

**THAI NON-GOVERNMENTAL ORGANIZATIONS (NGOS) IN
THE CHANGES OF THE 21ST CENTURY: AN ANALYTICAL
STUDY OF THE CHANGE PROCESS FOLLOWING
THE TSUNAMI DISASTER**

Bundit Shovityakool

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Development Administration)
School of Public Administration
National Institute of Development Administration**

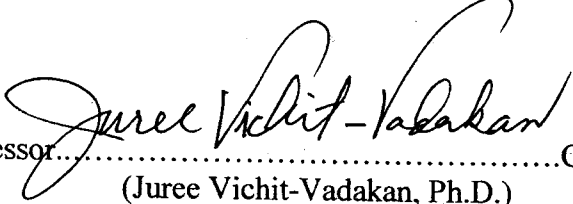
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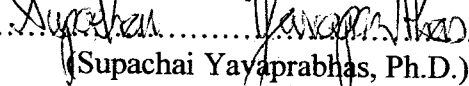
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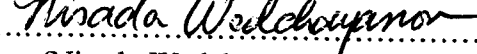
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The Examining Committee Approved This Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy (Development Administration).

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ABSTRACT

Title of Dissertation	Thai Non-Governmental Organizations (NGOs) in the Changes of the 21 st Century: An Analytical Study of the Change Process Following the Tsunami Disaster
Author	Mr. Bundit Shovityakool
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The objectives of the study were to understand the characteristics of Thai NGOs, which have responded, adjusted and changed themselves, due to the effects of the December 26, 2004 Tsunami. Also, the forces and change processes which have propelled Thai NGOs to change in the case of the Tsunami are identified.

The study investigated these forces and change processes using three cases. It was conducted using a qualitative research methodology.

This study is exploratory, focusing on the changes that influence self-adjustments of Thai NGOs. The cases include Thai NGOs participating in Tsunami relief activities, namely: the Raks Thai Foundation, the Duang Prateep Foundation and the Population and Development Association (PDA). The three cases are service delivery organizations, and they are diverse in terms of degree of formality, major activities, and management styles.

The major techniques used in this research were in-depth interviews and document analysis. For the in-depth interview, key informants were identified and interviewed by using guideline questions. Key informants were selected because they were directly appointed as the persons in charge of the operation during the Tsunami mission. Additionally, documentary research on each case study was conducted by gathering reports involving the Tsunami, as well as reports from NGOs.

The information collected from the three cases showed that there are similarities and differences of changes in their management. This study has elaborated the implication of changes of the three cases into a simple management

dynamic, i.e., planning, organizing, leading and controlling. Also, the findings of the study identified causes of change, which have forced the Raks Thai Foundation, the Duang Prateep Foundation and the Population and Development Association (PDA) to join and to adapt themselves in responding to the Tsunami mission. These causes of change are the strong attention of NGOs, donor expectation, concentration of prospective beneficiaries, requirements for immediate response, complexity of problems, level of NGO competency and the fast changing magnitude of problem recognition. From these seven causes, the first five were the causes while entering the Tsunami mission, while the last two causes were the causes after entering the Tsunami mission. In responding to the causes of changes, these NGOs applied changes in the following areas: program diversity, skill transformation, network expansion and project life extension.

The study also found that the Tsunami had created a unique circumstance in change management among NGOs of the study. The most interesting part is the change process. The three cases engaged their change process, which can be separated into four simple steps, namely: capability evaluation, change strategy, doing & learning, and readjustment. This finding also implies that the change process of NGOs in this study were not similar to the change process of profit-seeking organizations in the following points. First, a sense of urgency is a point to be created intentionally with for-profit organizations. This can be explained by forces in the NGO environment during the crisis situation, such as concentration of beneficiaries and donor expectations. This can also explain why these NGOs were willing to organize and to perform new tasks without significant resistance. Second, incremental change also exists. In fact, the three cases had to learn and apply incremental change often, especially within the first year.

Last but not least, the Tsunami has benefited both NGOs and their beneficiaries more than in normal cases. There was strong attention from donors that remained focused on these areas. These donors still want to provide a chance for NGOs and communities in affected areas to strengthen themselves and to create better community development, even better than during the pre-Tsunami period.

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Bundit Shovityakool

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