Project Document

Southern Thailand Empowerment and Participation (STEP) Project

2010 - 2012

Government of Thailand
United Nations Development Programme

ACRONYMS AND ABBREVIATIONS

APR	Annual Project Report
AWP	Annual Work Plan
BCPR	Bureau for Crisis Prevention and Recovery
CPAP	Country Programme Action Plan
CSO	Civil Society Organization
GMS	General Management Service
HAI	Human Achievement Index
ISOC	Internal Security Operations Command
ISS	Implementation Support Service
LEP	Legal Empowerment Project
LOA	Letter of Agreement
MDG	Millennium Development Goals
MoI	Ministry of Interior
MoJ	Ministry of Justice
NEX	National Execution
NGO	Non-Governmental Organization
NHDR	National Human Development Report
NRC	National Reconciliation Commission
PAO	Provincial Administrative Organization
PEG	Project Executive Group
PSU	Prince of Songhkla University
RCB	Regional Centre in Bangkok
ROAR	Results-Oriented Annual Report
RTG	The Royal Thai Government
SBPAC	Southern Border Provinces Administration Centre
STEP	Southern Thailand Empowerment and Participation Project
TAO	Tambon Administrative Organization
ToR	Term of Reference
TPBS	Thai Public Broadcasting Service
TPR	Tripartite Review
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNPAF	United Nations Partnership Framework

Cover Page

Country: <u>Thailand</u>

UNPAF Outcome(s)/Indicator(s): Access to quality social services and protection; Decentralization and provincial and local governance; Environment and natural resources management;

Expected Outcome(s)/Indicator (s): Improved livelihood for vulnerable groups in underserved areas; Enhanced local democracy and meaningful participation of civil society, including children, youth, women and vulnerable populations in decision-making processes; Community organizations and civil society are more effectively engaged in natural resources and environmental management and actively involved in policy and decision making process;

Expected Output(s)/Annual Targets: Systems and skills strengthened for enhanced productivity and income of vulnerable groups in underserved areas, including self-sufficient mechanisms to ensure that vulnerable groups can survive following a disaster; Strengthened capacity of high school student committees and youth groups to practice good governance mechanisms in school development projects and local governance; Increased awareness and legal knowledge of civil society actors, including vulnerable groups, on their rights, as well as participation of women as voters and candidates in local electoral processes; Increase public awareness and enhanced capacity of local administrative organizations on the right to information and participation and outreach mechanisms for information disclosure; Increased public awareness and community access to holistic approaches for disaster risk reduction and sustainable development;

Implementing partner:	Prince of Songkhla University
Responsible parties:	Governor's Offices in Pattani, Yala, Narathiwat, Satun and Songhkla, NGOs (tbd)

The objective of the STEP project is to enhance community empowerment and public participation in local governance processes in the southern region of Thailand (comprising the provinces of Satun, Songhkla, Narathiwat, Pattani and Yala). These five provinces account for over 65 per cent of Thailand's Muslim population.

Almost 30 percent of households in the southernmost provinces are below the national poverty line as compared to 9.5 percent nationally. Yala, Pattani and especially Narathiwat had markedly lower average household income than the national level and human development in the region is suffering. In January 2004, around two decades of relative quiet ended in the region, and a challenging period began for the people of the south, for government officials and for others trying to assist the Government of Thailand to achieve greater development in the region. Despite conciliatory moves by the Royal Thai Government, violence continues with almost daily incidents such as individual killings, arsons and bombings. Although estimates vary, the most frequently quoted source reports that over 2,400 people have been killed since the insurgency re-emerged in January 2004.

There are wide a range of challenges present in the south - both as a result of, and contributing to the ongoing conflict - including low educational attainment, low public participation in governance processes, low legal awareness, limited access to dispute resolution mechanisms and limited economic opportunities as well as limited capacity of local government to respond to such issues. The objective of the STEP project is to address such issues by supporting activities in the following areas:

Capacity development of civil society
- Strengthening institutional capacity of civil society organizations and media;
- Improving income generation and employment opportunities of communities;
- Enhancing legal empowerment and capacities of claim holders to access effective dispute resolution mechanisms.

Capacity development of government
- Strengthening capacity of local government in participatory planning and budgeting;
- Strengthening local level natural resource and natural disaster management;
- Strengthening understanding of conflict and peace-building issues.
- Strengthening capacities of duty bearers to provide effective dispute resolution mechanisms.

The duration of the STEP project is for three years. The implementing partner is the Prince of Songhkla University with a range of responsible parties participating in the project.

CPAP Programme Period: <u>2007-2011</u>
Programme Component: <u>CPAP</u>
Project Title: Southern Thailand Empowerment and Participation
 	
Project ID:
Project Duration: 36 Months
Management Arrangement: <u>NEX</u>
	Total Budget: 3,086,700 USD
	Allocated resources: 2,063,700 USD
	• Government -
	• Regular (TRAC 3) 1,225,000 USD
	• Other: 838,700 USD
	   ○ UNDP/Japan Partnership Fund) 400,000 USD
	   ○ Belgian Project Grant 438, 700 USD (314, 547 Euro)
	• In kind contributions _____
	• Unfunded budget: 1,023,000

Agreed by Implementing Partner:

_2~=~ _____

Professor Dr. Boonsom Siribamrungsukha
President, Prince of Songkla University

31 /03/2010
Date:

Agreed by the United Nations Development Programme:

Gwi-Yeop Son
UN Resident Coordinator
UNDP Resident Representative

Date: _____

I. BACKGROUND AND SITUATION ANALYSIS

Thailand is well on track to achieve most of the global MDGs in advance of 2015, having made significant strides in human and economic development. Between 1990 and 2004, the proportion of people living in poverty dropped from 38 percent to 11 percent and there have been notable improvements regarding primary school enrolment, malaria eradication, and a reduction in annual new HIV infections, among others. Despite these successes, persistent development challenges remain, particularly for certain groups and geographical regions, including those in the southernmost region of the country. The southern region of Thailand comprises five provinces. The Muslim-majority provinces of Narathiwat, Pattani, and Yala (home to nearly 1.4 million Muslims and some 370,000 Thai Buddhists)[1] plus the province of Satun, which is predominantly Muslim, and Songhkla, where some districts are also largely Muslim. The five provinces account for just 5 percent of the total Thai population, but over 65 per cent of Thailand's Muslim population.[2]

Development Situation in the Southern Border Provinces

While the provinces of Pattani, Yala and Narathiwat, Satun and Songhkla do not belong to the poorest regions of Thailand from a national economic perspective, the three southernmost provinces of Pattani, Yala and Narathiwat have over recent years been slipping backwards against the national average. Almost 30 percent of households in the southernmost provinces are below the national poverty line as compared to 9.5 percent nationally.[3] Yala, Pattani and especially Narathiwat had markedly lower average household income than the national level.[4] Human development in the region is suffering; Since the 2003 Human Achievement Index (HAI) all three provinces have lowered rankings. In 2007 Pattani fell from 53rd to 61st, Yala from 15th to 36th, and Narathiwat from 51st to 71st. While the provision of health and housing in the provinces appears better than might be expected; employment, education, family life and community participation are especially problematic as can be seen in Table 1.[5]

Table 1: HAI Indicators

	Pattani	Narathiwat	Satun	Songkhla	Yala
Health[6]	3	13	5	15	1
Education[7]	59	75	33	11	35
Employment[8]	65	45	55	58	69
Income[9]	55	56	20	9	17
Housing and living environment[10]	26	25	33	34	19
Family and community[11]	69	76	24	19	71
Transportation and communication[12]	42	58	65	10	35
Participation[13]	65	71	49	14	68

[1] NSO 2003, Survey of the Structure of Muslim and Buddhist Population in Yala, Pattani and Narathiwat; NSO 2000, Population and Housing Census.
[2] UNICEF 2006, Children and Young People in Thailand's Southernmost Provinces: UNICEF Situation Analysis.
[3] UNICEF Situation Analysis: Children and Young People in Thailand's Southernmost Provinces, January 2006, p.25.
[4] UNDP, Thailand Human Development Report 2007, January 2007, p.117
[5] Thailand Human Development Report 2007.
[6] The Health Index constructed from data on underweight birth, disability and/or chronic health problems, physical illness, AIDS incidence, mental illness, unhealthy behaviour, and physician
per population, is meant to capture the overall quality of physical and mental health, as well as the propensity for future health.
[7] Education Index covers mean years of schooling, upper secondary and vocational enrolment, lower secondary test scores, and lower secondary students per classroom.
[8] The Employment Index covers unemployment, underemployment, social security and occupational injuries.
[9] The Income Index covers household income, poverty incidence, and households with debt.
[10] Housing and Living Environment Index covers housing security, possession of basic appliance, e.g. refrigerator and electric or gas stove, exposure to flood and/or drought, pollution.
[11] The Family and Community Life index covers orphans/abandoned children/ children affected by AIDS, working children, single-headed households, elderly living alone, violent crimes, drug-related arrests.
[12] Transportation and Communication Index covers road condition, road length, vehicle registration, land traffic accidents, TV, mobile phone and internet.
[13] The Participation Index covers voter turnout, community groups, participation in local groups, participation in social services.

