

A STRATEGIC COMMUNICATIONS DEVELOPMENT OF DISCOURSE BETWEEN THAI GOVERNMENT OFFICIALS AND VILLAGERS FOR IMPLEMENTING THE 9TH NATIONAL ECONOMIC AND SOCIAL DEVELOPMENT PLAN

by

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ABSTRACT

This study focuses on how officials and villagers communicate with regard to government policy, especially in relation to sufficiency living stated in the national development plan of Thailand, which is set as a fundamental notion encouraging villagers in rural areas to take action and participate in plans to improve their living conditions and that of their communities. This study, particularly, chooses the grassroots' participation concept of the 9th National Economic and Society Plan. That provides the framework in constructing research questions and using discourse analysis to investigate the conversational content collected from exchanges among groups of officials and villagers, as well as between them. The study finds that communication between officials and villagers seems to be fluent, even when misunderstandings arise. However, it is apparent that the barrier to effective communication between both groups is cultural. In addition, it is noted that some villagers have started to speak up in public, more so than in the past. This is significant given that villagers feel inferior due to them having less education. Also, the village headmen and Tambon Representatives have less education, especially in relation to relevant laws and administrative regulations. It is also noteworthy that the so-called educational gap of villagers and their representatives prompts some people to take advantage of this situation, and of the people involved. In turn, this causes damage for both villagers and the state. It is clear that grassroots participation is necessary in the community development process. However, officials do need to understand that the manner in which the villagers speak is very informal whereas, in contrast, the conversational style of officials is rather formal. Usually, this involves official and complicated terms that are not understood by villagers. As a consequence, effectiveness of the associated discourse is reduced.

KEYWORDS

Economic and Social Development, Government Policy, Communities

INTRODUCTION

The importance of Thai royalty in Thailand cannot be denied. Thailand has always had Kings at the centre of Thai society and, therefore, these people are close to love and lives of Thai citizens. In fact, ever since the country was ruled by way of an absolute monarchy, Thais feel indebted in relation to what their kings and royal families have done for them. Today, Thailand is a constitutional monarchy. The present head of the Thai royal family, King Bhumibol Adulyadej, has devoted most of his time visiting his people, especially in the vast underdeveloped, rural areas of the country, doing so to see, and hear of, the troubles and issues that his people face. As a direct result, His Majesty the King has organised projects to help rural, disadvantaged and disenfranchised people to survive. In addition, he has encouraged self-support and self-sufficiency, often through the development of royal projects that convey integrity of the community. In effect, His Majesty has carried out his royal activities and established royal projects all over the country (Office of The Royal Development Projects Board: RDPB 2003). For example, the development and preservation of water resources in watershed areas, particularly in the North of Thailand, have helped to prevent and reduce damage from floods in the lowlands, as well as assist with water storage to reduce the effects of droughts. Also, the royal projects promote well-being, such as by convincing villagers to stop opium cultivation, deforestation, slash-and-burn farming activities and logging, as well as the smuggling of illegal merchandise and weapons. Assistance and advice are also provided with respect to alternative sources of income by encouraging villagers to replace destructive activities with the cultivation of high-value rotation crops that are easy to transport, as well as promoting the cultivation of rice and the raising of animals for household consumption (Office of The Royal Development Projects Board: RDPB 2003; RDPB 2003).

The Ninth National Economic and Social Development Plan

For the past 43 years, Thailand has produced five-year strategic plans. These are called National and Social Development Plans. This study takes place within the ambit of the Ninth National Economic and Social Development Plan (NESD). In the early NESD plans, economic and geographical developments were considered to be a top priority. Particularly, this was because the income gap between that of the urban and rural areas was very wide, as was the opportunity for self-advancement of rural folk. The Thai government tried to address such issues by allocating funds to regional projects and rural areas in an attempt to make income more equitable between all regions of the country. However, as a consequence of the Asian economic crisis in 1997, the Thai king doubted whether Thailand would truly benefit from being called one of the economic tigers when it was, predominantly, an agricultural country. Consequently, the concept of a 'sufficiency economy' was highlighted and included in the Ninth National Economic and Social Development Plan (NESD 2001).

