

POLICY GUIDELINES FOR DEVELOPING THE AGRICULTURE THROUGH THE SOCIAL ENTERPRISES: KEYS-SUCCESS TOWARDS THE SUSTAINABLE DEVELOPMENT

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Abstract - The Global change and the capitalist crisis in the West have created conditions for each country to turn to the internal market more, each country has to develop a self-reliant economy and, in particular, value the community economy, the foundation economy. However, Thailand should take advantage of the fertile land, climate, and agricultural inputs to make it the world's food court. The government or relevant authorities should focus on agricultural production urgently, not allowing farmers to act on their own as in the past. The government sector needs to take part in the systematic and technical management of agricultural produce by creating new innovations to direct it seriously and concretely. There should be management from production (cultivation), processing, and distribution systematically. It is known that there are many forms or methods of driving the foundational economy such as cooperatives, community businesses, social enterprises, etc. A model that allows communities to join together to conduct business as a Corporate entity, with moderate operational flexibility, is "the social enterprise". Driving the community economy as a social enterprise is a key management factor for the maximum benefit of the community, there should be operated as follow; (1) Encourage and support the people in the community who have needs similarities to jointly establish at least one social enterprise per sub-district by focusing the producing an agricultural product that they have expertise according to the government can support the means of production or capital according to the legal framework. (2) Regional or local governments provide promotion and support at operational levels such as registration of the enterprise network is the center of the enterprise group, acts as the center of the entire supply chain, as well as coordinating with the relevant departments. (3) The central government acts as a mentor to support policy, budget, academic as well as legal supervision. In addition to that, for maximum efficiency, cooperation between the public, private, and community sectors is needed to drive the entire supply chain.

INTRODUCTION

Global change and the capitalist crisis in the West have created conditions for each country to turn to the internal market more, with each country developing self-reliance economies, especially the community economy. Thailand is a country where the majority of its citizens have an agricultural career, despite efforts by many governments to develop the country into a newly industrialized country, the reality is still a farming country. In 2015, Thailand had 25.07 million Thai farmers, accounting for 38.14 percent of the entire population (Department of Agricultural Extension, 2016) The agricultural sector is of great importance to the economy and society of Thailand from past to present. In the past, the structure and dynamics of the agricultural sector have been widely studied, but most of them are based on macro-level

data, making it difficult to understand the problem deeply enough to lead to the formulation and targeting of appropriate policies. The study of Somrat Jantharat (2018) offers an in-depth analysis of agricultural structure and transformation using a large database from the Farmers Register and Agricultural Census, covering most of the agricultural households across the country over a 14-year period and resolutions at the household, labor, and agricultural plots found that the multidimensional overview of the facts could certainly lead to an increase in the global food shortage crisis. According to the FAO over the past 10 years, the world's population of hunger is estimated at 840 million and is aimed at reducing that number to 420 million, but it turns out that over the next 10 years, the population of the world starving has increased to 1 billion people, in addition, there have been reports of riots or protests because of food shortages in 13 countries were; Haiti, Peru, Argentina in South America, Mauritania, Senegalburg, Kina Faso, Egypt, Ivory Coast, Cameroon and Mozambique in Africa. Yemen, India, and Indonesia in Asia. This is caused by a 180 percent increase in food prices over the past three years, causing shortages because there is no purchasing power, and when the world is starving, people go hungry, their reactions are often violent and limitless (Theera Wongsamut, 2009). However, David Beasley, WFP's Director of the World Food Program, released Tuesday's 2020 Global Report on Food Crises. The situation of the COVID-19 Outbreak This causes global economic activity to slow down and stagnate. Before the WFP epidemic, 135 million people faced severe food shortages. And worried that the COVID-19 crisis Will double the world's population in need of food by the end of the year. Africa will be most severely affected, followed by Asia and Latin America, and about 77% of the population will face severe food shortages that come from war-torn countries and internal conflicts like Yemen, South Sudan, and Syria Arif Hussein, the chief economist at WFP, said that before the COVID-19 epidemic, around 21,000 people died of malnutrition and found that every 10 seconds and one child died of the Lack of nutrition (Voathai. 2020).