HAI[14]	61	71	20	6	36

In January 2004, around two decades of relative quiet ended in the region, and a challenging period began for the people of the south, for government officials and for others trying to assist the Government of Thailand to achieve greater development in the region. Despite conciliatory moves by the Royal Thai Government, violence continues with almost daily incidents such as individual killings, arson and bombings. While the level of the violence has not significantly gone beyond the borders of the three provinces, -, there is no let up or resolution in sight. Although estimates vary, the most frequently quoted source reports that over 2,400 people have been killed since the insurgency re-emerged in January 2004.[15] The great concern acknowledged by many is that this unrest could spread, become more violent and ultimately attract the interest of known foreign provocateurs.

The violent situation has had a huge impact on local communities. Violence has often been directed against the state school system .[16] As a result schools have been shut down in many districts due to security concerns after students and teachers were killed or schools set ablaze. Public health centres have also been targeted and public health volunteers murdered, having a dramatic impact on the availability of health services in some parts of the south.[17]

Efforts towards peace
In March 2005 the Royal Thai Government (RTG) appointed a National Reconciliation Commission (NRC) "charged with recommending policies, measures, mechanisms and ways conducive to reconciliation and peace in Thai society". The NRC delivered its report in May 2006. The report put forward a set of recommendations to end the violence through reconciliation. Among the important proposals of the report were addressing socio-economic grievances, considering introduction of elements of *sharia* in the region, devolving authorities and responsibilities local communities, providing means for local people to manage natural resources, creating community-level councils of elders (*shuras*), and strengthening the justice system and dealing properly with abuses by local authorities and security forces.

The policy framework
The order which regulates policy under the current government includes Prime Minister Instruction 206/2549.[18] Overall, 206/2549 lays out an approach to reconciling the communities in the South and places an emphasis on eliminating the conditions that have given rise to the insurgency. Some of the policy components of 206/2549 include:

Socio-Economic Development
The government tries to promote local livelihoods in accordance with the sufficiency economy and pay more attention to the local way of life in trying to create employment. In terms of boosting investment, the government has applied tax-exempt status or lower taxation for investments in the South, as well as providing soft loans and absorption of insurance costs to protect against damages caused by insurgent acts.

Governance
The emphasis is on the rule of law and on justice in terms of arrests and providing due process of law. The Southern Border Provinces Administration Centre has been revived as a mechanism to integrate the work of the government in the South.

Education, Culture and Religion
The government has a policy of building mutual understanding between religious leaders and communities as well as exchanging learning between people of different cultures. Its policy tries to adjust education to fit in with the local culture and way of life.

Despite the objectives of the Order, there have been discrepancies between the policy as stated and actually implemented on the ground. One of the key problems has been the number of actors involved. In addition to the regular system of nationwide public administration under the provincial

---

[14] The Human Achievement Index (HAI) is a composite index composed of eight indices, based on 40 indicators. HAI applies the methodology used in the calculation of the Human Development Index (HDI).
[15] To the end of September 2007. Source: Intellectual Deep South Watch (IDSW), Prince of Songkhla University.
[16] Melvin, 2007, p. 11
[17] Human Rights Watch, 2007; 7
[18] In other words, the 206th instruction from the Prime Minister in the year 2549, or 1996.

authorities, Prime Minister Order 207/2549 re-established the Southern Border Provinces Administration Centre (SBPAC) to help investigate and take action against complaints from the ethnic Malay-Muslim population concerning corrupt, abusive, or inept government officials[19] and restructured its relations with Internal Security Operations Command (ISOC). SBPAC has an advisory council appointed from several sectors, such as religious leaders, local academics, media, and local leaders. SBPAC is under the supervision of the military-led Internal Security Operations Command. At the same time, army forces in the region answer to the Division 4 commander. Three laws are in place in the Deep South, which grant the military extraordinary powers, these include martial law, the emergency decree and the internal security act.

Government spending

The government's development spending in the three southernmost provinces totals THB 2.5 billion (US$73 million), or 5.6% of the total budget of THB44.3 billion. Average per-capita development spending in the South is THB 1,383 (US$40) per person per year, or just over twice as much as average annual development spending per person nationwide.[20]

In January 2007, the government pledged an additional budget of THB 1.4 billion (US$ 41 million) for security and development in the conflict-affected south, including THB 400 million (US$ 11.7 million) for local development projects (THB100 million each for Pattani, Yala and Narathiwat, and THB 50 million for Satun and Songkhla).

Challenges faced by the people in the South

The Malay Muslim population faces a range of challenges, chief among them is low educational attainment. The numbers completing secondary schooling are low in comparison to the national average, and this translates into poorer prospects for employment and a lack of opportunities. This is particularly the case for children who have attended non-government schools or whose primary language is Yawi rather than Thai. Malay Muslims are also poorly represented in the public sector and in higher level positions..[21] While the local population is 80 percent Muslim, Thai Buddhists make up 70 percent of the local civil service, with Muslims generally limited to lower-level civil service positions[22]. The southernmost provinces also have among the lowest levels in the country of political participation and community organization.[23]

Youth unemployment is a significant issue in the South. Many young people have few employment opportunities and hold little hope for their future. Young people, especially idle young men are particularly susceptible to manipulation and can easily be used by those with interests in violence and hate and this also seems to be the case in the south.

Such violence incidents have been responded typically through conventional responses which rely largely on relief alone. There has been little, if at all, exploration of utilizing early action as an approach to turn around local conflict into recovery opportunities towards sustained peace.

The institutional capacity of civil society organizations in the South is weak. When CSOs lack the internal capacities to fulfill their role including limited resources, knowledge and technical skills they often lack the necessary legitimacy and credibility to meet their objectives. Women networks are also relatively limited in terms of number and activties.

With regards to the media, at present the quality of reporting on the South is low. Many see the role of the media as contributing to the troubled situation in the south. Polarization in the region along Buddhist and Muslim lines coincides with the popular tendency to frame and understand the conflict in religious terms. It is widely argued that shallow analysis and selective use of language in the national and international media play a role in perpetuating framing of the conflict in purely religious terms.

Gender Situation

---

[19] Human Rights Watch, 2007; 9-10 and 41.
[20] Ministry of Finance budget estimates for 2006
[21] Melvin, 2007; 18
[22] UNICEF 2006, p.14
[23] UNDP 2007, p.102

The violence has left many children and women bereft of a father, husband and bread winner (in 2003, nearly 11 percent of women in the south were widows – although not all had been widowed by violence).[1] It exacerbates the poverty situation as increasing number of women currently need to take up the role of household head without sufficient skills in livelihood. In 2006, the poverty incidences among women are relatively high in Pattani and highest in Narathiwat.[2] Pattani and Yala also have the highest maternal mortality rate in the nation (50.99 and 49.16 per 100,000 live births),[3] Female infant mortality is also high in Pattani and Yala, with Narathiwat again highest in the nation (10.44 per 1000).[4] In the year of 2000 none of woman representatives in the National Assembly are from the southern region while the central region has four of them. In the year of 2005 while the central region has 12 woman parliamentarians, the southern has only 4. In the year of 2008, the southern region has increased the number of woman representatives from 4 (in 2006) to 8 but the deep south still has no woman representative in the Assembly. All these situations implicate the relative lower quality of life of women in the deep south of Thailand and the slower progress of human development

Governance challenges

There are a number of challenges present in the south relating to public administration, administration of justice and governance more broadly. These include limited public participation in governance processes – in particular the development planning and budgeting process. For development and governance to be fully responsive and representative, people and institutions must be empowered at all levels of society and participate in such processes. Effective governance requires the effective involvement of government, civil society and the private sector. In order for these actors to work effectively towards effective governance, a range of capacity development initiatives is required. Specific areas of local governance requiring attention in the south include capacity development around participatory approaches for local planning, budgeting, and service delivery, as well as increased understanding of conflict and peace building issues.

Legal awareness and access to legal assistance is also of significant concern in the southern region. People are often unaware of all of the available options for pursuing a remedy for their grievance. There is a limited amount of information reaching communities about local services and where they can go in case of a grievance, particularly in the local language. There is a shortage of Muslim Malay speaking lawyers in the south and there is a high demand for legal aid. There are a range of community level mechanisms, which are involved in community level dispute resolution (such as community councils, *Shurah* consultative council or the tripartite village level system in Yala), however these have been cited to lack sufficient capacity and professionalism to effectively handle many of the cases coming before them. The religious, racial and linguistic difference between the minority Malay Muslims and the Buddhist majority in Thailand have led to a deep sense of alienation.

Many people identify disputes over access to natural resources as a significant obstacle to sustainable livelihoods. One issue that generates much discussion is the struggle between traditional fishermen and commercial fishing concerns. There are also significant challenges in the realms of land use and other natural resources surrounding the Pattani river and coastal waters. Many communities in the south heavily depend on access to land, fish stocks and healthy eco-systems for maintaining sustainable livelihoods.