The Ninth NESD Plan states that, over the past four decades, imbalanced development has become very evident (NESD 2001). A significant contributor to this outcome is that Thailand's economic, political and administrative management systems are almost entirely centralised and notoriously inefficient. Interestingly, although quantitative indicators of development are often achieved, the quality of life in outlying villages still lags far behind any acceptable standard. In addition, social conflict and associated tension have increased due to the widening income gap, with this resulting in increased poverty, plus further depletion of natural resources, as well as environmental deterioration. Thus, the focus of the Ninth NESD plan is on holistic and balanced development of human resources, as well as that of the economy, and Thai natural resources, doing so by involving people at all level in society. The plan also encourages Thais to apply sufficiency economy concepts in their way of life at the individual, family, and community level.

It is worth noting that sufficiency economy is a philosophical approach that stresses pursuit of a middle path, with this being the overriding principle for appropriate conduct and way of life of the entire populace. As mentioned, this applies to conduct at the individual, family, and community levels. Nonetheless, at the national level, this philosophy is consistent with a balanced development strategy that aims to reduce the vulnerability of the nation to shocks and excesses that might arise as a result of globalisation. Sufficiency, in this context, means moderation and due consideration in all modes of conduct; it also incorporates the need for adequate protection from internal and external economic shocks. To achieve this goal, the prudent application of knowledge is essential. In particular, great care is needed in the application of appropriate theories and technical know-how, as well as in the related planning and implementation. At the same time, it is essential to strengthen the moral fibre of the nation so that everyone, from villagers to public officials, academics, business people, and financiers, adhere first and foremost to the principles of honesty and integrity. A balanced approach combining patience, perseverance, diligence, wisdom, and prudence is indispensable if Thais are to cope appropriately with critical challenges arising from extensive and rapid socioeconomic, environmental, and cultural change occurring as a result of globalization (NESD 2001).

It is noteworthy that Thais adopted Buddhism and have, thereby, been taught about taking the middle course in their lives so as to live in moderation between the two extremes of blindly ignoring practical daily affairs and, in stark contrast, laying down, and abiding by, a code of inflexible rules (Payutto 1999). It is, therefore, more than understandable that, in the Ninth NESD Plan, major emphasis is placed on the balanced development of human, social, economic and environmental resources. Furthermore, the pursuance of good governance at all levels of Thai society is underscored in order to achieve real sustainable people-centred development (NESDB 2001). Accordingly, one of the planned strategies in economic and social development is to empower the village communities so that they can serve as strong foundations of Thai society. It is for this reason that all stakeholders in community development are priority targets in relation to mobilising necessary participation. Interaction between key stakeholders, therefore, is of prime importance if the goals of the NESD plan are to be met will be discussed in Chapter Two, such as works related to the Ninth Economic and Social Development Plan (NESD 2003), the administrative structure of the Thai Government, the historical development of Thai society, and the nature of Thai society, plus communication theory and the concepts of discourse analysis. As suggested in the precious section, the NESD Plan of the Thai government relies on crucial communication between officials and villagers due to the fact that public participation is one of the main strategies stressed in the plan. This is used as a guideline in the study of the communication between these two important groups, being officials and villagers. As such, particular attention is paid to villagers who, at the grassroots level, are the prime point of focus for national development in Thailand. This focus is because villagers need to understand the policies and targets of national development and work in close accordance with the achievement of proposed goals. Interestingly, the concept of grassroots-level inclusion is not new to Thailand. In 1975, decentralisation arose for first time when the development program of that era was initiated. Thereby, the Tambon (or sub-district) Council became the key body in deciding which projects should be undertaken in the area of its newfound responsibility. The Council designed as an intermediate institution between the surrounding district and related villagers, is comprised primarily of elected representatives from each village in the associated Tambon (Fry 1982).