The coronavirus outbreak created both health and economic crises that have never been seen before during a human life. This trend will force a small number of workers to return to their homes for permanent careers in agriculture (Bank of Thailand. 2020). As such, Thailand should take advantage that we are a fertile country, climate, and agricultural inputs in order to make the country the world's grain center. Therefore, the government or relevant authorities should urgently turn their attention to agricultural production, not allowing farmers to act on their own, as in the past, the state has to take part in the systematic management of agriculture on an academic basis and Creating new innovations seriously and concrete. It gives priority to every supply chain, from production (cultivation), processing, and marketing in a systematic manner.

“Community enterprise” may be a new term that many people do not yet understand and mistakenly for government assistance in supporting career finance. It emphasizes the sufficiency economy in parallel with the mainstream economy because of the mainstream economy, creating a gap between the income of the people and causing many social problems. “Community Enterprise” is classified as a shapeless public organization, not a legal entity under civil and commercial law, the support is not systematic and without unity, resulting in problems in the operation because some community enterprises are not accepted. However, the Community Enterprise Promotion Act of 2005 was officially enacted and came into force on 19 January 2005 to resolve the issue.

However, nowadays, the problem of economic and social inequality in Thailand is an issue that the government has given priority, Therefore, the government sector uses the policy "Civil state" as the primary mechanism for civil society participation to stimulate the underlying economy and reduce inequality. The Civil state in a broad sense is the state of people, the state in which people feel highly owned and engaged, state by people, states in which people play an important role in public activities, and state for people (Tinno Kwandee. 2015). Thus, one of the ways in promoting the participation of the private sector and civil society in driving the national development of the civil state strategy is the promotion and development of social enterprises, However, nowadays, the concept of social enterprise is not yet widely known in Thailand, and it is confused with corporate social responsibility (CSR) activities.

The social enterprise is a business that has the same goal of making a profit as a normal business but has responsibility, ethics, and the concept of coexistence in the community which is to promote the development of society, the environment, and those who are involved or affected to operate the business in a balanced, sustainable and sufficient way, this includes finding new ways to conduct business to solve problems and avoid causing problems to the surrounding society and as a way to create a happy society (Wallace, 1999). Social enterprises may be established to address social or environmental problems, the outcomes of social enterprises are reflected in the form of environmental sustainability (Achavanuntakul, 2009), there was the objective is to strive for the benefit of the society with serious and continuous participation that will lead to social security (Nilprapan, 2015).

Therefore, this paper intends to present a management approach that will be the key to effective social enterprise management as a guideline for further promotion of social enterprise management.

RESEARCH OBJECTIVES

This paper aimed to analyze and present a policy guideline for agricultural career development through social enterprises.

LITERATURE REVIEWS

1. Introduction to community enterprises

In the past, community enterprises were citizen organizations, formed by the community that has gathered and operated at the grassroots, shapeless, and not legal entities under law, law, and commerce. Therefore, the sponsorship is not systematic and unified, causing problems, some community enterprises' operations are not acceptable to government or private entities, due to the lack of legal support, sometimes there is support from the government but not the real need. Later, community enterprises became the government policy to solve the overall problems of the country because community enterprises were the entrepreneurship for the creative management of community capital by the people of the community in order to generate income and self-reliance among families, communities, and between communities. In addition, community enterprises are a component of the sufficiency economy and an important economic activity in driving the community economy, building a solid foundation for the country. Therefore, community enterprises are leading to being the solid and sustainable economic foundation of the truly national economy and the government also saw that the community economy, including community enterprises, was the basis for self-sufficiency economic development. However, there are a number of community economies that are still at the level that are not ready to compete in both domestic and international trade. Local knowledge and wisdom should be promoted, generating income, mutual aid, development of management capacity, and development of community enterprise models that will make communities self-sufficient and develop a strong community economy ready for future commercial competition, whether any level, including the development of community enterprises to small and medium-sized enterprises, were next.

