

THE CAPACITY DEVELOPMENT OF ELDER WOMEN'S VOCATIONAL GROUPS ACROSS THAILAND

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Abstract

The objectives of this study aimed to survey and evaluate the operational performance of capacity development of women vocational groups, to classify the women vocational groups according to their capacity, and to prepare policy recommendations for elevating the capability of women's vocational groups, where most of the members are elderly people. The study was conducted on the basis of quantitative and qualitative study designs. As for the quantitative study, a questionnaire was used as the instrument for collecting data from 274 women vocational groups participating in the training for vocational skills development. The qualitative study was conducted using group discussion and interviews with 32 groups and 3 management executives.

The results demonstrated there were 3 quality indicators, namely, the vocational training process of women vocational groups in communities, people participating in vocational training in communities, and the trainers themselves. Results of the capacity development of women vocational groups in communities revealed that this process enabled people participating in the training to gain more knowledge and skills, including generating more career advancement and income, ensured the products of the groups were assigned certified product standards, the preservation of art and local wisdom, strong family relationships, the promotion of women's roles and their self-esteem, and the strengthening of communities. As for capacity evaluation results of the vocational training program, this data stemmed from 4 main aspects, namely, the context or environment evaluation, input evaluation, process evaluation, and output evaluation, with evaluation results displaying high levels in all aspects. Evaluation results and classification of women vocational groups in communities according to their capacity in 5 aspects found leadership, management and production development to have high levels of capacity while membership and marketing displayed moderate levels of capacity. Factors rendering the groups stable and strong were leadership, group unity, promotion and support from government agencies, working capital, and products carrying strong identity.

Keywords: Capacity, Development, Elder women, Vocational, Training

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Introduction

The change in population structure in the 21st century drives Thailand to enter a super-aged society. In 2022, the number of older adults 60 years of age and above was greater than that of children aged below 15 years. There were 12,116,199 older adults, accounting for 18.3 of the total population, rose 0.5% from the last year. The number of older adults increases while the birth rate declines and is slowing. The birth rate is lower than 600,000 births per year. In 2022, the birth rate was 0.18%, considered quite small (Official Statistics Registration Systems, 2022). The progress of science and medicine enables women to have a longer life expectancy. Thailand is facing a decreasing number in the working age population while aging workers appear to increase. Based on such situations, it is necessary to accelerate the development of human capital to keep pace with the digital era (Technology disruption) and create life modifications to make a living after the pandemic of COVID-19. The government specifies a framework for women development strategy in response to country development and equality in society. There are 5 domains of women development strategy, i.e. 1) changing social attitudes in relation to gender equality, 2) empowerment through participation to develop society and quality of life of all groups and levels of women, 3) developing conditions and factors that support women development in an effective and equal manner, 4) specifying surveillance measures, eliminating risk factors, and providing prevention, protection, assistance and an appropriate remedy, and 5) strengthening a mechanism and process of women development (Department of Women's Affairs and Family Development, 2017) 8 Women and Family Development Learning Centers have implemented capacity development of women vocational groups through vocational training program, both in the institutions and communities, for women and their family members who are vulnerable and have economic effects, including being affected by COVID-19 induced layoff. Additionally, a single parent

service center was established in all 8 Women and Family Development Learning Centers to be a role model for caring single parent families in a systematic and integrated manner.

The Department of Women's Affairs and Family Development specifies an important project compliant with the Ad-hoc Master Plan under the National Strategy in response to COVID-19 situations, namely, "Vocational Skills Development Project for Women and Families to Sustainability of Women and Families". Important activities include vocational skills development in communities within a 104-day new life project for women and families, a 110-day vocational group project, and business opportunity enhancement project for women to increase operational performance of Department of Women's Affairs and Family Development and to support the missions of Ministry of Social Development and Human Security. A study on capacity development of women vocational groups in Women and Family Development Learning Centers is conducted for leading to operation development and policy recommendations in elevating competitive advantage of women vocational groups, including developing work of Women and Family Development Learning Centers to be more efficient. This research applies monitoring and evaluation (M&E) concepts as a study framework. It is a critical process for assessing the performance and effectiveness of programs or projects. It also allows organizations to measure progress towards their goals, identify areas of improvement and make evidence-based decisions to improve project outcomes. The vocational training concept is significant implications for this study. Vocational training can be a desirable option for individuals entering a highly technical field or for those who wish to develop new skills. There are many skills that women group could earn through vocational training such as weaving and clothing, making food and drink, massage therapy, beauty and salon as well as making decorative item /souvenir. These vocational training skills can improve quality of life for the women groups in the communities.