The distinction of this earlier, seminal era of decentralisation is that the Ninth National Economic and Social Development Plan not only placed importance on public participation, but such involvement was also endorsed in the Constitution of the Kingdom of Thailand B.E. 2540 (1997), of which Chapter V—Directive Principles of Fundamental State Policies (AsianLII 2007) states:

“Section 76. The State shall promote and encourage public participation in laying down policies, making decision on political issues, preparing economic, social and political development plans, and inspecting the exercise of State power at all levels.”

The objectives related to the aforementioned research question are: 1) to conduct preliminary field work in order to define the research procedures, 2) to discover the prevalent discourse of Thai villagers, 3) to discover the prevalent discourse of Thai officials; and 4) to compare discourse practices of Thai villagers and officials, with this culminating in a discussion of possible barriers and opportunities to improve mutual understanding.

METHODOLOGY

This chapter addresses the methodology developed, and used, to guide and carry out the research presented in this thesis. There are two parts to the chapter: The first is to set out the research methodology; the second is to describe the research constructed within these theoretical parameters.

RESEARCH DESIGN

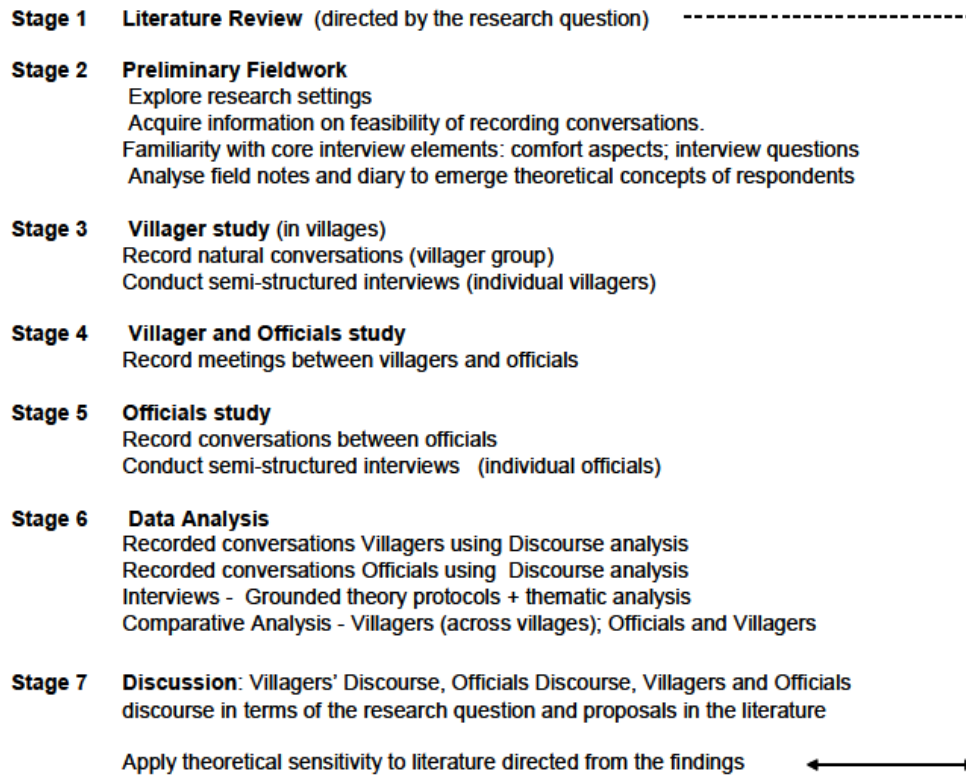
Research design is at the heart of this research. It provides the rationale for the thinking that is described in Chapters Two and Three. It is the plan for undertaking the activities of data collection and analysis, the results of which are recorded in Chapter Five, which follows. The design of this study was guided by the following quotation:

The purpose of the research design is to provide the logical sequence that connects the field data to the study's initial research question and ultimately its conclusion. This means that the rationale for the research must follow a plausible pattern and the sequencing must do the same. The key word here is 'connect'. Each part of the study connects the other part to the research question. (Whiteley 2002, p.3).