Based on the concept and policy of addressing the poverty problem of the people through community enterprise activities, the government submitted a Community Enterprise Promotion Bill to the Parliament with the approval of the Senate on November 8, 2004, and the House approved it of Representatives on November 10, 2005. It will take effect on the day following its publication in the Government Gazette, from January 19, 2005. Intent to promote community economy, which is the basis of sufficiency economic development, some of which are not ready to compete in a commercial competition to promote knowledge and local wisdom to strengthen the community economy system to be able to develop into entrepreneurship of a higher business unit with the Prime Minister as the Chair of the Community Enterprise Promotion Committee and the Director-General of the Department of Agricultural Extension as the secretary.

The Department of Agricultural Extension has therefore played a role as the main agency in coordinating the promotion of enterprises, communities, and networks in a manner of integrating both within the agency and with all parties to jointly promote and support the community to be strong and self-reliant according to the spirit of the Community Enterprise Promotion Act consistent with the current situation

which focusing on community development strategies in the new vision is a movement that leads to the creation of independent, stable and self-sufficient communities based on the coordination of networks in various community organizations, work together to plan, work together to determine their own destiny which will be the foundation for sustainable development by the community, for the community and the sustainable survival of the community. A community enterprise is therefore a new strategy of community development by the community systematic and self-reliant, which is the development from within the community, whereby people in the community join together to build confidence, restore relationships, develop management systems and social learning processes.

Seri Phongphit (2007: 145-146) Explain that community enterprises are: (1) the community must be the owner of the enterprise, (2) initiated by the community, (3) the community capital is based, (4) the learning process is thought-based, (5) Using a local wisdom base combined with universal wisdom, (6) using local raw materials, (7) must be linked with community activities, and (8) self-reliant, and the following types of community enterprises are as follows:

1. Classified by the nature of the operation, namely (1) basic community enterprises, which are produced for daily consumption and consumption in the local community. And (2) progressive community enterprises are community enterprises that are readily available to external markets, especially homestays and community tourism services.

2. Classified by the characteristics of development, which are (1) family-level community enterprises as a business for consumption and consumption in the family. And (2) Community enterprises at the community level and network It is an operation by a group for consumption and consumption in the community and network. The nature of community enterprises at the community level and the network is considered a progressive community enterprise, although community enterprises are linked to community businesses, yet there are differences in these areas: Goals, indicators, concepts based funding sources, and processes.

Narong Phetprasert and Pitthaya Wongkul (2013) Explain that the community economy is like a base or a refuge as a safety net of the overall economy, which is based on the idea that fighting does not have to be defeated, dodged, survived and developed, People have food, have a good quality of life, work as the goals of the economy, which we can achieve with the sufficiency economy by creating an economic foundation that uses community enterprises as a driving mechanism.

Utai Parinyasutinun (2017) Explains that community enterprises are closely related to community businesses in the area of trading of goods or services and are linked to the community economy of demand and supply between consumers and producers, both within and outside the community, based on the concept of sufficiency economy. Community enterprises would not have any value if they were not put into practice, especially in the context of community management, where people in the community were expected to use community enterprises as a means of managing community capital by the community and for the community. And finally, it will lead their community towards becoming a professional entrepreneur.

Thanyamai Chiarakul (2014: 177) It is of the view that the integration of the ASEAN community affects the adaptation of community enterprise entrepreneurs in terms of business networking, management, marketing, production, finance and capital, technology, and Governmental support. And it also considers that information should be supported and knowledge is promoted to such operators in order to strengthen their strength in both domestic and international markets. This reflects that knowledge related to community enterprise entrepreneurship, both basic knowledge and related knowledge in other matters, are important to community enterprise entrepreneurs.

Consequently, it can be concluded that “Community Enterprise” is, therefore, a small and micro-entrepreneurship organization to creatively manage community funds for self-reliance and sufficiency of family and community grants including maybe occasionally, government support in the form of employment funding is the same as many state-sponsored programs, the community enterprise is,

therefore, a community business organization that the government has focused on the basis of sufficiency economy in parallel with the mainstream economy.