III. RTG/UNDP DEVELOPMENT COOPERATION IN THE SOUTHERN REGION

For nearly half a century, RTG and the UNDP have been working hand-in-hand in pursuing Thailand's developments both at the bilateral, regional and international level. UNDP has been made a full development partner of Thailand. The past cooperation and lessoned from the Thailand-UNDP country programmers were contributed to four main themes: a) the contribution made by Thailand to South-south cooperation; b) responsive governance, focusing on emerging issues related to decentralization and local governance; c) environmentally sustainable development; and d) policy

---

[1] NSO 2003, Report of 2003 Reproductive Health Survey in the Southern Region of Thailand.
[2] MHDSH and UNDP, 2008 Report on Thailand Gender-Disaggregated Statistics., p. 14.
[3] MHDSH and UNDP 2008. p.91
[4] MHDSH and UNDP 2008, p. 221.

advocacy for the achievement of the national MDG-plus agenda. Key successful development activities implemented for the well-being of the people in the southern part of Thailand, particulary in the five southern border provinces, under the above programmes were also reflected in the following projects in the past decade (1997 – 2007):

1. Thailand/United Nations Collaborative Action Plan (Thai-UNCAP) (1997-2001)
This project was formulated in line with the Eight National Social and Economic Development Plan which provided a unique opportunity for broad-based collaboration for holistic and people-centred development in Thailand. The multipartite partnership approach envisioned in the Thai-UNCAP has inspired the Royal Thai Government, Thai civil society and the UN System to work together as full and equal partners to reach the development goals. *Pattani Province* was one of the area-specific, community-driven programme in the four pilot provinces (Phayo, Mha Sarkhkam, Petchaburi and Pattani). In the Pattani Province, The Thai-UNCAP development initiatives have demonstrated the "community will" to resolve their own problems. Many development activities have been initiated and successfully implemented for the betterment of the communities' quality of life. Key development activities in the Pattani's include:
- Flood prevention in Ban Kalapor, Tambon Troabon, Saiburi District;
- Well-drilling Invention in Ban Ba-ngobulong, Tambon Troabon, Saiburi district;
- Traditional uniforms for school boys and girls in Ban Bangkao Tai, Tambon Bankao, Saiburi District.

2. Project on Expansion of Sustainable Livelihood Opportunities for Poor Rural Communities in Five Southern Border Provinces (1999-2001)

This project was implemented on the assumption that the five southern border provinces constitute a culturally distinct area due to the predominance of the ethnically Malay Muslim population. The project aimed to improve the quality of life of the poor communities in the area by way of: a) coastal natural resource management, b) rural employment through sustainable agriculture, and c) off-farm employment opportunities. Beneficiaries/project sites were the poor rural communities in Yala, Pattani, Narathivat, Song-kla and Satun provinces.The project was implemented by Ministry of Interior, through its **Southern Border Provinces Administrative Center-SBPAC.** Major achievements include:
- Community business groups improved knowledge and skills in 5 major areas i.e. group process, production process, sales and marketing, environmental conservation, problem-based learning.
- After 10 months of project implementation, 3 out of 12 projects able to market the products. Others produced things for home-consumption (update)
- Increased stock of sea fish along the Andaman coast under project areas.

3. Partnership for Local Empowerment through Democratic Governance (PLEDGE) (2004-2007) This project was implemented in cooperation with **Prince of Songkla University** as a project kety counterpart. The project aims to support participatory local governance to improve the quality of local service delivery and enhance dialogues between local and central governments. **Songkla province** was selected together with Chiang Rai to implement community-local government partnership development and people's audit activities. Key achievement include small scale partnership projects between communities and civil society with local government as well as lessons learned for building local partnership for public service delivery in local area.

Since the context of development in the southern region has been changed over the past four years, Prince of Songkla University and UNDP took this opportunity to explore some new possibilities to develop new projects in the context of latest development as discussed in the situation analysis.

IV. STRATEGY

In line with the Guidelines for Cooperation Projects for the Southern Border Provinces issued by the Ministry of Foreign Affairs, the UN Partnership Framework with the Royal Thai Government (UNPAF 2007 – 2011), and the SBPAC master plan, the project's overall objective is to enhance community empowerment and public participation in local governance processes in Southern Thailand. This

objective will be achieved by activities in two inter-linked areas focusing on capacity development of civil society on the one hand and government on the other:

Capacity development of civil society
- Strengthening institutional capacity of civil society and media;
- Improving income generation and employment opportunities of communities;
- Enhancing legal awareness and capacity to access to effective dispute resolution mechanism for the improvement of relationship between state and society.

Capacity development of government
- Strengthening capacity of local government in participatory planning and budgeting;
- Strengthening local level natural resource and natural disaster management;
- Increasing knowledge of and exposure to a range of governance models and pratices
- Strengthening capacities of government officials at the provincial level to provide effective dispute resolution mechanisms.

Strengthening institutional capacity of civil society and media;
The institutional capacity of civil society organizations in the South is weak. When CSOs lack the internal capacities to fulfill their role including limited resources, knowledge and technical skills they often lack the necessary legitimacy and credibility to meet their objectives. Assistance with building technical, managerial, financial and administrative skills, has the potential to greatly enhance the ability of these organisations to provide services to the communities with which they work. As a first step, a mapping exercise of CSOs working in, and on, the south will be undertaken in order to glean a clear picture of the actors involved and the range of activities being undertaken.

Support to CSOs will be then be provided through a grant making mechanism, through which CSOs will be selected. Support will be provided to CSOs working on research on the south, decentralization, environment, justice and those specifically targeting challenges faced by youth and women. Capacity assessments of selected organizations will then be undertaken to help determine the right skills and capacities that need to be improved and a capacity development plan subsequently developed.

The media plays an important role in conflict situations and strongly influences public opinion – both within the conflict affected provinces and around the country more broadly. One-sided coverage of events can shade, alter or misrepresent the situation on the ground. Providing accurate, balanced information can constitute a huge step towards promoting peace. At present the quality of the reporting on the South is low and many people view media as exacerbating the conflict. Journalists tend to turn their attention to events in the south only when particularly violent events occur and obtain their information from single sources, which may lack the necessary independence. They also often promote stereotypes along religious lines.

There is a need to improve the quality of journalistic coverage on the South, especially in terms of independence and professionalism of the media. In particular, the coverage of vulnerable groups issues and concerns and the 'human face' needs to be increased. As part of this project, training for journalists will be provided – this will cover both journalists based in the South and those based in Bangkok, who report on the South. As a first step, a mapping of initiatives already undertaken in this area will be conducted to determine specific training needs.

Prince of Songkla University has established the Center for the Study of Conflict and Cultural Diversity in Southern Thailand. The center employs interdisciplinary approach to its functions aiming at the integration of the research activities, data base development and policy advisory service provided to both government and community in the region. It is composed of over 20 academic and researchers in both sciences and humanities with its sub-divisions carrying out coordinating and provided assistance to local people. This center has a high potential for hosting the project office in order to provide linkage between policy research and practical issues. The center will help to provide database, mapping CSOs and design training courses for CSOs and community-based organization.

Improving income generation and employment opportunities of communities;
It is widely acknowledged that there is a need for targeted training leading to productive job opportunities especially for youth and female heads of households. There are a number of existing vocational training institutes and technical schools in the region and while they serve a significant

portion of the community there is clearly a need for additional initiatives. Some observers suggest that the existing facilities are not aligned with market needs. The project will conduct an assessment of vocational training needs, existing facilities and market needs. On the basis of this assessment, a plan of action will be developed and resources mobilized for its implementation with the view to enhance youth employability and the creation of employment opportunities.

In addition, initiatives to enhance market accessibility and product development in selected *tambons* of the south will be undertaken as part of the OTOP scheme. Technical assistance and advice will be provided to product and market development, product adaptation, processing and marketing with the aim to develop nationally and internationally competitive products to support sustainable livelihoods.

Enhancing legal awareness and capacity to access to effective dispute resolution mechanism for the improvement of relationship between state and society .
Activities within this component will be undertaken in conjunction with the Legal Empowerment Partnership (LEP) project to be implemented by the Ministry of Justice, which at sub-national level is targeting ten of the provinces across Thailand, which are at the bottom of the country's Human Achievement Index (HAI) – including Narathiwat. LEP also features policy-oriented activities at the national and regional levels. It is envisaged that under the current project, activities of the LEP will be extended to the remaining four provinces of the south. These activities will include: Enhancing legal awareness and supporting paralegals and increasing access to legal aid and legal services

Enhancing Legal awareness
Legal awareness is critical to securing access to justice and is of significant concern in the south. The availability of information about legal services and dispute resolution methods needs to be increased as people are often unaware of all of the available options for pursuing a remedy for their grievance. This is of particular concern in the South, where many local people are not fluent in Thai and there is no information available in the local language.

Activities aimed at building general community legal awareness will be supported. Community legal awareness does not mean that citizens must have specific knowledge of all of their rights under the law, but rather that they are able to recognise a situation in which they may have legal rights and know when and how they should seek further assistance, and from whom.

Capacities of NGOs, paralegals, voluteers and community leaders will be developed to provide information to members of their communities about legal rights and legal and other services that may be available to them. Legal awareness activities will therefore increase the availability of information about legal services and dispute resolution methods. Awareness and outreach activities will focus on tangible legal issues that are of relevance to the population. The provision of information regarding restrictions on citizen's rights or entitlements is equally important, in order to reduce the occurrence of disputes or perceived discrimination that are based on misunderstandings of rights.

The component will employ popular education methods in awareness campaigns to ensure maximum impact. Such popular education methods may include educational but entertaining TV dramas, radio educational dramas, theatre and comics.

Supporting paralegals and increasing access to legal aid and legal services
Existing paralegal programs in the south will be supported and new ones established where possible because improved public access to the justice system can be facilitated through the work of paralegals, as they guide or assist citizens through complex legal procedures. Provincial level responsible parties across the four provinces will be responsible for the recruitment, training, deployment and management of paralegals, as well as the provision of on-going support to upgrade their skills. Paralegals will also work closely with community leaders to strengthen their ability to manage dispute resolution in a manner consistent with human rights standards.