The design of this research is presented in three parts:

1. Figure 1 illustrates the sequence of events which were planned and executed to carry out the research.
2. It describes the sequence of planned activities following the literature review in detail.
3. The third part critically appraises the research design commenting on difficulties and opportunities which emerged in practice.

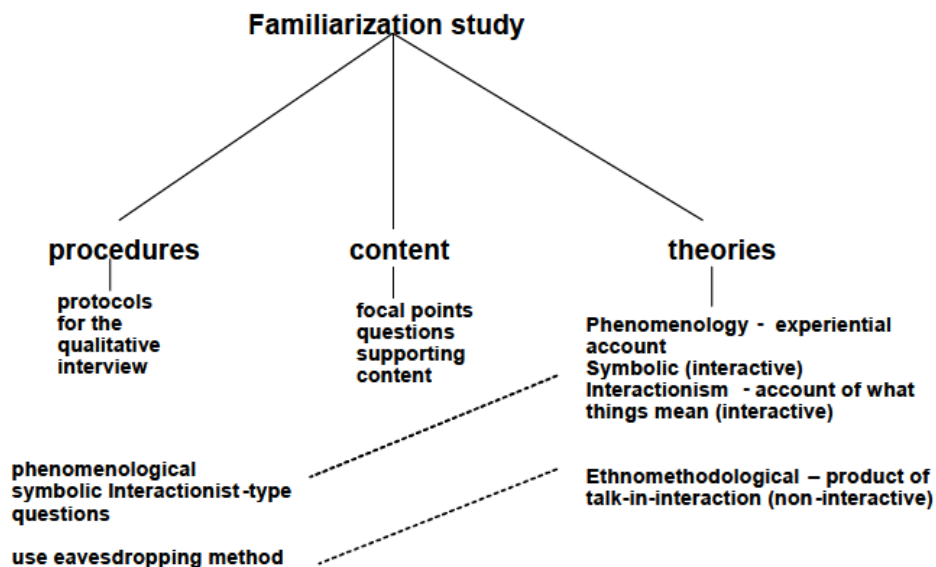
**FIGURE 1
THE RESEARCH DESIGN MODEL**



The Preliminary Fieldwork: STAGE 2

The activities of the preliminary fieldwork, as described below, are based upon the work of Whiteley and Whiteley (2007) who provided Figure 2 below and which serves to show how the theoretical perspectives that are linked to the procedures of data collection and to the questions which are to be asked.

**FIGURE 2
THE FAMILIARISATION STUDY**



Source: Whiteley and Whiteley (2007)

The activities in the preliminary fieldwork were to:

- Visit an appropriate village (one that was not used in the final sample).
- Meet potential respondents (being the people to be interviewed).
- Raise the question of recording them.
- Become familiar with core aspects of the interview questions.
- Make field notes so that the related experience as could be analysed later.

DATA ANALYSIS

Interviews: Data Analysis Method

The grounded theory approach was selected for this study. Grounded theory is an attempt to address the context of discovery issue, although the assumption is never stated explicitly (Miller and Fredericks 1999). Indeed, the very concept of a grounded theory is based on the idea that the development of formulating such a theory involves a discoverable process. It appears that such a process includes a set of procedures that, if carried out correctly, contributes towards theory development. As the researcher collects data, the process of data analysis begins. In fact, an image for data collection in a grounded theory study is a “zigzag” process, with this representing the actions of going out to the field to gather information, then analyse the data, before going back to the field to gather more information, then analyse the data, and so forth (Miller and Fredericks 1999).

**TABLE 1
DATA ANALYSIS AND REPRESENTATION BY RESEARCH TRADITION**

Data Analysis and Representation by Research Tradition	
Data Analysis and Representation	Grounded Theory Study
Data Managing	Create and organize files for data
Reading, Memoing	Read through text, make margin notes, form initial codes
Describing	-
Classifying	Engage in axial coding—causal condition, context, intervening conditions, strategies, consequences Engage in open coding—categories, properties, dimensionalize properties
Interpreting	Engage in selective coding and development of stories Develop a conditional matrix
Representing, Visualizing	Present a visual model or theory Present propositions

Source: Creswell (1998, p. 148-149)

Qualitative data analysis is a process of coding, categorizing, reassemble data and reconstruct the data in the meaningful or comprehensible fashion; which that closely examined, compared for similarities and differences, and questions are asked about the phenomena as reflected in the data (Corbin and Strauss, 1990, p.62,). It is a search for general statements about relationships among categories of data; it builds grounded theory (Strauss and Corbin, 1997). The process of data analysis in grounded theory research is systematic and follows a standard format (Creswell, 1998, p. 57).

