers are understood in vegetables, farm products, organic, preparation of fertilizer and husbandry in high level. And the knowledge of flowering plants is in low level.

The knowledge in ‘Social’ the farmers with the knowledge and understanding gained after getting promotion from the Extended Project in overall is in high level. The farmers are understood of community planning in very high level. The others are in high level.

The knowledge in ‘Environment’ the farmers with the knowledge and understanding gained after getting promotion from the Extended Project in overall is in high level. The farmers are understood of watershed conservation and community forestry in very high level, and living with forest, vetiver planting and reforestation three with four benefits are in high level.

#### **4) Result of the Extended Project operating to the farmers in the area.**

From the study of the Extended Project operating to the farmers in economic, social and environment in overall found that, the result of operating is in high level.

Operating result in ‘Economic’ found that, the result of operating overall is in high level. The farmers are increasing income in high level; increasing assets and reduced debt are in moderate level.

Operating result in ‘Social’ found that, the result of operating overall is in high level. The subject of the increase of population decline is in very high level, the other subjects are in high level.

Operating result in ‘Environment’ found that, the result of operating overall is in high level. The subject of increased watershed conservation is in very high level, and forest encroachment reduction, the destruction of topsoil reduced and the use of chemicals in agriculture decreased are in high level.

#### **5) The factors affecting the operation results of the Extended Project to the farmers in economic, social and environment.**

Multiple regression analysis found that, there are 8 variables affected to the Extended Project operations in overall of economic, social and environment, they are (1) age, (2) number of the farmer in

household, (3) family income, (4) dept, (5) number of land holding, (6) operation model, (7) support and facilities and (8) quality of officer in the Extended Project. The independent variable which has positive relationship with dependent variable is family income.

Hypothesis testing, Multiple regression analysis, can conclude that, there is 1 independent variable has the relationship with dependent variables that can prove the hypothesis of some of the factors are related with the overall operating result of the Extended Project to the farmers in economic, social and environment.

#### **6) Problems, obstacles and suggestions**

From the study found that, the farmers in the Extended Project have the problems, obstacles and suggestions from the promoting by the staffs as small number of staff cause not thoroughly worked (less area access), difficult for communication (language) and the lack of staff continuity due to frequently changes, staff should understand the needs of farmers, staff should have specific expertise, lack of infrastructure (roads, electricity), no support market for the products, water shortages and water distribution (consume), lack of vehicles to transport agricultural products and Lack of capital.

### **5.2 Research discussion**

The research ‘The Lesson Learned from the Success of the Royal Project to the Development of Royal Project Extended Areas in Thailand’ has the purpose to study the success operation model of Royal Project in highland area development, to study the Royal Project’s success lessons in expansion of the Extended Project, to monitor the progressive of the operation of the Extended Project by implementation of the Royal Project’s success lessons and find out the problem, trouble and suggestion of the implementation of the Royal Project’s success lessons in expansion of Extend of Royal Project. The discussion on the research can be done as following.



### 5.2.1 The success operating model of the Royal Project in highland development

1) From the study found that, 7 categories are in high level, they are (1) Operation process (2) Operation plan (3) Operation Manner (4) Staffs (5) Organization value and culture (6) Farmers in the area and (7) The potential of the area. And the important article is 'Personal/Organization', it shown successful in operating will be featured in all parts concurrently. The key success for organization is 'leader' who designs a framework to guide the operation and management of the organization to achieve the goals of the organization. It is corresponding with Lundgren (1974) cited in Kwangdeundong (1998) said, Leader is influencing others to voluntarily follow the target with enthusiasm. And Bass and Avolio (1990) cited in Somboonma (2008) has divided the leadership behaviors that cause changes in the 4 elements; Charisma, Inspiration, Intellectual Stimulation and Individualized Consideration. It is corresponding with Noppakoonwong (2007) given that a good implementation of the Royal Projects in developing caused by factors consisting of H.M. the King. The policy is clear and consistent. A good management Personnel is competent and selfless work and dedication to the farmers agrees to cooperate.

It also includes human resources leadership. In all of the parties that affect the success of the operation. This is consistent with the theory 7 S by McKinsey (McKinsey 7S Framework) Waterman, Peters and Philips (1980) cited in Namwongsa (2008) said, Personnel is one of the critical success factors in the implementation. And corresponded with Ketsakorn (1998), the success of that organization or organizational unit shall consist of all personnel on the job. (Labour and Task) by personnel with a counterpart and relations are inseparable, because people are the cause and bring success to the organization or agency.