The paralegals will also collect data on cases, citizen complaints and other issues they may be dealing with. This information can be used in a number of ways. First, it could be of use in monitoring and evaluating the project's own performance and will indicate whether and to what extent the initiative is impacting specific populations in specific areas. Second, the information will highlight what problems are arising at the community level, which can serve as a useful early warning mechanism

for conflict prevention. Finally, the data can be an important tool in policy analysis and could be used for policy advocacy and reform initiatives on both the local and national levels.

There is a shortage of Muslim Malay speaking lawyers in the south and there is a high demand for legal aid. The project will attempt to engage law students from PSU (Hat Yai campus) university and beyond and support organizations to absorb more lawyers by providing some funds for internships for 3rd year law students or newly graduated lawyers. Funding may be provided for legal aid to organizations providing free legal aid in the south. The possibility will include the assistance to the Faculty of Law of PSU in establishing legal aids center to provide volunteer lawyers or paralegal and for the local public. This will serve three objectives – it will increase the number of Muslim Malay speaking lawyers in the south, strengthen the capacity of NGOs, while building the future legal professional's engagement with communities, legal aid organizations and improving their legal skills and perspectives.

Strengthening capacity of local government in participatory planning and budgeting;
As presented above, there is currently a significant amount of funds allocated for the southern provinces to address the region's special challenges, however the level of public participation in the development planning and budgeting processes are presently very limited and local governments face difficulties in programming and disbursing the allocated funds.

The people who need to participate in such processes include a wide range of stakeholders, such as the poor and the vulnerable, women, and the legitimate groups representing them (women's groups, NGOs), traditional authorities, private businesses (especially those that operate at the local level and could be tapped for partnership agreements with local bodies in community projects such as those dealing with environmental issues (water supply, waste management, etc.), income generation, authorities, elected officials, government agencies, decentralized offices of ministries, the media.

This component will focus on strengthening the capacity of local governments in initiating, and engaging in participatory planning and budgeting processes and to strengthen citizen participation in development planning and resource allocation at the sub-national level. As a first step, a stakeholder analysis and an assessment of existing capacities at local government level will be undertaken. This will help identify the right skills and capacities that need to be improved. Following these initial activities, a detailed plan of action can then be developed and implemented.

Strengthening local level natural resource and natural disaster management;
There are a number of environmental issues relating to the management of the Pattani river and surrounding areas as well as the coastal areas. These include landslides, deforestation, industrial pollution, over fishing, flooding, conflict between commercial fishing concerns and small scale fishermen. Support will be provided to network creation of local communities, local governments and local NGOs to jointly develop initiatives to resolve these problems. Support will also be provided to local government and civil society to enhance their response capacities to emergencies including promoting early recovery to promote peace and more sustained recovery.

Increasing knowledge of and exposure to various governance models
The project will provide government officials with information on and analysis of a range of governance models. Support will be provided by commissioning a study of governance models in other constitutional monarchies and countries in the region. Discussions will be supported and a study tour of senior government officials will be arranged to provide officials with first hand exposure to a range of models.

Strengthening capacities of duty bearers to provide effective dispute resolution mechanisms.
As is the case for the 'Enhancing legal empowerment and capacities of claim holders to access effective dispute resolution mechanisms' component, activities within this component will be undertaken in conjunction with the Legal Empowerment Partnership (LEP) project in partnership with the Ministry of Justice, which at sub-national level is targeting ten of the provinces across Thailand, which are at the bottom of the country's Human Achievement Index (HAI) – including Narathiwat. It is envisaged that under the current project, activities of the LEP will be extended to the other four provinces of the south. These activities will focus on strengthening the capacities of formal and informal justice actors.

Strengthening capacities of formal justice actors

As part of this project support will be provided to induction services for newly appointed staff, which would cover cultural and language training for the southern provinces. Similar programs are already being implemented for prison personnel by the Ministry of Justice.

There is also a need for translation services in the justice administration process in which support will be provided to expanding the pool of sufficiently trained interpreters.
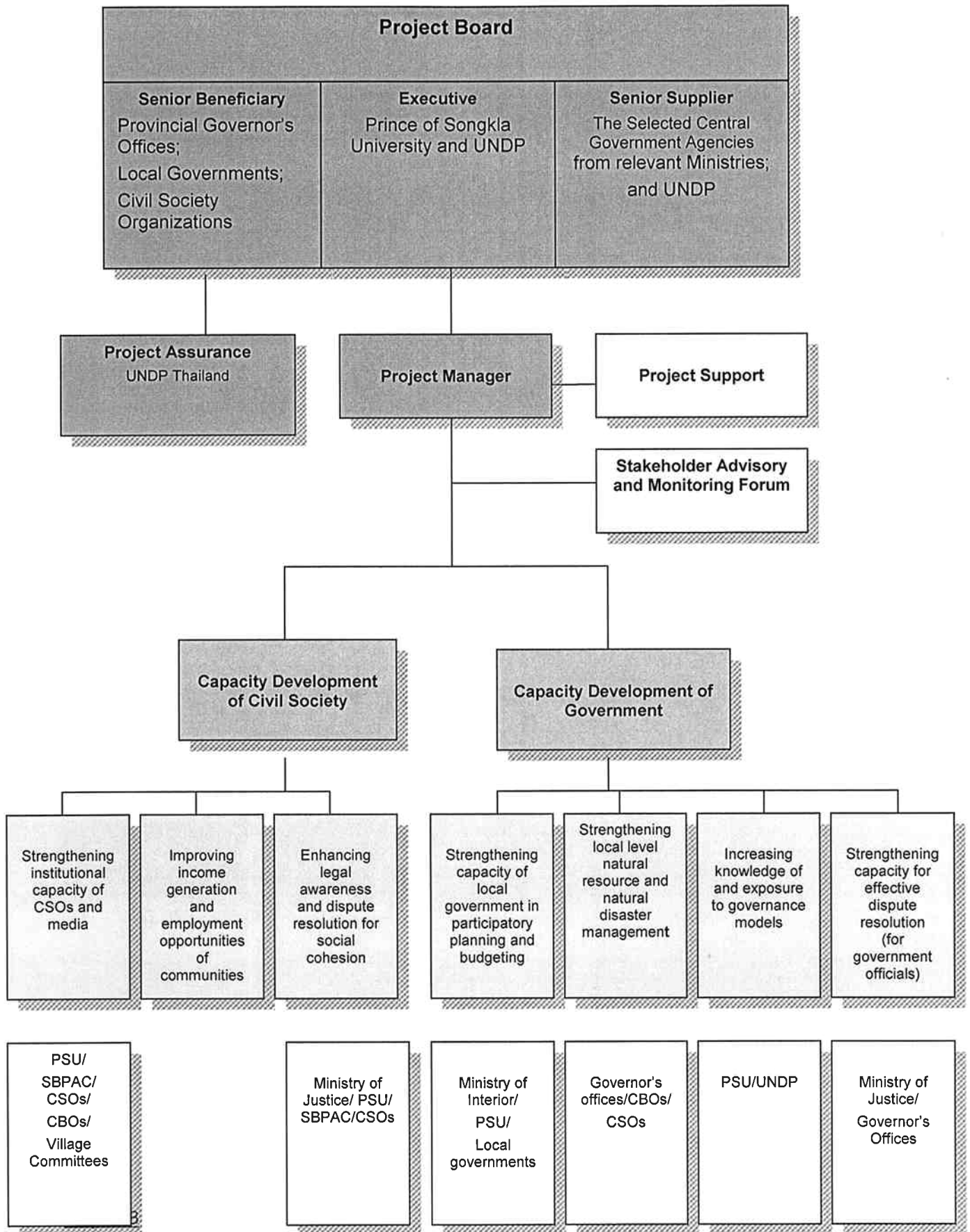
Strengthening capacities of informal justice actors

Capacities of community level structures, which are involved in community level dispute resolution (such as community councils, Shurah consultative council or the tripartite village level system in Yala) need to be strengthened. A pilot across 20 selected villages will be conducted to provide mediation training, increase knowledge of relevant laws, human rights, and documentation, among others. These community level structures, are often the forum to whom citizens first report when they need assistance and are therefore also a potentially effective means of channeling information to the community.

Integration of gender

The Eight Point Agenda (8 PA) for gender equality and women's empowerment is a core element of UNDP's corporate Gender Equality Strategy (2008-2011). Implementation of this corporate mandate at the country level is a high priority for UNDP; and within this framework the programme strategy will give particular emphasis to the following 8 PA priorities: a) Advance Gender Justice; b) expand women's Citizenship, Participation and Leadership; and c) ensure Gender-Responsive Recovery.

The strategy will address women's empowerment especially in the area of vocational training, networking and decision making. Vocational training will supplement the skills of women with particular attention to their needs in surviving the current economic crisis which brings about job loss and high unemployment rate. Women's groups in the south will be strengthened; particularly the groups affected by violent incidences, through access to information, legal aid and social protection. For the purpose of long-term development, the strategy will also focus on supporting data base for monitoring women situation established as part of center for Center for the Study of Conflict and Cultural Diversity in Southern Thailand at Prince of Songkla University. Increasing women's participation in decision making processes, particularly in local governance is also part of long term strategy in which methodologies and participatory tools will be constructed and tested for inducing women to participate in decision-making and local governance processes . Gender sensitivity will be fully taken into account in all aspects of project activities in order to better address the conditions of women's livelihood in the south. In terms of CSO capacity development; a gender analysis and training needs assessment will be undertaken to identify gender related gaps, which will be addressed through the programme. As part of the capacity development strategy in addition to the issues identified through the assessment; training on conducting gender assessments and gender sensitive reporting to journalists will be provided.