2. The Social enterprises

The Social Enterprise Alliance of the United States defines social enterprise as “social enterprises are businesses whose primary purpose is to benefit the public, through the use of business methods and practices and their market power in social, environmental and humanitarian development. It is noted that the definition here refers to the social development of social enterprises as a result of linking and using business methods. Scholars interested in studying the environmental factors affecting social enterprise success in 2007, by Seanor, Bull, and Ridley-Duff (2007 : 34) studied the forms of social enterprise, focusing on the behavioral patterns of social entrepreneurs who carried out activities in the creation of social enterprises and found various models, finally concluded that The business model of social enterprises resulting from the implementation of social activities is “integrated and complementary” according to the environment and context (Wiraporn Chairat, 2017 : 18-21).

Professor Dr.Kittipong Kittayarak, Director of the Institute for Justice of Thailand, said the roles of each sector in social development that most people focus on are public and private sectors, but there are also other sectors that are important and have a high potential for social development. That is the non-profit sector or Third Sector that can also play a very active role in participation in social development. Thus, a mechanism or a process like The Social Enterprise to help the non-profit sector to function, there is a chance that there is no need to choose between surviving or doing it for society. At the same time, it is vital in helping to unlock a huge amount of development power (Kittipong Kittayarak. 2018).

Phengkhae Lapying. (2011: 2) said that the non-profit-private sector or Non-Governmental Organization: NGO) means Non-bureaucratic organizations come from the voluntary gathering of people with a common goal of conducting social assistance and development activities, operating independently with the volunteer minds of the workers, non-profit purpose and does not bring income to be shared among themselves, may have legal status by registering as a foundation/association or not, it may or may not receive government or private funding, in the form of funds. For example, doctors working in this kind of organization count themselves as Patient Funded Practitioners, not private doctors, on the other hand, if it is a public sector with a profit-taking direction, it should be called public for profit.

Chadin Rojananon (2015) "the social enterprise" refers to an enterprise with the main objective of solving social and environmental problems by using good corporate governance mechanisms combined with knowledge and social innovation, it is financially sustainable from the primary income that comes from a product or service without relying on donations and re-invested the resulting profits to expand the social impact. Currently, it is known the social enterprises are: Grameen Bank, Doi Tung Development Project, and Abhaibhubejhr Hospital. Therefore, social enterprises are the hallmarks of Non-Profit Organization: NPO which aimed at creating benefits for society combined with the strengths of the business with effective management to generate profits until they can rely on themselves.

Sakda Siriphatrasophon (2015: 30) the social enterprises operate for social or environmental goals, with a profitable business plan to nurture their operations and expand their work to their full potential, driving the implementation of the set social mission, having duties and responsibilities to stakeholders and bring income back to the business for use in operations, expand the business and push forward social goals. The social enterprises are therefore a combination of social goals and business goals, so the organizational model may be explained by hybrid organizations that take into account social and economic values which social enterprise is considered one of the forms of organization

Wiraporn Chairat (2017: 11) Said that social enterprise refers to enterprises, organizations, business organizations, or public sector organizations that operate in a business style and aim to create the social value which is not seeking profit as its goal. The pursuit of profit there is not in order to create wealth for the owner or the investor, rather, it is for the efficiency of the use of resources and to create sustainability

for the enterprise, which means that social enterprises are able to operate continuously and sustainably without funding or donations.

Therefore, social businesses are not non-profit activities or businesses, most of them run in the form of foundations funded by donations or charitable funds. The social business must continue to generate profits and reinvest that profits in the society along with business expansion. The seven principles for social business are:

1. The social businesses must set objectives that will help reduce poverty in society or any specific problem in society, such as education problems, health problems, access to appropriate technology, or environmental problems that threaten society.
2. The business must operate sustainably in both financial and economic status.
3. The investors or business owners will receive a return on the business equal to the amount invested, which will not receive dividends or any other benefit from the business more than the investment.
4. When a business repays the invested money to the owner or investor, the profits generated from the business thereafter are stored in the business for use in expanding or increasing the efficiency of the business.
5. the business must not destroy the environment and natural resources or cause environmental pollution.
6. The employees and associates of the business are paid a job or salary that is equivalent to the industry standard but in a better working environment.
7. Everyone who works for a business must work with pleasure.