Objectives

1. To survey and evaluate the operational performance of capacity development of women vocational groups of Women and Family Development Learning Center.
2. To evaluate and classify the women vocational groups according the capacity.
3. To prepare policy recommendations for elevating the capacity of women vocational groups.

Research methodology

The study was conducted using quantitative and qualitative designs. The target group covered management executives, operators, and women groups who attended vocational skills training with Women and Family Development Learning Centers according to the 104- day new life project for women and families, the 110-day vocational group project, and the business opportunity enhancement project for women from 2017- 2021 for service receivers and stakeholders. Data were collected from operational areas of the women and family development learning centers in 4 regions across the country. A questionnaire was used as the instrument in the quantitative study from 274 women vocational groups participating in the vocational skills training provided by 8 Women and Family Development Learning Centers, divided into 3 groups; Group A with high level capacity, Group B with moderate level capacity and Group C with low-level capacity. Focus group discussion and a structured interview with 32 women vocational women groups and 3 management executives participating in the vocational skills training provided by 8 Women and Family Development Learning Centers were used to collect data for the qualitative study.

Results

1. The evaluation of the operational performance of capacity development of women vocational groups in communities

There were 3 major types of vocational training project, i.e. the 104-day new life project for women and families, the 110-day vocational group project, and the business opportunity enhancement project for women. 3 quality indicators were 1) the vocational training process of women vocational groups in communities, 2) people participating in vocational training in communities, and 3) the trainers themselves. Significant points in the study are as follow:

For the 104-day new life project for women and families, the vocational training was suitable for the context of the areas and target groups, consistent with the demands of women vocational groups in communities that were the target groups. An opportunity was given for choosing and making decision to offer careers that should be included in the training by using resources in communities. The training took place in their communities; participants did not have to go outside their communities. Support was provided by the learning centers with regard to knowledge and advice. The operational guideline was explicit and support funding was available. Consequently, the vocational training could generate careers and income to women as soon as the training ended. People participating in the 104- day new life project for women and families are women groups in communities. They need an opportunity to make them gain more income to help themselves and their families. Moreover, they would like to develop their capacity and self-power. Gaining knowledge and skills practice made women have self-esteem, and become happier a after having a job and income. They did not need to work outside their community or in other provinces. In this regard, families have been filled with warmth and care while communities have been strengthened. Lecturers were selected appropriate to the training

courses, lecturers were both selected by the learning centers and provided by women vocational groups, as they are the ones who have worked in the field of vocational training for such a long time, from generation to generation. An order was given to appoint the committee to select permanent lecturers for each group while lecturers' qualifications were designated clearly in each course. Recruitment announcement was published, an interview date, result announcement and report for duty date for making an employment contract was determined. Lecturer performance evaluation was available by using a questionnaire to measure satisfaction of training course participants. A summary report of satisfaction was made for improvement accordingly.

As for the 110-day vocational group project, it was found that the training process was appropriately implemented. It was a continuing project from the 104-day new life project for women and families in which group members have been familiar with each other, helped each other and worked collaboratively for a certain period of time, making women vocational groups certain that the operations would be continuously carried out and more strengthened. The fact that the learning centers provide financial support to persons having a state welfare card challenges women vocational groups to increasingly develop their capacity in financial management, cooperation among group members, the continuity of careers that can generate income and markets for product sales. Thus, participants in this group are the ones who have had basic knowledge and skills from the new life project for women and families for 104 days. Group members have had a good relationship, work experience or collaborative management within a group. Some groups are strong and have acceptable work performance and sold their products as planned. Receiving funds could help the groups to further develop their production. The funds were used for the operations of the groups in relation to buying raw materials, buying instruments in production,

enabling group members to get more jobs to do, more income, and better quality of life. The groups that passed this training project could be elevated to women vocational groups in communities. They are able to build their own brand, new products, and expand their networks accordingly.