Part V: Management Arrangement

Project Board		
Senior Beneficiary Provincial Governor's Offices; Local Governments; Civil Society Organizations	**Executive** Prince of Songkla University and UNDP	**Senior Supplier** The Selected Central Government Agencies from relevant Ministries; and UNDP

Project Assurance
UNDP Thailand

Project Manager

Project Support

Stakeholder Advisory and Monitoring Forum

Capacity Development of Civil Society

Capacity Development of Government

Strengthening institutional capacity of CSOs and media	Improving income generation and employment opportunities of communities	Enhancing legal awareness and dispute resolution for social cohesion	Strengthening capacity of local government in participatory planning and budgeting	Strengthening local level natural resource and natural disaster management	Increasing knowledge of and exposure to governance models	Strengthening capacity for effective dispute resolution (for government officials)
PSU/ SBPAC/ CSOs/ CBOs/ Village Committees	Ministry of Justice/ PSU/ SBPAC/CSOs	Ministry of Interior/ PSU/ Local governments	Governor's offices/CBOs/ CSOs	PSU/UNDP	Ministry of Justice/ Governor's Offices	

Implementation Arrangements

Project Board
The Project Board, or hereafter Project Executive Group, is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager. In addition, the Project Board plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when Project Manager's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

This group contains three roles:

An Executive: individuals representing the project ownership to chair the group – UNDP Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project – UNDP, and Prince of Songhkla University - the implementing partner and possibly a donor representative. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project.
Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries – Local government and civil society representative. (Please see the list of the Project Executive Group Members in AnnexV)

Project Assurance
Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. The UNDP Governance Programme Manager holds this role.

Project Manager
Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document-, to the required standard of quality and within the specified constraints of time and cost.

Project Support
The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Project Monitoring and Evaluation Committee (PMEC)
A Project Monitoring and Evaluation Committee (PMEC) will be established for the duration of the project.

Part V: Monitoring and Evaluation

Project monitoring and evaluation will be conducted in accordance with established UNDP procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) in close consultation with the implementing partners. UNDP Country Office will also act as project assurance. The Logical Framework provides *performance* and *impact* indicators for project implementation along with their corresponding *means of verification*. These will form the basis on which the project's Monitoring and Evaluation system will be built.

A Project Inception Workshop will be conducted with the full project team, relevant government counterparts, Implementing Partners, the UNDP-CO and representation. A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of the project's goals and objectives, as well as finalize preparation of the project's first annual work plan on the basis of the project's log frame matrix. This will include reviewing the log frame (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise finalize the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project. The inception workshop will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms.

Day to day monitoring of implementation progress will be the responsibility of the Project Manager (depending on the established project structure) based on the project's Annual Work Plan and its indicators. The Project Manager will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic monitoring of implementation progress will be undertaken by xxxx through quarterly meetings with the project proponent, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. UNDP Country Office will conduct yearly visits to projects that have field sites, or more often based on an agreed upon scheduled to be detailed in the project's Inception Report / Annual Work Plan to assess first hand project progress. Any other member of the Project Executive Board can also accompany, as to be decided.

Annual Monitoring will occur through the **Tripartite Review (TPR).** This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to Tripartite Review (TPR) at least once every year. The first such meeting will be held within the first twelve months of the start of full implementation. The project manager will prepare an Annual Project Report (APR) and submit it to UNDP-CO prior to the TPR for review and comments. The APR will be used as one of the basic documents for discussions in the TPR meeting.

The Project Manager will be responsible for the preparation, and the submission of the following reports that form part of the monitoring process.

Inception Report (IR) - A Project Inception Report will be prepared immediately following the Inception Workshop. It will include a detailed First Year/ Annual Work Plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This Work Plan would include the dates of specific field visits, support missions from the UNDP-CO or the Regional Coordinating Unit (RCU) or consultants, as well as time-frames for meetings of the project's decision making structures. The Report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months time-frame.

Annual Project Report (APR) - The APR is a UNDP requirement and part of UNDP's Country Office central oversight, monitoring and project management. It is a self -assessment report by project management to the CO and provides input to the country office reporting process and the ROAR, as well as forming a key input to the Tripartite Project Review. An APR will be prepared on an annual

basis prior to the Tripartite Project Review, to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work.

Project Terminal Report - During the last three months of the project the project team will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met, or not achieved structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the Project's activities.

Final Evaluation - An independent Final Evaluation will take place three months prior to the terminal tripartite evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities.

Part VI: Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto. Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall: put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document."

A ANNEX I : Results and Resources Framework

UNDAF Outcome: Access to quality social services and protection; Decentralization and provincial and local governance; Environment and natural resources management;

Expected Outcome/Indicators: Improved livelihood for vulnerable groups in underserved areas; Enhanced local democracy and meaningful participation of civil society, including children, youth, women and vulnerable populations in decision-making processes; Community organizations and civil society are more effectively engaged in natural resources and environmental management and actively involved in policy and decision making process

Partnership Strategy:

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSI-BLE PARTIES	INPUTS (Estimated)
Output 1: Strengthened institutional capacity of civil society and media in promoting social cohesion	1. % of CSOs in the south that benefits from capacity assessment and training programs 2. % of CSOs that are working on gender issues and benefits from the training program and grants. 3. Number of community initiatives undertaken by CSOs to help improve livelihood of vulnerable population 4. Number of local radios, TVs, news papers that improved their quality of service after completing	*CSOs/CBOs)Village committees* ■ Mapping of CSOs working in the south conducted. ■ Capacity assessments undertaken and action plans developed for civil society to take action in promoting social cohesion ■ Training CSOs/CBOs/Village committees to formulate small scale development project ■ Disbursing grants to CSOs/CBOs/Village Committees working on issues of , environment, ,governance, youth and women and those conducting research on the south. ■ Establishing data base for monitoring women's situation of the Prince of Songkla University *Media*	*Key agency:* Prince of Songkla University *Supporting agency:* UNDP, Thai Public Broadcasting Television, SBPAC	*Study Research = USD 70,000* *Training/workshops/contractual services = USD 170,000* *Grants =USD 160,000* **Total = USD 400,000**

the training programme **Baseline** 1. 0% 2. 0% 3. 0% **Output Targets (to be achieved by the end of 2011)** 1. 50% 2. 50% 3.50 % of target population must include women	▪ Mapping of media training initiatives completed. ▪ Based on gaps identified, capacity development plan for media working in the south (and those based in Bangkok who report on the south) developed ▪ Training provided for media working in the South with gender sensitivity ▪ Supporting media for peace activities in partnership with local media association, TPBS and Prince of Songkla University ▪	

Output	Indicators	Activities	Agency	Budget
Output 2: Improved income generation and employment opportunities of communities.	1. Number of local communities with the highest unemployment rate that benefit from vocational trainings 2. Percentage of women in target groups 3. % of community members who gain new income generation/employment opportunities after completing vocational training programme **Baseline** 1.0 2.0% 3.0% **Targets (by the end of 2011)** 1. 30% 2. 50% 3. 10%	*Vocational Training* - Recruitment of consultants or contracting of management consulting firm - Assessment of vocational training needs, existing facilities and market needs undertaken - Development of action plan for vocational training - Development of resource mobilization strategy - Plan of action for vocational training activities linked to market needs developed. *Product Development* - Market and product assessment undertaken - Technical assistance and advice provided to communities on product and market development, product adaptation, processing and marketing - Contracting of responsible party - Product and market assessment - Provision of TA and advice to communities on product and market development	<u>Key agency</u>: Prince of Songkla University <u>Supporting agency</u>: Office of Provincial Governors	*Study Research = USD 60,000* *Training/workshops/contractual services = USD 140,000* *Grants =USD 150,000* **Total = USD 350,000**
Output 3: Enhanced legal awareness and capacity to access to effective dispute resolution mechanism for the improvement of relationship between state and society .	1. Number of paralegals who are produced from the programs 2. Number of female paralegals who are trained under the program 3. % of women groups that	*Legal Awareness* - Conduct mapping of legal awareness by Prince of Songkla University in cooperation with other research institues and deliver the result to the Ministry of justice, SBPAC and National Security Council - Outreach and public information strategy for legal awareness	<u>Key agency</u>: Ministry of Justice <u>Supporting Agency</u>: Prince of Songkla University/SBPAC	*Study Research = USD 55,000* *Training/workshops/contractual services = USD 225,000* *Grants =USD 450,000* **Total = USD 730,000**

are trained on legal empowerment

4. Number of claim holders who reported their improved capacity after participating the programme

Baseline
1. 0
2. 0
3. 0%
4. 0

Targets (by the end of 2011)
1.50
2.10
3.50%

- developed and implemented in partner with the Ministry of Justice
- Strengthened capacities of paralegals (e.g. laws students volunteers) and community leaders to provide information to communities
- Information dissemination techniques employing popular education methods such as TV dramas, radio dramas, theatre and comics
- Easy to understand information materials on available services and what to do in case of a grievance in easy to understand format and local language
- Develop outreach and public information strategy for legal awareness.
- Implement outreach and public information strategy for legal awareness.
- Identify legal information needs of different target groups (community leaders, CSOs, women, youth, etc.),
- Design and conduct legal awareness training programme for community leaders, CSOs, women and youth groups, journalists etc.
- Develop material for distribution (DVDs, comics, theatre, etc.) and disseminate information