It can be seen that the concept and definition of social enterprise make the Grameen Bank is the source of money for the poor or the underprivileged, for example, the women in Pakistan can have a source of money to finance their careers to increase their family income. However, broader definitions, such as in the European Union, with the widespread development of social business, define the characteristics of social business that cover the following.

- The businesses that take into account ethical and social benefits in presenting their products, products, services, work processes, and in their production processes.
- The business that has the purpose of social development and has results from conducting business that clearly show that it improves society as a result of business performance.
- The businesses managed and operations that share benefits fairly with stakeholders - owners, shareholders, employees, partners, customers, communities, and society in general.

It can be concluded that a social enterprise refers to a non-bureaucratic organization formed by the voluntary assembly of people with a common goal of conducting social assistance and development activities, which operate independently with the volunteer spirit worker, there are too many non-profit objectives, but the efficiency of resource utilization and sustainability which means that a social enterprise is able to operate continuously and sustainably without relying on financial support or donations, or it may be called a social enterprise.

RESEARCH METHODOLOGY

This research was the mixed methodology research by starting the documentary research with reviewing of literature to find the balance of content (Kenaphoom. 2014D), Review of concepts, theories, and academic articles related to community enterprises, determine the scope of the content (Kenaphoom. 2014D) then, investigate a more convincing concept by integrating multiple methodologies (Kenaphoom. 2013: 169–185). The data sources used in this study consisted of academic papers from academic journals, Text Book, Research Report such as the Community Enterprise Promotion Act 2005, Academic articles of Seri Phongphit (2007), Department of Agricultural Extension, (2016), and Thanyamai Chiarakul (2014), etc. collection of data from research studies, information from academic documents and information from

information technology media, field study using the grounded theory method (Kenaphoom. 2015). And using content analysis methods for analyzing research data (Kenaphoom. 2014A; Kenaphoom. 2014B; Kenaphoom. 2015; Kenaphoom. 2014D ; Kenaphoom. 2013)

RESEARCH RESULTS

Policy Guidelines for Agricultural Development through Community Enterprises: This research tried to figure out how to develop the agricultural occupation of villagers by various methods, thus bringing it into policy proposals to be used in consideration of related agencies for use in decision making. these are detailed below.

THE GOVERNMENT ROLE

1. Encourage people to jointly establish social enterprises at least one per sub-district by focusing on producing agricultural products that they have expertise or expertise, support the factors of production or capital for those social enterprise groups in accordance with the legal framework, for example, Groundwater banking systems, solar cell wells to bring water for cultivation, seed support, funding, fertilizers or other necessary factors, it can be in the form of granting or borrowing in accordance with the legal framework that is conducive to action. In addition, the production of such agricultural products should be in the form of group agriculture, not on-demand cultivation, but rather using market-leading principles or contract agriculture. At the same time, the government has to look for a quality agricultural model "Agricultural Demonstration Center" for enterprise groups to be used as a model for cultivating quality agriculture, that is, low investment, large amount, reduce production costs, or increase productivity per rai, etc.

2. The regional government or local government organization provides detailed support, such as the registration of the enterprise network as the center of the enterprise group which acts as a data collection center, including coordination with relevant departments, in addition, it must also support product purification and marketing for enterprises, it may establish a provincial self-managed market unit or a specialized agricultural product processing center for serving as promotion throughout the supply chain. And the Social Enterprise Network is responsible for supporting and promoting the group of enterprises in the network to create a connection as the group's central market unit in purchasing, product processing, market management, coordinating the relevant government and private sectors, as well as preparing the area to be a market for buying and selling processed products from the enterprise group in the network.