To get cooperation from organizations / agencies, it is essential to the implementation of Royal Projects successful at the very high level

which is consistent with the Community Development Department (2002) cited in Kumchum (2007) said, Integration is the allocation and mobilization of enterprise from raw materials human Resources Processes and factors By causing synchronization together in harmony together to perform various activities. To achieve the results of the study in this section is consistent with the small group of officers to see that the Royal implementation solutions in the area will have to seek help from the relevant authorities. And corresponding with Noppakoonwong (2007) studied Gathering knowledge about the conditions for successful operation and form of the development projects in the area of high integration. Given that the implementation of projects with the cooperation of other agencies, both domestic and foreign, consisting of universities, Government agencies and cooperation from foreign countries such as the United States, Taiwan and so on.

- 2) From the study about the extension to the farmers in the Royal Project area I found that, the overall is in the high level. By operational and support facilities at a high level. Royal Project staff and the quality are at the very high level. Show that the authorities have a role in promoting farmers most. It is consistent with the focus group of the Royal Project staff said, the implementation of the Royal Projects that have a dedicated staff. Embedded in the community to build faith communities and staff must possess the expertise. These are key factors in the successful implementation of the Royal Project. It is corresponded with Rueksarai (1999) said, Agricultural extension officers has served as a guiding farmer, Knowledge Farmers are urged to recognize problems and needs and is encouraging farmer's confidence. And corresponded with research of Wongsapan (2002) found that, Factors affecting the adoption of biogas technology for small farmers in Chiang Mai is the official promotion who will provide information and recommendations.
- 3) The analysis of the relationship between several independent variables and the dependent variables. Performance of the Royal Project Economic Society and the Environment found that, the factors associated with a

statistically significant relationship with the performance of the Royal Project variables include 3 categories as (1) number of farmer households (2) promoted quantity and (3) quality of Staff Royal Project. These variables can be used to discuss the findings are as follows.

#### **(1) Number of farmer households**

Number of farmers in the household has a positive relationship with the performance of the Royal Project development center operation in economic, society and environment. It is shown that households with large number of farmers to make the operation of the Royal Project development center operation in economic, society and environment than the less number of household. This study is corresponding with the research of Prasomsri (2011), studied 'Labor Management outsourcing of household rubber smallholders: The case Study of Songkhla and Phatthalung' found that household rubber plantation workers in the rubber shortage, must have employment rubber increased. And corresponded with the research of Pannarat (2013), studied 'The importance of labor in the household and the community to produce tomato seed under contract farming in the village slopes in the parish Sawathi Muang Khon Kaen', it is found that the farmers in the village slopes in just planting tomatoes by labor in the household and the community into the mainstream. And corresponded with Petprayoon (2000) studied about the Factors affecting the adoption of beef cattle farmers in Amphoe Kamphaeng Saen. Nakhon Pathom, found that, the family labor is much more likely to make farmers accept the Kamphaeng Saen beef cattle.

#### **(2) Promoted quantity**

Promoted quantity has a positive relationship with the performance of the Royal Project development center operation in economic, society and environment. If staff knowledge to farmers in many different ways. It makes the results of operations of the Royal

Project Economic Society and the Environment is better than the extension officers to educate farmers in small amounts. It is corresponding with the research of Nakpen (2005) said that experience, training, correlated statistically significantly with the completion of the rice mills positive community. It is member who is experienced in the training program will result in a more successful community rice mills. It is corresponding with the research of Chaichan (2001) said that to promote the knowledge of training activities to members. As a result, members are knowledgeable and able to perform their duties more effectively. This will make the group successful. And corresponded with the research of Lerpope (2002) cited in Tungboriboonrat (1993), found that, the officer had a relationship with the adoption of the recommended practices of the Arabica coffee growing Hmong, Chiang Mai.

### **(3) Quality of staffs in the Royal Project**

Quality of staffs in the Royal Project has a positive relationship with the performance of the Royal Project development center operation in economic, society and environment. It is shown that, if the staff's quality is high, it makes the results of operations of the Royal Project in economic, society and environment, better than less quality. It is corresponded with Rueksarai (1981) said that, Changes in innovation to make a change In particular, the agricultural technology and innovation. There are important factors; including factors are conditions or circumstances in general. Factors directly related and factors leading to change. And Phanpinit (2001) said the farmers to accept the technology depending on the nature of technology is an important factor. Extension officers and farmers show that the authorities are extremely important to make the operation a success.