Tape recordings were reviewed. Interviews were transcribed and analysed for meaning, and this was done using in vivo coding and protocols for any semistructured interview, as follows:

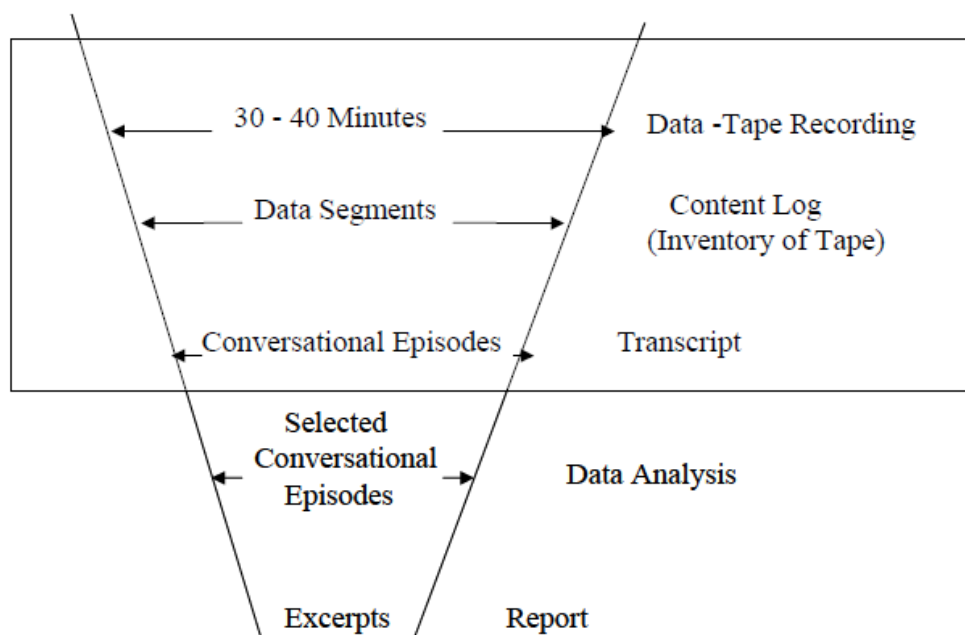
- Unit of analysis – utterance
- In vivo coding - utterance as a code
- Categorisation - codes in larger categories of meaning

Recorded conversations: Data Analysis Method

The interviews are tape recorded and transcribed. The transcript is prepared for analysis at a later stage. However, conversation transcripts are done in different way from the interview transcripts. As Silverman (2002) explains, it is to work back and forth through the transcript to see how the puzzle arises and is resolved, doing so since the study is inductive. (Silverman, 2000) also advises that the analysis is 'datadriven', meaning that it is developed from phenomena that are, in various ways, evidenced in the data interaction. In conclusion, the empirical conduct of speakers is treated as the central resource, out of which analysis may develop.

It is neither necessary, nor normal practice, to transcribe the whole of the conversation tape. Only some excerpts might be chosen if found to be of interest for further study. The tapes will be listened to thoroughly, sifting what is heard and, finally, selecting the excerpts. This process is to be repeated for all the tapes. The practice of analysing recorded tapes, and selecting excerpts for discourse analysis, is illustrated in figure 3

**FIGURE 3
THE TRANSCRIPTION PROCESS IN PRACTICE**



Source: Whiteley (2002)

FINDINGS

Introduction to the Findings

One of the unique features and challenges of this study was to produce a research environment where two distinct, and very different, groups of people have allowed dialogue and conversations to be recorded. The data from the associated meetings offers unique and invaluable insight into the research question. Therefore, as much detail as possible was provided to give substance to the discussion, and also to give guidance for a future research agenda.