The business opportunity enhancement project for women is a training process that aims to increase capacity of women vocational group members with regard to product developing, and to increase product distribution channels. The project held in each area was flexible in accordance with area conditions and the committee in Women and Family Development Learning Centers; for example, the number of participants at the training, duration of each activity during the project is held, lecturers and course content, including places where the training is held which should support participants in the training. Group members who attended the training were increasingly confident in using technological devices. They felt proud of themselves for being accepted by the committee and members. They understood a channel to develop a product brand of the group. Some groups were able to make their products to obtain standard certification, helping the groups have more distribution channels. A challenging point among group members was seeking new generation members to support brand and product designing to be more modern, including increasingly using technology in group marketing channels to access target groups, especially during the spread of COVID-19. That knowledge must be developed to ensure training participants can keep pace with the situation. This project was flexible in providing lecturers from specialized agencies who have knowledge and expertise, having appropriate instructional media and teaching methods appropriate to the content in order to develop knowledge and skills among diverse women vocational groups.

2. Results of the capacity development of women vocational groups in communities

The qualitative study was conducted using interviews with members of women vocational groups in communities about the participation in the vocational skills training in communities. It was found that the vocational training projects in communities were held based on the concept of participation among group members in communities, contributing to direct and indirect benefits to group members as follow:

1) Training participants gained more knowledge and skills. The vocational skills training gave an opportunity to women in communities who have social and economic problems to gather as a group to attend vocational skills training, giving them knowledge and vocational skills beneficial to getting a job to help their families.

2) Jobs and income were generated among women vocational groups in communities. The vocational training projects enabled women in communities who attended the training to be employed and have income to feed their families. They spent their leisure time to make products, as a second job, to be sold in women vocational groups.

3) Women vocational groups could produce and develop products in their groups to obtain standard certification, such as Thai Community Product Standard, OTOP 3- 5 Stars, Community Enterprise Registration, Thai Silk Standards, Royal Peacock Logo, etc.

4) Conservation of art and local wisdom with identity, local uniqueness, natural and outstanding characteristics that have been passed on from generation to generation.

5) Families had warmth and good relationships among family members. The gathering of women vocational groups allowed people to work in their own communities, contributing to warm and strong family relationship.

6) Gathering of women vocational groups could promote women's roles and their self-esteem with regard to getting employed, helping families, and helping each other in communities through performing activities.

7) Communities were promoted to be strong. Members of women vocational groups had understanding between each other, which is easily for the development and working together to solve problems. Group members were taught to manage their own problems and the problems of communities by giving cooperation and participating in activities in the form of giving ideas, making plans, decision making, follow-up, and evaluation.

3. Results of the capacity evaluation for training courses

Data were collected from members of 223 different women vocational groups classified by types of product, i.e. fabric product group, clothing product group, food and drink product group, consumer product / decorative item / souvenir product group, and groups with more than 1 type of products. It was found that 90.9% of the members are women, aged 51-60 years (42.7%), mean age 52.33 years, 76.3% have the position as the president of a vocational group, 16.1% are women vocational groups under the Women and Family Development Learning Center, Songkhla Province, followed by 15.0% of the women vocational groups under Women and Family Development Learning Center, Chiang Rai province. The rest of the women vocational groups are under Women and Family Development Learning Centers in other areas. The capacity evaluation results of the vocational training program included 4 main aspects as 1) the context or environment evaluation, 2) input evaluation, 3) process evaluation, and 4) output evaluation.

The context or environment evaluation

Overall, it was found that the vocational training courses were appropriate at a high level in all aspects (the total mean was 4.057). The training course promoting knowledge and skills was evaluated that it met marketing demands/ activity owners, and had the lowest mean.

Input evaluation

Overall, it was found that the input was appropriate at a high level in all aspects (the total mean was 4.037). The place where the training took place was suitable for the number of training participants, and had the lowest mean. Materials and equipment in the training were modern and sufficient for training participants and had the lowest mean.

Process evaluation

Overall, it was found that the training courses had appropriate process at a high level in all aspects (the total mean was 4.122). Lecturers/instructors had knowledge and abilities to transfer knowledge and skills to training participants, and had the highest mean. The training courses provided tests and measurement of the training results that covered objectives, and had the lowest mean.

Output evaluation

Overall, it was found that the training had appropriate output at a high level in all aspects (the total mean was 4.024). Training participants were able to bring the knowledge they obtained to make a living, and had the highest mean. Training participants were able to develop management standards/product standards to serve competition, and had the lowest mean.

4. Results of the capacity evaluation of women vocational groups in communities

The quantitative study was conducted and the capacity of women vocational groups in communities were evaluated in 5 aspects comprising 1) leadership, 2) management, 3) membership, 4) production development and 5) marketing.

1) Leadership capacity – it was found that overall leadership capacity was at a high level, the mean was 4.1509, and leaders distributed benefits to members fairly/ were capable of group management, cooperated inside and outside communities, and had the highest mean in all aspects.