### **5.2.2 Implementation of the Royal Project success lessons to the Extended Project operations.**

From the study found that, all staffs are regarded a prototype of the Royal Project success lessons to implement for the Extended Project. The reason is that can be applied and further use of responsibility area 72.42%, and similar of climate for 20.27%. It is corresponded with Bandura (1986) cited in Kiriya (2008) said Human behavior is the second way is to learn and how to learn from the results of impersonation. Learning from the sum is to learn from experience to choose human behavior that is positive. The learning of imitation is important to observe the model. It is corresponded with the research of Rawee (2006), a trial project to develop a new theory at Wat Chai Mongkol, Muang, Saraburi Province. It has proved to management of land under this new theory to make good water year round and increase productivity to higher revenue. With this theory, farmers' rice is enough food for consumption.

The selection criteria's are character of the area; the climate is inferior to the needs of farmers and crops the tribal and traditional lifestyle. It is corresponding with the focus group meeting of the Extended Project staffs mentioned the Character of the area because each area has a different. It is corresponding with the research of Sricharoen (2007) studied Form areas of commercial production rose in the Poppa district, Tak Province. An analysis of the factors affecting the adoption decisions of farmers in growing roses was critical to the decision of farmers. Physical factors the suitability of the climate, soil and water resources are abundant.

From the focus-group meeting, the Extended Project staff can be concluded that the success of the Royal Project that can be used in the Extended Project in all areas consists of two main items; (1) Model operates in a highly developed area which is the most important thing to start operations. Due to the nature of the Extended Project are similar to the implementation of capital projects. Since it is a difficult task in remote areas Work had to adhesive and continuously. (2) Integrating with other agencies



which is much needed, whether it is local authorities and various government agencies. It is corresponding with Department of Community Development (2006) cited in Kamchum (2007) said, Integration is the allocation and mobilization of enterprise from raw materials, human resources, processes and factors by causing synchronization together in harmony together to perform various activities.

### **5.2.3 Result of Implementation of the Royal Project success lessons to the Extended Project.**

Performance of the Extended Project economic, social and environmental in the opinion of the Extended Project staff and farmers in the Extended Project that affect operations are at high level. It is demonstrated that success in operations in the area and to the satisfaction of the farmers in the area, which takes only a few operations. It shows that bringing the lessons of successful projects to deploy capital in expansion capital project success. It is corresponding with Suwanwalaikorn (1999), studied The adoption of ISO 9002 applications in the Siam Commercial Bank, found that, Credit quality subsequent to the application of ISO 9002 system operational, credit and making credit quality improved. The proportion of debt issues to total loans was 46.2 percent from 56.9 percent in particular doubtful debts has decreased significantly and continuously. And corresponded with Sripadtha (2006), studied, the Principles of Business Management works with community's sufficiency, found that, it is the possibility to apply the principles of sufficiency economy and community enterprise in lot. Practices are possible and should be treated very seriously. In principle, the And guidelines as the royal sufficiency economy can apply to every aspect of business is no different. This feedback is important to allow operators to learn the principles seriously and operators must adhere to best practice is to have the knowledge; integrity and doing business by a rationalist modesty and to protect themselves cherish yourself have to stand on their own. In summary, the sufficiency economy concept is suitable for all enterprise applications.



It is considering the performance of the Extended Project staffs found that, the social and environment performance are in high level and the economic is in moderate level, however, farmers in the Extended Project that the social performance at the very high level. The economic and environmental the high level showed that farmers were satisfied with the income that is already there. But officials think will encourage farmers can earn more than this. And farmers that social development is possible. Shows that when the project into the space, making the integration of drug problems. Factor and basic Improved considerably.

#### **5.2.4 Problems, obstacles and suggestions in Implementation of the Royal Project success lessons to the Extended Project.**

The study found that, the obstacles to bring success lessons of Royal Project to the development the Extended Project are lacking support output and transportation productivity due to the remote areas. There is also the issue that the community is a misunderstanding between the Extend Project and the Royal Project due to the operating characteristics and similar projects, areas of expertise, including a learning center uses the same group. It may be confusing Communication with residents is difficult because local community language and cannot communicate by Thai language.