Presentation of the Findings

The research question for this study was:

What are the communication practices of Thai government officials and villagers?

The previous chapters have completed the three research objectives:

1. To conduct preliminary field work in order to define the research procedures.
2. To discover the prevalent discourse of Thai villagers.
3. To discover the prevalent discourse of Thai officials.

The fourth and final research objective was to compare discourse practices of Thai villagers and officials, with this culminating in a discussion of possible barriers and opportunities to improve mutual understanding. The findings will be presented as the outcome of data collection and analysis carried out in the field.

From the interviews, officials were asked nine questions. They replied freely and their responses were recorded. In the interview parts, after the tape records were transcribed, the corpus which responded with or related to the semi-structure interview questions were selected to code and later were grouped to categories using Atlas.ti software to manage the theme. Significant parts from the interview of the recordings were entered into Atlas.ti for analysis. The objective was to understand how officials worked when meeting with villagers, and how they saw their role in these meetings. The results which follow show network maps of this analysis. Selected statements by individual officials are used to illustrate each network map. This is followed by a comment from the researcher and the comments made by the participants. This findings section will be presented by a sequence of research questions. These questions focus on the following:

- 1) How is the meeting patterns usually organised and conducted; formal or informal?
- 2) On what occasion the meeting will be called and how often are meetings called?
- 3) What pattern of communication applied? (formal or informal)
- 4) What language (or dialect) is spoken in the meeting; whether the official language or terms are spoken?
- 5) How the information is rechecked or monitored for mutual understanding?
- 6) How good is the co-operation between the officials and villagers?
- 7) Do the officials have opportunities to work or perform some activities autonomously?
- 8) What are those worries or concerns your working environment or society?

Before reading about the findings in detail, the following section should provide main ideas what was found from respondents responded to the research interview questions:

Patterns of communication

A meeting is normally the practice to communicate among officials, as well as in relation to villagers. However, arranging a meeting at the local level, between officials and villagers, and any related communication, is left to the local leaders. An official meeting usually has a set schedule, is at least monthly and, most of the time, the pattern is formal. Even so, the meeting is conducted in accordance with a set agenda. In general, a meeting of officials, and a meeting of villagers are similar in style and have the same objective, which is to foster understanding between the groups. However, the information content passed on from the officials to the villagers is screened in order to make it, and related topics, relevant to them, such as highlighting infrastructure and the community plan. In contrast, the content discussed among the officials is concerned with administrative operations. Local meetings seem to be less formal, in terms of the language spoken, and the leaders are local and acquainted with the villagers. Any document is not usually distributed to the villagers in the meeting. Yet, the meeting is still run by way of agendas.

It is also noteworthy that messages discussed among the officials, and from the officials to villagers, are informative and top-down in nature.

Occasion of Meeting

As described in Pattern of meeting, a local official is responsible for informing villagers of news and projects relevant to them and, therefore, each village sets its own meeting schedule by considering the time and place necessary to suit villagers' convenience. Generally, a monthly meeting is scheduled, while other places might call a meeting only when the local leaders consider that they have important issues to discuss or announce. Otherwise, from the villagers' perspective, a meeting will be seen as time consuming and wasteful.

Communication Pattern

Official uses several ways to disseminate news and information to the villagers, and so no single mode of communication is used. Between government units, the districts are a pool of information that is used to disseminate information to local leaders. The officials call a meeting for the local leaders to hear what to tell the villagers, and the local leaders may use the broadcasting tower (a high tower built and equipped with the speaker so that people in the village can hear the announcement from afar) to announce any news, call a meeting, or to send messages through community network.

Language Spoken

The central dialect is widely spoken and understood by both the officials and locals. However, the villagers indicate that local leaders explain government policy and projects to them in the local dialect and try to make it simple for them to understand. The officials, sometimes, can speak the local tongue, but admit that the technical terms, sometimes, are not easy for the villagers to understand. The officials also realize they do use too many academic terms.