2) Management capacity – it was found that overall management capacity was at a high level, the mean was 4.0912, consisting of the availability of the committee whose duties were clearly assigned, having plans/ and being able to carry out the operations as planned, having transparent financial and accounting system which can be audited.

3) Membership capacity – overall members had a moderate level of capacity. The mean was 3.6204. The committee and group members had shared responsibility, shared perception, shared decision making and plans, and welfare preparation for group members. Membership generated income from gathering a group to make a secure living (at least 3,000 baht/person/month). The mean was lower than other aspects.

4) Production development capacity – overall production development capacity was at a high level, the mean was 3.7336, followed by abilities to produce products as per the set goal in terms of the quantity and quality, technology/new knowledge were used to create a variety of products.

5) Marketing capacity – overall marketing capacity was at a moderate level, the mean was 3.3659, followed by products that met standard certification. Support was given by government/private agencies, and marketing promotion activities other than selling in shops, such as online selling, advertisement through various media.

With regard to classification of women vocational groups, 3 levels were specified, namely, high level capacity, moderate level capacity, and low-level capacity, measured by the mean opinion of respondents that evaluated the capacity of their women vocational group in 5 aspects, i. e. leadership, management, membership, production

development, and marketing. It was found that 58.4% of women vocational groups had a high-level capacity (Group A), 40.9% had a moderate level capacity (Group B), and only 0.7% had a low level of capacity (Group C).

Below are the Main issues according to capacity levels of women vocational groups:

Women vocational groups with a high-level capacity (Group A) refer to women vocational groups that have a high level of leadership, good management, ideology, and shared future. Members are strong and participate in the operations of group activities consistent with problems and demands of members. The groups have a friendly environment, love, and lateral or horizontal communication. The groups have products launched to the market continuously and the ability to find a channel of distribution.

Women vocational groups with a moderate-level capacity (Group B) mean women vocational groups that do not have systematic management, have some restrictions that make them unable to perform group activities to achieve the set goal. For example, some groups have good leaders and the committee to perform collaborative management but members give little cooperation and their distribution channels are poor.

Women vocational groups with a low-level capacity (Group C) refers to women vocational groups with various problems and obstacles. These include having leaders who are capable but the committee and members have little participation, having restricted financial sources, a shortage of funds in working, a lack of factors of production, all their products seem the same, a lack of product development, a lack of knowledge and vocational skills, and discontinuity of vocational activities.

5. Elevation of capacity of women vocational groups in communities:

1) Management – Importance is given to participation in the operations of the groups, continuity of group activities, division of benefits is

carried out in an appropriate manner, fairly, and satisfactory for members, and having rules and regulations that are acceptable by everyone. Women vocational groups must give importance to operational plans and the operations must be carried out as planned. Relevant agencies should direct, monitor, and inspect the operations to provide academic advice and management tips regularly.

2) Production development – Products must have good quality and can be produced to meet the set goal. A wide variety of products must be available. Product designs must be creative and modern. The groups should develop further products compliant with consumers' demands and should be motivated and have the ability to bring new technology and knowledge for product development.

3) Value-added products – Good quality materials must be selected by considering safety and environmental impacts, such as using natural raw materials, local wisdom/culture as a base for product development. This could include the production of fermented mud cloth, packaging design, and product design that are compliant with market demands. New technology/ knowledge is brought to the operations, support is given to apply for quality certification, such as Thai Community Product Standard, Thai FDA Certificate, Halal Certificate, etc.

4) Promotion and public relations – Perceived opportunity should be developed as well as the sales of a wide variety products of women vocational groups that should be available in every distribution channel by conducting public relations or selling products in many places like women vocational group office, community markets, OTOP shops, hotel shops/ accommodations/ tourist sites, souvenir shops/ tourist rest areas, trade fairs held by government agencies at places such as the district office, industrial promotion centers, trade fairs held by private sector, public relations through printed

matters like leaflets, including online public relations on website, Facebook, Instagram, etc.

5) Benefit and profit allocation – Profit should be allocated in the form of welfare that members receive as the motivation for gathering as a group. Welfare should include funeral support benefits, medical expenses, scholarship, life insurance, food and drink expenses, the purchase and repair of material and equipment for production, promotion and development of the committee and members through activities such as field trips, borrowing, remuneration for the committee, remuneration for product sellers, borrowing for members as working capital, fund allocation for women vocational groups, and member dividends.