3. The central government acts as a mentor to support policy, budget, technical, legislation, inputs, and personnel involved in promoting enterprise groups or networks to be connected, especially as a central market unit for purchasing products, processing products, and managing the market and coordinate public and non-governmental organizations to support marketing, which may take the form of the National Cereal Institute.

The private sector cooperation role

1. The private sector with a strong business stand has more expertise should cooperate in supporting and promoting enterprises in the entire supply chain system, including being a partner in an enterprise network, which is considered a partner in driving public policy.
2. Some groups of private businesses turn themselves into social enterprises for the survival of all sectors of society, especially the foundational economy, as another method of Corporate Social Responsibility (CSR).
3. The private sector has to be a mentor to the network of enterprises to operate closely.

The civil society cooperation role

The civil society is another vital organization in driving a successful policy, which should play the following roles:

1. Campaign to awaken the ideals of self-reliance on the base of social enterprise.

2. Actively take part in driving enterprises, which is considered a new role under the generosity ideology.
3. Examine the administration of the government in relation to driving the social enterprise policy to be free from corruption, etc.
4. Coordinate cooperation between networks such as community philosophers, local scholars, as well as independent scholars.

The social enterprise network Partnership

1. Together to create power and negotiation, the agreed proportional profit sharing based on the utility of the social enterprise network.
2. Assembled vigorously under the ideology for society, helping each other in all areas, including knowledge, action, rules, and regulations throughout the path to success.
3. Take action that responds to market needs in a timely manner and is always ready to learn new technology and innovation.
4. To be a coordinator for cooperation between organizations involved in the operation of the network all the time.

The social enterprise Self-development

1. Establish the strategic approach to supply chain management systematically and continuously to meet market demand and to be a virtuous commodity.
2. The members must always be keen to learn and be ready to embrace new technology and innovation in today's world.
3. The members must operate independently of the volunteer minds of the workers of the same ideology.

From the above analysis, results can be synthesized into the following diagram.