Obstacles on the part of the officer are also a lack of knowledge, navigation knowledge projects adapted to suit the community. Due to staff expansion, largely the result of experience in operations has not much. These findings are compared to an average of 2.72 years, the Royal Project staff an average of 16.72 years. And may be a limitation of the time to accelerate the introduction of some knowledge to use it, may be inappropriate to the area. Sometimes its trial and error makes the results are not satisfactory with the community. The study of the Chiang Mai University (2010) argues that it should have quickly gain experience in the design, development and the staff work with farmers who are less experienced. It is through a duly recognized the outstanding performance of the year. Another issue is the official expansion capital projects with a small

number (1-3 people / zero) is not sufficient to foster care workers and the whole community as well as the staff frequently. It takes time to work with the community to access the community and has been trusted by the community, this process takes a long time if there are frequent changes staff will not get the trust of the community. As a result, the operation was not continuous.

Any suggestions on bringing the successful lessons of the Royal Projects to deploy the Extended Project found that, the first thing to do is staff to analyze the needs of the community, and the work should be lived to the community to participate most to achieve acceptance within the community. If this step is to develop the other sides should be finished. It will be explained to the community understand the role and function of the Extended Projects clearly to provide the community with a better understanding of the objectives of the project.

And another important thing is to develop the market for compatible products that promote the community to achieve economic development clearly. Make the well-being of the community which is consistent with the research results of Chiang Mai University (2010) argues that the market should accelerate the development and expansion of the community covers an area of the Extended Project. Also in operation is required, operations are integrated with various agencies, both local and federal agencies to develop communities in every part.

### **5.3 Research suggestions**

Research about the success of the Royal Project Foundation lessons on the development of the Extended Project in Thailand, Researchers have suggested below.

- 1) From the study, staffs of the Royal Project have experience in development highland is very high compared to staffs of the Extended Project. Highland Research and Development Institute must have Development Plans in order to have the potential to help people on highland, such as training knowledge. Study guidance and operational developments in the area, as well as high officials in

the area must not be changed frequently. Due to the community need time to make changes if the community trust will often not be the cause of the job.

Highland Research and Development should have staff with expertise to educate the farmers in each area, such as vegetables, fruits, flowers.

- 2) Selecting a lesson for the success of Royal Projects to develop in each area. It should take into account the terrain, climate, culture and traditions. It is important that the needs of farmers, so before going into operation in each area will be subjected to the preliminary information provided. Such information and planning for the economic, social and environmental development along the way, the plan must be flexible and adaptable to fit the situation. Officials, including expansion capital project to study how such knowledge is appropriate and applicable to the real space. To avoid damage to the farmers, this will affect the confidence of the authorities own.
- 3) To promote agriculture to take into account the market is essential. Because if there is no market for poor sales productivity. It does not cause the farmers and will result in the long run to not get the cooperation of farmers in the different activities. It should promote to the farmer for planting corresponding with the demand of the market and quality required by the market starting from the local market and then extends to the outside market.
- 4) The implementation process Research and Development will be working on integrating with external agencies as an important factor for the success of projects arising from obtaining assistance from an outside agency.
- 5) The study found that the problems in the communication of project staff, extension projects is a very important issue, so the solution is may find a way to use a leader or an interpreter to communicate. The preparation of various media in order to educate the local language. It is including training for the staffs who work in the area in the procedure of operations such as the community basic information study, the selection of the leader for development, selection of the media and the knowledge for the development with maximum useful for the farmers.

- 6) From the study of the variables, there are 3 variables that have the statistical significant relationship with the result of the Royal Project development center's operations, they are; (1) number of farmer in household (2) promoted quantity and (3) quality of the staffs of the Royal Project development center. Thus, the operation of the development for the highland area must emphasize to the farmers' household. If there is plenty of number of the farmers, it is affected to the result of promoting. Including with the quantity of the knowledge promoting activity, if there is a plenty of the quantity, it is affected to the result of promoting. And the most important factor is the quality of the working staffs; they must have the knowledge and dedicated to the work.

#### **5.4 Suggestions for further research**

To study 'The Lesson Learned from the Success of the Royal Project to the Development of Royal Project Extended Areas in Thailand', it is comprehensive and to the point about the development of the Extended Project. It is suggested in this research follows.

- 1) Should be studied about the operation of the capital market in order to develop a marketing system of Highland Research and Development Institute including factors and methods of operation to succeed.
- 2) Should be studied a transferring the experience from the Chief Officers of the Royal Project since each person who has knowledge and experience in developing high areas. It is to be used as a guide in the development of Highland Research and Development Institute personnel to operate in a highly developed area.
- 3) The study should be operating in a highly developed area at various heights by climatic elements of tribal infrastructure as a factor in the study.
- 4) Should study for the appropriated media for promoting the knowledge to the farmers in highland area.