Discussion

According to the study results on the capacity development of women vocational groups in communities, group gathering are desired by the groups of women. Most of them are older persons who would like to have a job and income to support their families. Based on the coordination with community leaders, existing women vocational groups that have not been promoted and supported use vocational training as a tool to make their group gathering active and have a goal. However, the lesson learned from women vocational groups that are successful is to continuously and sustainably carry out activities that generate occupations to women who are group members. The vocational training courses should be aligned with group members' needs and local conditions as well as promoting knowledge and skills that meet market needs. However, Oliva (1992) suggested that a good curriculum should be learner-centered and continuous assessment of the curriculum should be undertaken. This will show that the curriculum is appropriate, up-to-date, and meets the needs of the market (Ornstein & Hunkins, 2013, Patphol, 2015). Other factors making the groups stable and strong are the group leaders must be dedicated

and strong. They must manage the groups by adopting the principles of corporate governance, especially transparency, paying respect to rules and regulations of the group, and building trust and credibility in the team. In addition to group leaders, group unity is important. Group gathering should be based on a brotherhood or sisterhood relationship where members help each other, giving advice and warning once a problem arises. This is consistent with Department of Local Administration (2015) saying that the components making groups to operate efficiently are when group members have the general idea with the same direction and a shared future, shared goals and mutual benefits, participation from all parties in management, group activities and operations are carried out appropriately and are consistent with problems and demands of group members, friendly environment, love, generosity and unity, lateral or horizontal communication should be used in a group, visionary and strong leadership, and group members are ready to manage their own problems and the problems of communities. A study conducted by Pichit Wongkham (2008) found that the strength of a female silk weaving group in Ban Nong Ta Kai was generated from management, i.e. group management structure, duties and persons in charge are apparently assigned, participation of group members in selecting the committee, control, inspection, benefit sharing, leaders who have responsibility, honesty, sacrifice, and transparency, including support from both external agencies of government and private sectors.

As for working capital for managing group business, it is an important factor and necessary. Working capital in the groups must be generated from the management ability of the group leaders. A study conducted by Kannika Tamma (2014) found that working capital is essential for the production of women vocational groups. Government sector agencies should support a budget for the groups at the beginning of the operations.

With regard to products that carry their own strong identity and culture, it is a way to make members proud of their groups. A study conducted by Napapan Pattanachatchai (2012) supported the application of intellectual capital in communities to produce goods so as to carry on local wisdom, tradition and culture.

The way that officers from several government agencies promote and support the groups continuously will help develop and fulfill something that the groups are missing, in terms of assistance on training courses, materials, or equipment in vocational training. A study conducted by Piya Petchsong et al. (2012) identified that the continuous support from Department of Local Administration and agencies from government and private sectors including various vocational group networks are important factors enabling women vocational groups to gain success.

Group with efficiency refers to the way group members have general ideas with the same direction or see the future together, have shared ideology and vision. It is an important thing to hold gatherings of the groups in order to perform each individual's duty to their full capacity to achieve the shared ideology and vision without being divided. Having a shared goal or benefit will encourage group members to have a consistent direction of the operations to achieve the set goal. Emphasis is placed more on the relationship of group members than assets or valuable objects so as to eliminate conflicts that may occur later. Participation of all parties in management is a condition that enables members to be conscious of being a part of the group and aware of shared responsibility, generating perception, decision making and to take action in the name of the group. If the operations are carried out efficiently with transparency, disclosure, and benefits are distributed fairly, the group will be stronger. Group activities should be suitable for and compliant with problems and demands of members. A study result of Bureau of Community Strength Enhancement, Community

Development Department (2017) found that efficient women vocational groups must have several aspects of development in a continuous manner as follow: 1) Management, i.e. participation in operations, benefits sharing, monitoring and follow-up, 2) Production development, i. e. the quantity of products, performance, and the quality of products that meet the set goal, a variety of products and product development, 3) Value-added products, i. e. selection of good quality raw materials, the use of local wisdom/ culture as the basis of product development, packaging design, product design compliant with market demands including the adoption of innovation and technology to the operations, 4) Promotion and public relations to give a chance of perception and product selling of women vocational groups through online media, such as websites, Facebook, Instagram, etc., 5) Profit allocation, such as welfare like funeral support benefits, medical expenses, scholarship, remuneration for the committee, remuneration for product sellers, borrowing for used as working capital, member dividends. Also, there are explicit plans for group development and the development is carried out continuously. Group management can be performed without relying on external factors, under the support of community organization leaders, friendly environment, generosity, unity, leading to powerful cooperation. Group strengthening in communities is an important fundamental in developing various community activities, especially women vocational groups in communities. Having a job, income, and living in a community with families, being accepted in one's own capacity and value shall generate power to develop the society effectively.