Monitoring and Rechecking

On the official side, monitoring, rechecking correctness and understanding are in the administrative system, as well as in regulations, and process of the administration. There are also several government units that are responsible for these functions, especially to monitor budgeted spending. Key performance indicators are also set to monitor and evaluate the performance of official. There are several accessible channels of communication by which villagers can complain, such as a mailbox and a webpage that is linked directly to the Prime Minister. Daily operations for an official involve rechecking understanding, and work progress, and this can be done by way of a report provided by team members. In meetings and forums, villagers today ask questions when they have doubts or disagreements. However, generally, many villagers, as well as local leaders, keep a low profile. A large band of the officials coming out to visit villagers does not have much chance for any question and answer session since many officials have much to say about themselves. Such an event turns out to be a showcase whereby villagers will be given free stuff.

Cooperation

The officials report that most villagers are cooperative; however, there are some villagers that do not want to participate. The supports that officials offer villagers are in form of funds, exhibitions, career training, and advising which activities are interesting to villagers. Nevertheless, officials realize that they have limited time and they understand that any development job cannot set timeframe because the readiness of village people in each area is different.

Autonomous

Officials see that the villagers have opportunities to initiate projects to serve their community since the 9th NESD plan seeks the participation of all to take part in community management. Therefore, in a sense, villagers can work with their members autonomously. On the other hand, officials have limited authorization, and a problem may be handed to a higher authority in order to solve it. The grassroots seem to have more opportunities to exert some control over their community. But, they do need to follow regulations set by the government.

Worries and Concerns

Even though the decentralisation has been promoted and implemented but the senior officials point out that today the departmental head office and the central government still hold most authorities and decision; while all progress is achieved at the district level. The officials believe that most officials in head office departments and units are afraid of losing power. This means that it is less likely to see any authority decentralised to the region; and, the CEO Governor has no real power. Budgeted funding is also a limitation in trying to give service to villagers and when attempting to undertake development work. As seen by the officials, the budgetary system seems to be more complicated. The Tambon Administrative Organisation (TAO) penalises officials for their performance toward villagers if it is below expectation, such as if only infrastructure was developed and the villager quality of life is underdeveloped. Officials are concern about the education of the local leaders as it is not enough to cope with present day demands. Clearly, the role of local leaders is important to the villagers in encouraging them to join community activities. Yet, the economy has declined, and this can result in a higher cost of living for the villagers. An agricultural career is seen as providing a low return, and this makes people turn to other career choices that pay them more. Also, society has changed in favour of materialism and consumerism. Young people's values about living in society have also deteriorated.

STRATEGIC COMMUNICATIONS DEVELOPMENT PLAN

From the findings, it was summarized that 1) an in-depth study of how the NESD plans is being implemented, and should be implemented, in the rural areas, 2) it is recommended that future research focus upon how Communitarian Grassroots Development could be fostered and implemented in the villages, 3) future research could focus upon the interaction between the villagers and the officials, as is a dynamic process, and 4) future research could monitor how the Thai cultural aspect of interpersonal communication is changing. Therefore, this study develops a strategic communications plan based on the above findings. Practically, a strategic approach to communications and dissemination is relatively straightforward. Developing a good plan that powerfully connects the objectives with a dynamic set of messages and vehicles is harder.

Principles for Planning Government Communication

Communication is a part of governance and the objectives of government communication derive from the goals set for governance. In doing strategic planning of a government body's communication, it is relevant to consider the hierarchy of goals, based on the persons receiving the document that contains the goal, the time perspective, and scope.

1. National objectives
2. Sectoral goals: strategic development plans
3. Government goals: Government action plan

The government's action plan sets out the primary activities that must be taken to fulfil each item in the coalition agreement along with the deadlines and those responsible.

4. Strategic objectives of the organization: Agency development plan

Development visions for the ministry's area of administration and agencies in the area of administration, along with the activities necessary for achieving them and estimated reserves are identified.