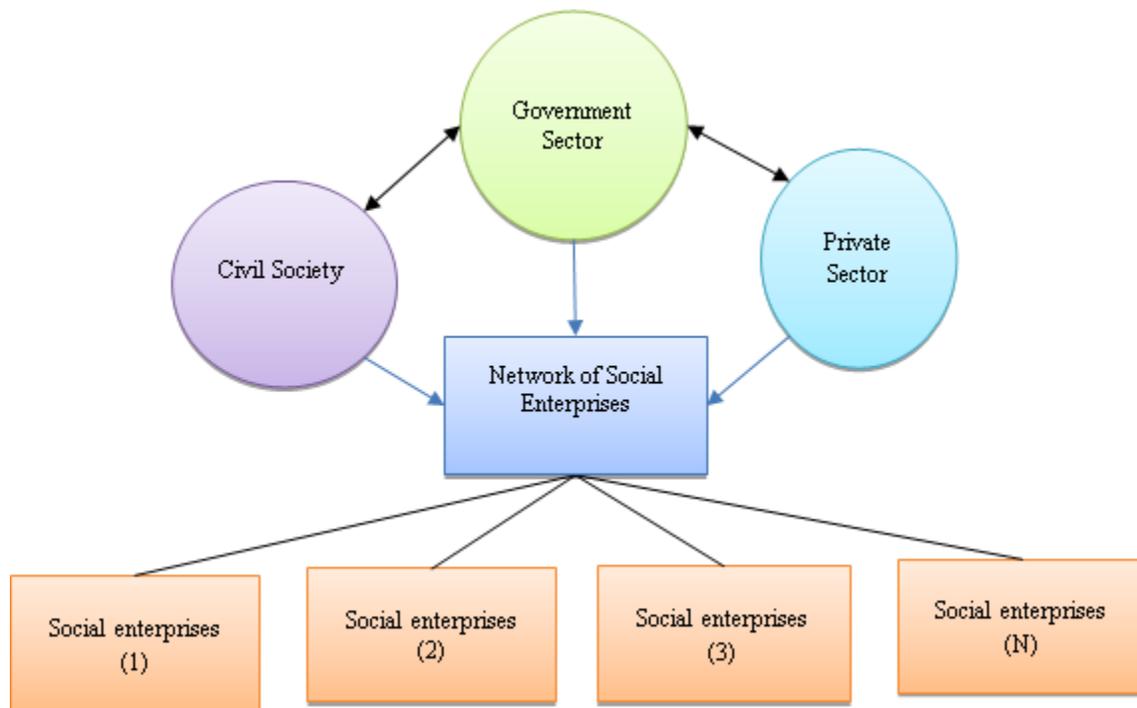


Figure 1: Policy guidelines for developing the agriculture through social enterprise

DISCUSSION

However, the most common limitations in managing social enterprises that need to be addressed are as follows; (1) The problem of misunderstanding, the organization of social enterprises in the same group as small and medium-sized enterprises is a misunderstanding. Although they are similar, they have an important difference. (a) social enterprise performance will focus on social performance for community self-reliance, while small and medium enterprises will primarily focus on entrepreneurial business performance. (b) the size of capital and profits of social enterprises is not consistent with the size of capital and profits of small and medium-sized enterprises. And (2) the legal issues, although the Social Enterprise Promotion Act 2005 aims to encourage villagers in the community to operate social enterprise businesses, it does not provide opportunities for business strength because social enterprises are not considered legal entities under the civil and commercial law, thus making them unable to hold assets and undertake legal contracts with other organizations to access capital sources for the production of goods or service possible (Raekphinit, 2008: 86). Therefore, to strengthen the social enterprise in business, it is necessary to improve both the requirements and the law to recognize the status of social enterprises as legal entities. This is to create opportunities for increasing competitiveness and professionalism in the business simultaneously.

However, the issue of proposition found that people of similar communities in all areas should be encouraged to jointly establish at least one social enterprise in each district, focusing on the production of agricultural products of their own expertise. The encouraging people to jointly establish social enterprises in their respective territories, the state should provide serious support in all areas, not just in fulfilling the assigned duties, in particular, government officials should put their energy into pushing each group of enterprises to be able to fully drive the basic economy, which corresponds to the article of Utai Parinyasutinun (2017) explains that social enterprises are closely related to community businesses in the issue of trading of goods or services and are linked to the community economy in terms of supply and demand between consumers and producers, both within and outside the community, based on a sufficient economy. Such a social enterprise would not have any value without its practical use, especially in the context of community management, where people in the community were expected to use social enterprise as a capital management tool of community, by the community, and for the community. Then, it will eventually lead the community to become a professional entrepreneur.

The regulation of the regional government or local government organization in the area to continue with the registration of the enterprise network to be the center for the enterprise group to act as the data collection center throughout the supply chain, including the federal government must act as a mentor to support policy, budget, technical, legislation, factors of production and another layer of facilitation, which corresponds to the article of Thanyamai Chiarakul (2014: 177) Explain that the integration of the ASEAN Community affects the adaptation of social enterprise entrepreneurs in the areas of business networking, management, marketing, production, finance and capital, technology and government support. And moreover, it is of the view that information should be supported and educated to entrepreneurs in order to strengthen their strength in both domestic and international markets, this reflects that knowledge related to social enterprise entrepreneurship, both basic knowledge and related knowledge in other areas, are essential to all social enterprise entrepreneurs.

POLICY RECOMMENDATIONS

The Research of research would be presented a policy proposal for the public policy makers to use in their decision-making on the fundamental economic development in accordance with the social enterprise approach were;

1. All government sectors must provide serious support in all areas, especially the dedication of energy to drive enterprise groups to self-drive the basic economy.
2. Government administrators, both central and provincial, must monitor the promotion and support seriously by focusing on solving economic problems with results-oriented agriculture.

3. The federal government has to seriously and concretely establish confidence-building policies, and the central government must act as mentors, supporting policy, budget, technical, legislation, inputs and facilitate suitability.

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