Policy recommendations to Department of Women's Affairs and Family Development

1) Women vocational groups should be promoted and supported to have an online distribution channel consistent with situations, especially during the spread of COVID-19.

2) A memorandum of cooperation should be made with other agencies to promote capacity of women vocational groups, including quality improvement of products to meet standards. Product distribution channels should be increased with relevant agencies, such as Community Development Department, Department of Industrial Promotion, Department of Skill Development, and Office of Social Enterprise Promotion.

3) Coordination and cooperation should be made with agencies in the Ministry of Social Development and Human Security that have missions in similar areas and targets, in family institutions, such as Department of Older Persons, Department of Children and Youth Affairs to develop in an integrated way the target groups in a family in terms of social and economic aspects to have better quality of life.

4) Private businesses should be promoted, especially leading organizations that have corporate social responsibility plans to collaborate and partner with women vocational groups. An opportunity will be given to elevate the quality of women vocational groups as well as marketing and product distribution channels.

5) Women and Family Development Learning Centers should be elevated to be learning centers for vocational training and vocational skills development to facilitate unemployed graduates and return to their domicile by organizing a training course for new careers consistent with market and consumer demands.

Moreover, the learning centers must reduce the role from being teachers or lecturers to being resource coordinators to work cooperatively with specialized agencies both inside and outside the area or in different ministries to facilitate cooperation, promote, and develop unemployed graduates to have knowledge and develop vocational skills in their field by adapting their existing knowledge and basic skills, such as language skill, digital technology skill. The learning

centers play their role as a supporting source for place, equipment, and knowledge collection about new careers in their facilities to be useful for women vocational groups in communities.

6) A concrete policy should be formulated on integrating vocational training. The Department of Women's Affairs and Family Development has many years of expertise and experience with the further development of women according to the mission and social situations that change and are compliant with the new laws that the department uses as a guideline for the operations, especially gender inequality problems in communities and the society. By doing this, women in communities will have a role in being leaders in social, economic, and political dimensions, leading to a society with gender equality accordingly.

Suggestions to the development of vocational training courses

1) Vocational training courses in communities must be prepared to be compliant with demands of group members, contributing to success while knowledge and skills obtained shall be used for making a living.

2) Duration of training should be designated to meet the content, difficulty, and details of the courses.

3) Vocational training courses in communities should be designed by dividing the training duration into phases to allow training participants to have time for doing their daily activities and permanent jobs.

4) Emphasis should be placed on practices and skill practices while knowledge, theories, and academic approaches should be provided only as necessary.

5) A short training course should be held to further develop and enhance knowledge for women vocational groups that finish the previous programs to ensure the groups have new knowledge to keep pace with currently changing situations. This could include online sales training course, product review training course, how to

make a brand to be recognized by customers, how to be a professional seller, etc.

Suggestions to promoting the capacity of women vocational groups in communities

1) Lecturers that supervise and monitor women vocational training in communities should be available. This should include a mentor to give advice to them. The quality of products that women vocational groups produce on their own or receive from other sources to produce should be inspected.

2) A budget should be allocated or a project should be held to allow participants in occupation training to have an observational study at other women vocational groups that are successful to inspire them and increase training efficiency.

3) Skills in using technology and marketing should be increased, especially when selling products online. A mentor should monitor and give advice about the operations.

4) The number of members in a group should be considered to ensure it is compliant with demands/necessity of a certain vocational group so that the group gathering can achieve the highest efficiency.

5) Women vocational groups should be connected to educational institutions in the area, such as Rajabhat University, Rajamangala University of Technology, etc. to produce a new generation of people who are good at digital technology to join the groups.

6) A guideline for monitoring measurement and evaluation of business operation enhancement project for women should be determined similar to other courses so that the outcomes can be utilized in making a plan for developing other courses accordingly.

7) Knowledge and skills in making products within women vocational groups in communities that have competitors in neighboring areas and other provinces should be developed to gain competitive advantage. Women vocational groups

in communities need to gain knowledge and assistance in the production process that requires meticulousness and beauty by having a mentor or expert to monitor, control, and inspect pieces of work continuously.

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