5. Organization's short-term goals

Outline of Developing a Strategic Communications Plan

Step 1: Define the planning project methodology

- What is the scope?
 - Master Plan?
 - Event, issue, or program plan?
- What is the decision-making process
 - Who?
 - When?
 - How?
- Methodology
 - Define planning approach and process
 - Define required planning product(s) or output

Step 2: Desk-top review stage

- Review all relevant strategic documents
 - Corporate strategy, business plans, program plans
 - Public opinion materials
 - Media clippings, analyses
 - Key communications products

- This review is used by the planner
 - to inform understanding of planning and communications culture
 - to situate strategic advice
 - to develop interview plan

Step 3: Interview phase

- Identify Planning Participants
 - All decision-makers
 - Anyone who will be "at the table" to approve strategic planning proposition
- All key Implementers
 - Parties who will be called on to implement the strategy
- Conduct the interviews
 - Can be structured or unstructured
 - Can be conducted in person, or by phone
 - Should be set up in advance, be brief
 - Avoid group consultations, if possible
 - Used to identify concerns, priorities, issues, consensus
 - Results used to test propositions, develop "key findings" presentation

Step 4: Presentation Phase

- Made to key decision-makers
 - No advance paper
 - Should pre-brief project authority on content
 - Covers consensus points re: setting, priorities, approaches
 - Presents issues, options, with assessments, and recommendations
- Outcome of presentation
 - Planner must accept and accommodate consensus views in drafting output
 - Another round of reviews, interviews may be required
 - Dispute resolution may be required

Step 5: Drafting Stage

- Draft The Strategy
 - Goes as far as possible in defining consensus strategy and possible program components
 - Uses consensus language
 - Many templates available
 - May take another round to produce strategy and plan for approval
- Produce Approval Document
 - Goes from Framework to Program plan (s)
 - Must work as stand-alone document
 - Must work as a "record of decision"

DISCUSSION AND CONCLUSION

Conclusion

This study highlights the conclusions that provide a foundation for the development of the discussion that follows. Thailand is a country struggling to make its place in the world economy (Icon Group, 2000). Related scholarly interest focuses on the contrast between the Western culture of global business and Thai culture, which is embedded in traditional Buddhist values (Niffenegger, Kulviwat et al., 2006). The urban Thai population present a challenge to Thai values in that their striving for material goods is in direct contrast to the fundamental Thai cultural value of self-reliance and giving to others (Niffenegger, Kulviwat et al., 2006, p. 412). Though this is not the focus of this thesis, it does provide a succinct background to the research question. In 1998 the Rama IX king (King Bhumibol Adulyadei Maharaj) (NESDB, 2001) challenged the country to become a self-sufficient economy ...self reliance as embodied in the slogan

'produce enough to live on while preserving the integrity of the environment' which is the universal life support system for sustainable living (Niffenegger, Kulviwat et al., 2000, p. 412). Chapter 1 introduced the Ninth National Economic and Social Development Plan (NESD). Chapter 2 presented excerpts from the Tenth NESD that are relevant to this study. The King's call to use Thailand's human and natural resources through a return to basic Buddhist principles makes particular sense when one considers that the rural population, engaged mainly in agriculture, accounts for about half of Thailand's labour force of 36.4 million (Business Monitor International, 2008). Migration from the countryside to cities represents both an economic and a cultural threat to the stability of Thai society.

Discussion

There was little evidence that the conventional barriers to communication – such as language, comprehension, and culture – played a major part. Indeed, there was fluid communication on both sides, and this seemed to flow through the usual channels; particularly top-down where orders were given to the local officials and when the officials cascaded information to the village headmen. This study revealed that this was still inhibiting participation by villagers. It was surfaced that one reason was that the villagers themselves did not want to speak and this was normal in this culture. Another reason was that the villagers were not confident enough to express their opinions in any meeting.

The use of the principles for planning government communication and outline of developing a strategic communications plan will be essential once establishing the strategic communications plans as part of research document. Furthermore, the strategic communications plan may enable to manage complex issues or have a blueprint for communicating with the public. The target audiences will receive information through familiar tools and the council's priorities will elicit essential support from the community. Advance planning goes a long way toward achieving measurable success.

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