Paralegals/Volunteers
- Organization for management and training of paralegals selected and

19

		- contracted - Support (financial and training) provided to paralegal programs in target provinces. - Paralegals are providing information and advice. - Contracting of responsible parties for paralegalism Establishment of data collection mechanism - Proposals developed to recognize and credit law students (especially Muslim Malay speaking lawyers) who do field work with legal aid organizations - Increase in number of lawyers providing free legal aid in the South - Identify partner legal aid organizations. Conduct capacity assessments and provide technical and financial assistance. - Establish law volunteers center at Prince of Songkla University	
Output 4: Strengthened capacity of local government in participatory planning and budgeting	1. Number of local government units that use participatory planning methodologies. 2. Number of Local government units that take up gender-responsive budgeting planning.	- Target local governments selected in the southern region and elsewhere - Stakeholder analysis conducted with the review and analysis of framework for local planning and local governance budgetary process. - Assessment of existing capacities - Develop methodologies for people's participation	Key agency: Ministry of Interior (DLA) Supporting Agency: Prince of Songkla University/ Provincial Governor's Offices/ Local Government Association *Study Research = USD 110,000* *Training/workshops/Grants =USD 300,000* ***Total = USD 410,000***

Output	Indicators	Activities	Agency	Budget
	Baseline 1. 0 2. 0 **Targets (by the end of 2011)** 1. 30 2. 7	▪ Introduce gender responsive budgeting into local development planning ▪ Disburse funds to small scale project formulated according to the methodologies introduced ▪		*Study Research = USD 40,000* *Training/workshops/contractual services = USD 60,000* *Grants =USD 200,000* ***Total = USD 300,000***
Output 5: Strengthened local level natural resource and natural disaster management;	1. Number of communities that integrate environmental protection and disaster prevention in their community work 2. % of participating communities that experiment on gender analysis in disaster prevention **Baseline** 1. 0 2. 0% **Target (by the end of 2011)** 1. 20 2. 20%	▪ Networks in place in selected communities comprising local communities, local governments and local NGOs and developing initiatives to resolve natural resource and natural disaster management issues. ▪ Developing models for natural disaster management in the context of southern environment; ▪ Selecting geographical areas to test the models; ▪ Disbursing fund to support the participating network to test the models in partnership with the governor's office. ▪ Providing analysis and recommendations on gender dimensions in disaster management and conflict prevention to stake holders and Governor's offices. ▪	<u>Key agency:</u> Governor's Office <u>Supporting Agency:</u> Prince of Songkla University / Local Government Association	
Output 6: Increased knowledge of and exposure to various governance models and pratices among key government officials.	1. Number of senior representatives from key government offices which has mandate related to decentralization who reported the increase in their knowledge on governance including decentralization by	▪ Commissioning study of governance models and practices. ▪ Support series of discussions on governance models, public management and decentralization. ▪ Study tour of constitutional monarchies and countries in region. ▪ Arrange study tour.	<u>Key agency:</u> Prince of Songkla University/UNDP <u>Supporting Agency:</u> Ministry of Interior	*Study Research = USD 50,000* *Training/workshops/contractual services = USD 160,000* ***Total = USD 210,000***

participating in the studies.

2. Number of key stakeholders who reported the increase in their knowledge on governance by attending the workshop

Baseline
1. 0
2. 0

Targets (by the end of 2011)
1. 20
2. 200

Output 7: Strengthened capacities of government officials at the provincial level to provide effective dispute resolution mechanisms.

1. Number of duty bearers who reported improvement in their confidence and skills to provide their services as a result of the training and guidelines.

2. % of female duty bearers who benefit from training and other program activities to strengthen their capacity.

Baseline
1. 0
2. 0%

Targets (by the end of 2011)
1. 300
2. 20%

- Training provided to community level dispute resolution structures in mediation, knowledge of relevant laws, human rights, documentation
- Induction course for government officials posted to the southern border provinces.

- Contract responsible parties.
- Develop and deliver training modules for community leaders.
- Develop and deliver induction training modules for government officials.

- (Training modules will be developed in close consultation with SBPAC)

<u>Key agency</u>:
Ministry of Justice, SBPAC

<u>Supporting Agency</u>:
Ministry of Interior

Training/workshops = USD 110,000

contractual services = USD 70,000

Total = USD 180,000

Project management, monitoring and evaluation				Project Manager USD 260,000 (international X1) Project Associate (X 2) USD 100,000 Equipment, travel, communications USD 55,000 Monitoring (includes funds for the advisory and monitoring board) USD 35,000 GMS (7%) Japan/UNDP Partnership Fund 28,000 *Total = USD 478,000*
			TOTAL	USD 3,058,000

ANNEX II: RISK ANALYSIS

Project Title: Southern Thailand Empowerment and Participation			Award ID:			Date:		

#	Description	Date Identified	Type	Impact & Probability*	Countermeasures/ Management Response	Owner	Submitted, updated by	Last Update	Status
1.	Security Phase Due to the volatile situation, if security phase has changed from level 1 to level 2, it will disrupt the implementation of the project.	9 FEB 09	Environmental	The project implementation will be disrupted and at worse temporarily suspended, particularly project activities at the community level. P = 1 I = 4	Close monitoring and timely adaptation will help mitigate its impact.	Project assurance team	UNDP Programme manager	N/A	unchanged
2.	Government Policy Changing in laws and regulation relating to national security may result in the slow progress of project implementation and operation	9 FEB 09	Regulatory	The project output related to capacity building of government and duty bearer might make a slow progress. P = 2 I = 2	Frequent consultation with the government sector is needed for proactive project management.	UNDP and management team	UNDP Programme manager	N/A	unchanged

* Probability (P) and impact (I) scales range from 1 (low) to 5 (high)

#	Description	Date Identified	Type	Impact & Probability*	Countermeasures/ Management Response	Owner	Submitted, updated by	Last Update	Status
3.	Unstable National Political Situation Change in government and ruling party is likely to result in policy in the southern border provinces.	9 FEB 09	Political	The project results related to capacity building and decentralization can be affected. P = 3 I = 3	Some of project activities will need to be adapted in line with government political changes.	Project board	UNDP Programme manager	N/A	increasing
4.	Changes in leadership and IP Changes in leadership of local authorities at the provincial level might lead to the lack of project commitment. Changes in leadership at the government level might result in difficulties of project implementation in some components	9 FEB 09	Strategic	Project will become less priority and resulting slow progress P = 1 I = 4	Close consultation with new leadership and board meeting as well as policy dialogues will need to be organized	Project Board	UNDP Programme manager	N/A	increasing
5.	Thailand's International Cooperation policy Changes in international political policy might result in closing down some windows of opportunities in implementing some project components.	9 FEB 09	Regulatory	Some activities might be suspended and thereby result in incomplete outputs P = 1 I = 3	Project operation will need to be adjusted in line with changing policy	Project management team	UNDP Programme manager	N/A	unchanged

25

#	Description	Date Identified	Type	Impact & Probability*	Countermeasures/ Management Response	Owner	Submitted, updated by	Last Update	Status
6.	Government administrative structure Changes in key government administrative structure in charge of the southern issues, e.g. SBAPAC, LGUs might result in disruption of existing policy on the part that favors project implementation	9 FEB 09	Organizational	This will affect the implementation relating to people's participation in governance process. P = 2 I = 2	Project operation and activities will need to be adapted with proactive management	Project management team	UNDP Programme manager	N/A	increasing

ANNEX III: Annual Work Plan Budget Sheet: 2009-2011

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES Activities results and related actions	Timeframe 2009	2010	2011	RESPONSIBLE PARTY	PLANNED BUDGET Funding Source	Budget Description	Amount in USD 2009	2010	2011	TOTAL
Output 1 Strengthened institutional capacity of civil society and media in promoting social cohesion	1. Mapping Civil Society Organizations/Community-Based Organizations BOs working in and on the south.	X			Key agency: Prince of Songkla University	Japan/UNDP partnership Fund	Study/research	25,000	-	-	25,000
Indicators: 1. % of CSOs in the south that benefits from capacity assessment and training programs 2. % of CSOs that are working on gender issues and benefits from the training program and grants.	2. Undertaking capacity assessments and gender analysis of CSOs/CBOs/village committee in the south (2.1) Conduct research on capacity of selected CBOs in the south; (2.2) Report on the need for capacity development of CSOs/CBOs (2.3) Plan for capacity develop and training program with the prospective for establishment of Southern Women Center at Prince of Songkla University	X			Key agency: Prince of Songkla University Supporting agency: UNDP	TRAC 3	Study/research	25,000	-	-	25,000
3. Number of community initiatives undertaken by CSOs to help improve livelihood of vulnerable population 4. Number of local radios, TVs, news papers that improved their quality of service after completing the training of the programme Baseline 1.0%	3. Undertaking substantive and operational training for CSOs, CBOs and village committees. (3.1) Training on community project		X		Key agency: Prince of Songkla University	Japan/UNDP partnership Fund	Training and workshop	-	10,000	-	10,000

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES Activities results and related actions	Timeframe 2009	Timeframe 2010	Timeframe 2011	RESPONSIBLE PARTY	PLANNED BUDGET Funding Source	PLANNED BUDGET Budget Description	Amount in USD 2009	Amount in USD 2010	Amount in USD 2011	Amount in USD TOTAL
2. 0% 3. 0 4. 0 Output Targets (to be achieved by the end of 2011) 1. 50% 2. 50% 3.50 % of target population must include women	development project (3.2) Training on disaster prevention (3.3) Training on natural resources managment										
	4. Disbursing grants to CSOs, CBOs and village committees working on issues of development, environment, justice, youth and women and those conducting research on the south. (4.1) Establish categories of small-scale project grants and criteria for granting (4.2) Establish committee for grants in consultation with stake holder forum. (4.3) Support grants to youth and women groups		X	X	Key agency: Prince of Songkla University Supporting agency: UNDP, SBPAC	Japan/UNDP Partnership Fund	Grant	-	50,000	30,000	80,000
	5. Supporting database system for monitoring women situation and training curriculum on gender assessment and sensitivity for CSOs in the south (5.1) Support data base for monitoring and improving women situation in the south (5.2) Introduce gender		X		Key agency: Prince of Songkla University Supporting agency: UNDP	TRAC3	Training and workshop	-	40,000	20,000	60,000

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES Activities results and related actions	Timeframe 2009	Timeframe 2010	Timeframe 2011	RESPONSIBLE PARTY	PLANNED BUDGET Funding Source	PLANNED BUDGET Budget Description	Amount in USD 2009	Amount in USD 2010	Amount in USD 2011	Amount in USD TOTAL
	sensitivity approach to development to selected CSOs and CBOs members (5.3) Training for trainers on gender sensitivity in development work (5.4) Develop guideline s for gender sensitivity in										
	6. Mapping of media initiatives completed. (6.1) Explore media works in the region (6.2) Assess capacity of media	X			Key agency: Prince of Songkla University Supporting agency: UNDP	TRAC3	Study/rese arch	20,000	-	-	20,000
	7. Based on gaps identified, capacity development plan for media working in the south (and those based in Bangkok who report on the south) developed (7.1) Capacity development plan for constructive media project (media for peace). (7.2) Develop and support activities related to media for peace project		X		Key agency: Prince of Songkla University Supporting agency: UNDP	TRAC3	Training and workshop	-	10,000	-	10,000
	8. Training provided for	X	X		Key agency:	TRAC3	Training	10,000	10,000	-	20,000

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES Activities results and related actions	Timeframe			RESPONSIBLE PARTY	PLANNED BUDGET		Amount in USD			
		2009	2010	2011		Funding Source	Budget Description	2009	2010	2011	TOTAL
	media working in and on the south (8.1) Provide technical support for media training on peace and development				Prince of Songkla University Supporting agency: UNDP		and workshop				
	9. Training on gender sensitivity for media (9.1) Incorporate gender dimension into media works for peace (9.2) Support media project to report and monitor women's situation	X	X		Key agency: Prince of Songkla University Supporting agency: UNDP/Thai public Broadcasting Service	TRAC3	Training and workshop	20,000	50,000	-	70,000
	10. Supporting citizen's media projects on the south (10.1) Partnering with TPBS on citizens media project in the south. (10..2) Support media project for youth development in the south	X	X	X	Key agency: Prince of Songkla University Supporting agency: UNDP/Thai Public Broadcasting Service	TRAC3	Grants	10,000	40,000	30,000	80,000
Output 2: Improved income generation and employment opportunities of communities Indicators: 1. Number of local communities with the highest employment rate that benefit from vocational trainings	1. Assessing vocational training needs, existing facilities and market needs undertaken.	X			Key agency: Prince of Songkla University Supporting agency: Office of Provincial Governors	TRAC3	Study/research	50,000	-	-	50,000
	2. Planning and engaging stakeholders for vocational training activities linked to market	X			Key agency: Prince of Songkla University	TRAC3	Training and workshop	10,000	-	-	10,000

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES Activities results and related actions	Timeframe 2009	Timeframe 2010	Timeframe 2011	RESPONSIBLE PARTY	PLANNED BUDGET Funding Source	PLANNED BUDGET Budget Description	Amount in USD 2009	Amount in USD 2010	Amount in USD 2011	Amount in USD TOTAL
2. percentage of the target groups who are women 3. % of community members who gain new income generation/employment opportunities after completing the vocation training of the programme Baseline 1.0 2.0% 3.0 Targets (by the end of 2011) 1.30 2.50%	needs.				Supporting agency: Office of Provincial Governors						
	3. Assessing market and product assessment	X			Key agency: Prince of Songkla University Supporting agency: Office of Provincial Governors	TRAC3	Study and Research	10,000	-	-	10,000
	4. Providing technical assistance and advice to communities on product and market development, product adaptation, processing and marketing	X	X		Key agency: Prince of Songkla University Supporting agency: Office of Provincial Governors	TRAC3	Contractual Service	70,000	60,000	-	130,000
	5. Providing grants to women career development groups.		X	X	Key agency: Prince of Songkla University Supporting Agency: Office of Provincial Governors	TRAC3	Grants	-	50,000	100,000	150,000
Output 3: Enhanced legal awareness and capacity to access to effective dispute resolution mechanism for the improvement of	1. Mapping activities on legal awareness and legal empowerment at local level undertaken. (1.1) Consult with the National Strategic Plan on Justice with Ministry of	X			Key agency: Ministry of Justice Supporting Agency: Prince of Songkla University/SBPAC	TRAC3	Study/rese arch	25,000	-	-	25,000

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES Activities results and related actions	Timeframe			RESPONSIBLE PARTY	PLANNED BUDGET		Amount in USD			
		2009	2010	2011		Funding Source	Budget Description	2009	2010	2011	TOTAL
relationship between state and society Indicators: 1. Number of paralegals who are produced from the programs 2. Number of female paralegals who are trained under the program 3. % of women groups that are trained on legal empowerment 4. Number of claim holders who reported their improved capacity after participating the programme Baseline 1. 0 2. 0 3. 0% 4. 0 Targets (by the end of 2011) 1.50 2.10 3.50% 4. ???	Justice and national Security Council; (1.2) Deliver the result of mapping to the Ministry of Justice, SBPAC and National Security Council										
	2. Organizing outreach and public information strategy for legal awareness developed and implemented in partnership with Prince of Songkla University	X	X	X	Key agency: Ministry of Justice Supporting Agency: Prince of Songkla University/SBPAC	TRAC3	Study/research	10,000	10,000	10,000	30,000
	3. Strengthening capacities of paralegals (e.g. law students volunteers) and community leaders through training and tools for accessing information	X			Key agency: Ministry of Justice Supporting Agency: Prince of Songkla University/SBPAC	TRAC3	Contractual Service	25,000	-	-	25,000
	4. Disseminating information and messages for legal awareness through techniques of popular education methods such as TV dramas, radio dramas, theatre and comics and supporting the development of alternative disputes resolution mechanism. (4.1) Develop communication methods in partnership with Ministry of Justice,	X	X	X	Key agency: Ministry of Justice Supporting Agency: Prince of Songkla University/SBPAC	TRAC3	Contractual Service	30,000	50,000	30,000	110,000

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES Activities results and related actions	Timeframe 2009	Timeframe 2010	Timeframe 2011	RESPONSIBLE PARTY	PLANNED BUDGET Funding Source	PLANNED BUDGET Budget Description	Amount in USD 2009	Amount in USD 2010	Amount in USD 2011	Amount in USD TOTAL
	SBPAC on legal aids, basic legal procedure for dissemination; (4.2) Support the alternative dispute resolution initiated by the Ministry of Justice (4.3) Support the development of information center and the application of alternative disputes resolution of Tambon Administrative Organizations										
	5. Producing easy to understand information materials on available services and what to do in case of a grievance in easy to understand format	X	X		Key agency: Ministry of Justice Supporting Agency: Prince of Songkla University/SBPAC	TRAC3	Contractual Service	20,000	20,000	-	40,000
	6. Establishing management system and training of selected and contracted paralegals (e.g. laws student volunteers) (6.1) Partner with Ministry of Justice, University, SBPAC and Thai Lawyers Association to establish management system and center for paralegals and volunteer	X	X	X	Key agency: Ministry of Justice Supporting Agency: Prince of Songkla University/SBPAC	TRAC3	Training and workshop	10,000	10,000	10,000	30,000

33

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES Activities results and related actions	Timeframe			RESPONSIBLE PARTY	PLANNED BUDGET		Amount in USD			
		2009	2010	2011		Funding Source	Budget Description	2009	2010	2011	TOTAL
	administration (To be established at Prince of Songkla University) (6.2) Develop guidelines for paralegal and volunteers										
	7. Supporting (both finance and training) to paralegal programs in target provinces. (6.1) Develop curriculum for training (6.2) Develop practitioners manual (6.3) Train selected paralegals and volunteers	X	X	X	Key agency: Ministry of Justice Supporting Agency: Prince of Songkla University/SBPAC	TRAC3	Grants	60,000	70,000	70,000	200,000
	8. Providing information and advice to paralegals' operational services. (8.1) Establish center at the laws Faculty and	X	X		Key agency: Ministry of Justice Supporting Agency: Prince of Songkla University/SBPAC	TRAC3	Grants	20,000	10,000	-	30,000
	9. Developing and supporting proposals to recognize and credit law students who do field work with legal aid organizations as well as improving the curriculum of legal studies.	X	X		Key agency: Prince of Sonkla University Supporting Agency: Ministry of Justice; Thai Lawyers Association	TRAC3	Grants	30,000	40,000	-	70,000
	10. Supporting activities	X	X	X	Key agency:	TRAC3	Grants	50,000	50,000	50,000	150,000

34

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES Activities results and related actions	Timeframe 2009	2010	2011	RESPONSIBLE PARTY	Funding Source	Budget Description	2009	2010	2011	TOTAL
	which provide free legal aid in the South of which 50 % of activities has to target on women groups.				Ministry of Justice Supporting Agency: Prince of Songkla University/SBPAC						
	11. Supporting civil society and volunteers for monitoring activities		X	X	Key agency: Prince of Songkla University/SBPAC Supporting Agency: Ministry of Justice	TRAC3	Training and Workshop	-	10,000	10,000	20,000
Output 4: Strengthened capacity of local government in participatory planning and budgeting Indicators: 1. Number of local government units that use participatory planning methodologies. 2. Number of Local government units that take up gender-responsive budgeting planning. Baseline 1. 0 2. 0 Targets (by the end of 2011) 1. 30 2. 7	1. Conducting Stakeholder analysis, and local planning framework. (1.1) Contracting out and organizing consultative workshops; (1.2) Review legal framework and procedures for local planning; (1.3) Organizing Policy Dialogues/advocacy with stakeholders and producing analysis papers	X			Key agency: Ministry of Interior (DLA) Supporting Agency: Prince of Songkla University/ Provincial Governor's Offices/ Local Government Association	Japan/UNDP Partnership Fund	Study/rese arch	20,000	-	-	20,000
	2. Assessing existing capacities in target local governments selected (2.1) Contracting out and organizing consultative workshshops for capacity assessment; (2.2) Selected local government units for participation (both in the south and elsewhere);	X			Key agency: Ministry of Interior (DLA) Supporting Agency: Prince of Songkla University/ Provincial Governor's Offices/ Local Government Association	Japan/UNDP Partnership Fund	Study/rese arch	40,000	-	-	40,000

Amount in USD

35

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES Activities results and related actions	Timeframe			RESPONSIBLE PARTY	PLANNED BUDGET		Amount in USD			
		2009	2010	2011		Funding Source	Budget Description	2009	2010	2011	TOTAL
	(2.3) Making policy recommendation on local capacity improvement for managing conflict										
	3. Developing methodologies for people's participation (3.1) Draft planning experimented supplementary guidelines based on the existing ones in cooperation with Ministry of Interior (3.2) Introduce methodologies viable for social cohesion and feasible for existing framework to test its practicability	X			Key agency: Ministry of Interior (DLA) Supporting Agency: Prince of Songkla University/ Provincial Governor's Offices/ Local Government Association	TRAC3	Study/research	50,000	'-	'-	50,000
	4. Developing local development plan and implementing project activities relating to social cohesion (4.1) Create modules for local development and planning for social cohesion; (4.2) Select local government units and training planners (4.3) Disburse small grants for local project formulation and implementation; (4.4) Customize and consolidate tools with	X	X	X	Key agency: Ministry of Interior (DLA) Supporting Agency: Prince of Songkla University/ Provincial Governor's Offices/ Local Government Association	Japan/UNDP Partnership Fund (partial) TRAC 3	Training and Workshop/ Grants	50,000	50,000	50,000	150,000 (JP/UNDP Partnership Fund = 100,000)

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES Activities results and related actions	Timeframe 2009	Timeframe 2010	Timeframe 2011	RESPONSIBLE PARTY	PLANNED BUDGET Funding Source	PLANNED BUDGET Budget Description	Amount in USD 2009	Amount in USD 2010	Amount in USD 2011	Amount in USD TOTAL
	advocacy strategies										
	5. Introducing gender-responsive budgeting into local development planning with grants to support local project activities. (4.1) Draft guidelines gender responsive budgeting for local development and planning for social cohesion; (4.2) Select local government units and training planners (4.3) Disburse small grants for local project formulation and implementation; (4.4) Customize and consolidate tools with advocacy strategies	X	X	X	Key agency: Ministry of Interior (DLA)/UNDP Supporting Agency: Prince of Songkla University/ Provincial Governor's Offices/ Local Government Association	TRAC3	Training and Workshop/ Grants	50,000	50,000	50,000	150,000
Output 5: Strengthened local level natural resource and disaster management Indicators: 1. Number of communities that integrate environmental protection and disaster prevention in their community work 2. % of participating communities that	1. Supporting networking process in selected communities comprising local communities, local government and local communities, local governments and local NGOs and developing initiatives to resolve natural resource and natural disaster management issues. (1.1) Selecting the area frequently struck by	X			Key agency: Governor's Office Supporting Agency: Prince of Songkla University / Local Government Association	TRAC3	Training and Workshop Study/rese arch	40,000	-	-	40,000

37

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES Activities results and related actions	Timeframe 2009	2010	2011	RESPONSIBLE PARTY	PLANNED BUDGET Funding Source	Budget Description	Amount in USD 2009	2010	2011	TOTAL
experiment on gender analysis in disaster prevention Baseline 1. 0 2. 0% Target (by the end of 2011) 1. 20 2. 20%	natural disaster; (1.2) Identify local stake holders; (1.3) Gather the data and provide analysis on the disaster affecting the area; (1.4) form the network for natural disaster management										
	2. Developing models and providing small grants to integrate environmental protection /disaster prevention with conflict management. (2.1) Develop models for disaster prevention and mitigation. (2.2) Selecting the local communities/local government units/geographical area to test the models	X			Key agency: Governor's Office Supporting Agency: Prince of Songkla University/ Local Government Association	TRAC3	Grants	100,000	100,000	-	200,000
	3. Introducing and supporting gender budgeting in the process of disaster prevention management (3.1) Gather data and analyze gender dimensions in the existing mechanism on disaster management; (3.2) provide		X		Key agency: Governor's Office Supporting Agency: Prince of Songkla University/ Local Government Association	TRAC3	Training and Workshop	-	60,000	-	60,000

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES Activities results and related actions	Timeframe 2009	Timeframe 2010	Timeframe 2011	RESPONSIBLE PARTY	PLANNED BUDGET Funding Source	PLANNED BUDGET Budget Description	Amount in USD 2009	Amount in USD 2010	Amount in USD 2011	TOTAL
	recommendation to mainstream gender sensitivity into models of natural disaster management (3.3) Integrate gender and disaster management with the women's data base on Output 1.										
Output 6: Increased knowledge of and exposure to various governance models and practices among key government officials	1. Commissioning study of governance models	X			Key agency: Prince of Songkla University/UNDP Supporting Agency: Ministry of Interior	BPG	Study/research Contractual Service	50,000	-	-	50,000
Indicators: 1. Number of senior representatives from key government offices which has mandate related to decentralization who reported the increase in their knowledge on governance including decentralization by participating in the studies.	2. Supporting series of discussions on governance models and decentralization.		X		Key agency: Prince of Songkla University/UNDP Supporting Agency: Ministry of Interior	BPG	Training and Workshop	-	30,000	-	30,000
2. Number of key stakeholders who reported the increase in their knowledge on governance by attending the workshop Baseline 1.0	3. Organizing study tour of constitutional monarchies and countries in region for senior decision-maker at the national level.	X	X		Key agency: Prince of Songkla University/UNDP Supporting Agency: Ministry of Interior	BPG	Contractual Service	60,000	70,000	-	130,000

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES Activities results and related actions	Timeframe 2009	2010	2011	RESPONSIBLE PARTY	PLANNED BUDGET Funding Source	Budget Description	Amount in USD 2009	2010	2011	TOTAL
2. 0 Targets (by the end of 2011) 1. 20 2. 200											
Output 7: Strengthened capacities of government officials at the provincial level to provide effective dispute resolution mechanisms.	1. Training provided to community level dispute resolution structures in mediation, knowledge of relevant laws, citizen's rights, documentation	X	X	X	Key agency: Ministry of interior /SBPAC Supporting Agency: Ministry of Justice	BPG	Training and Workshop	20,000	20,000	20,000	60,000
Indicators: 1. Number of duty bearers who reported improvement in their confidence and skills to provide their services as a result of the training and guidelines. 2. % of female duty bearers who benefit from training and other program activities to strengthen their capacity. Baseline 1. 0 2. 0%	2. Induction course for government staff posted to the south and working in the field related to justice administration are developed and implemented, covering cultural and local dialect training.	X	X		Key agency: Ministry of Justice Supporting Agency: Ministry of Interior	BPG	Contractual Service	15,000	15,000	-	30,000
	3. Interpreters trained and providing services in the justice sector.	X	X	X	Key agency: Ministry of Justice Supporting Agency: Ministry of Interior	BPG	Training and Workshop	10,000	20,000	20,000	50,000
Targets (by the end of 2011) 1. 300 2. 20%	4. Disputes resolution mechanism and guidelines for practice at the provincial level are produced	X			Key agency: Ministry of Interior/Ministry of Justice	BPG	Contractual Service	40,000	-	-	40,000
Project monitoring and management	Technical support and backstopping for viable	X	X	X	UNDP CO	TRAC3 BPG	Project	80,000	90,000	90,000	260,000