

United Nations Development Programme Thailand
Draft Work Plan
Sustaining Thailand's Democratic Practice through Improvement of Inclusive Electoral Process

UNDAF Outcome(s): Access to quality social services and protection; Decentralization and provincial and local governance; Global Partnership for Development – Thailand's Contribution.

Expected CP Outcome(s): Enhanced local democracy and meaningful participation of civil society, including children, youth, women and vulnerable populations in decision-making processes;

Expected CPAP Output(s): 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.

Implementing partner: UNDP

Responsible Parties: UNDP and the Office of the Election Commission of Thailand

To support national efforts to restore democratic process in the country, the project aims to promote inclusive and transparent elections as a key factor in ensuring continuity and sustainability of Thailand's democratic governance. In this aim, the project will apply the "electoral cycle" approach aimed at increasing and strengthening the transparency and inclusiveness of the overall electoral process in Thailand. It will provide capacity development support to the Secretariat Office to the Election Commission of Thailand (OECT).

The project is based on a two-pronged strategy: (1) stressing the pivotal role of the OECT in supporting the Electoral Commission of Thailand to fulfil its mandate and promoting inclusive representation with particular attention to the ratio of women in elected bodies; and (2) enhancing citizenry and public knowledge through civic education strategies and research studies.

In line with the above strategy, the specific project objectives are as follows:

- To promote and ensure inclusive representation and full participation in the electoral process through a national civic education programme;
- To enhance the capacity of the Secretariat Office to the Electoral Commission of Thailand (OECT) as a key driver and major resource for democratic practice.
- To enhance the capacity and understanding of OECT, electoral stakeholders and the general public on institutional processes and systems;

This project contributes to the CPAP output aiming to achieve increased awareness of vulnerable groups and women on their rights and participation in electoral process.

Programme Period: 2007 -2011

CPAP Programme Component: 2

Project Title: Sustaining Thailand's Democratic Practice through Improvement of Inclusive Electoral Process

Atlas Award ID : 00061392
 Project ID : 00077752
 Start date : May 2011
 End Date : December 2012
 LPAC Meeting Date : 24 February 2011

Estimated annualized budget:

Total resources required 260,000 USD

Total allocated resources: USD

- Regular _____
- Other:
 - Donor (DGTTF) 260,000 USD
 - Donor _____
 - Donor _____
 - Government _____

Unfunded budget: _____

In-kind Contributions _____

Agreed by United Nation Development Programme



05/05/2011

Mr. Yuxue Xue
 Resident Representative, a.i.

Date

I. SITUATION ANALYSIS

Since its democratic revolution in 1932 Thailand has seen 17 different charters and constitutions, reflecting a high level of instability in the democratic processes. The many changes have made it difficult for the democratic processes and institutions to mature. The period from 1997–2006 nevertheless proved Thailand's democratic aspirations through its vibrancy in terms of much public involvement in and people expression of political will through participation in elections. However, after the military coup in 2006 Thailand has observed political uncertainty in the democratic processes and institutions. The political and social division and its impact are much debated, but there is a need for strengthening and further developing the democratic processes and institutions in order to achieve greater political stability.

Infrequent changes and abruptions to the democratic processes run the risk of increasing the level of apathy among voters. The political and social divide has made voters from different social classes and between urban and rural groups suspicious of each others intentions for how they vote. As a result there is an overcharged distrust in the electoral process and an increasing frustration that participation in election is not making a difference. Strengthening the civic education and making it accessible to all would help lower the level of the politicized and polarized environment by increasing the knowledge of the democratic process. Other important factors are to increase the channels for popular participation and encourage democratic participation at the local level.

The Office of the Election Commission of the Kingdom of Thailand (OECT) has already taken responsibility in many of these issues by promoting and educating the public on democratic governance in Thailand. These include civic education on democracy, research on the improvement of electoral process as well as promotion of standards of practice in representative democracy and party politics. It is thereby evidenced that OECT itself is also aware of its position as a democratic driver.

Under the new constitution of 1997 the OECT was formed from the forerunner the "Committee to Administer and Investigate Elections to the House of Representatives" which was first established in 1992. The primary function of the OECT is to ensure that elections are compatible and carried out lawfully according to the constitution. The responsibilities include organizing, management, counting and publishing the results. The Commissioners has also the right to disqualify a candidate or call for a re-count for a particular seat.

By virtue of the Thai Election Commission Act 2007, Section 31 (2) and (3) states that the OECT has the powers and duties to "conduct studies and support research studies related to election, senators selections, referendum and political parties development", and to "promote academic works, to inform and educate the public as well as electoral candidates on political development and democratic governance under constitutional monarchy...". This is an important mandate that the OECT, as an independent institution, is the best placed to fulfil. However, with the infrequent changes and highly politicized climate this responsibility is challenging and where the OECT needs assistance and capacity building to better fulfil its responsibility.

The representations of women in elected bodies are low. The unequal representation of women in the democratic processes is a problem for strengthening democratic institutions. This is also an important area of focus for the OECT. Improving participation and representation of women in the democratic processes and institutions could prove to be an important factor as well in reducing the politicized and polarized environment.

OECT is interested in studying different concepts to strengthen their capacity for managing the electoral process. There is also a great need for general studies and research to the electoral system in order to best be able to continuously revise and improve the system. A voter registration and an electoral court is example of such that Thailand at the moment does not have, but keen to

broaden their perspectives and learn from other countries' experiences. At this stage this project will not aim to provide any policy recommendation to the government but focuses on increasing the pool of knowledge as part of Thailand's effort to strengthen the capacity of the OECT and other related stakeholders through knowledge sharing.

II. STRATEGIES

This project aims to promote democratic governance in Thailand through assisting the OECT in better providing civic education to the public about and to improve the electoral process. The project is in line with the Outcome of UNDP Strategic Plan in putting efforts on fostering inclusive democracy through free and fair elections.

The project is grounded in “electoral cycle” support, not an “event-driven” approach and assisting the key institution, namely OECT, in maintaining continuity, increasing transparency and improving inclusiveness of Thailand’s electoral system. By improving OECT’s capacity in this regard it will be a key driver to ensure stability of Thai democracy. The project focuses on combining research studies as advocacy tools for discussions, capacity building for key stakeholders and civic education.

The project also stresses the importance of inclusive representation with particular attention to the ratio of women in elected bodies. The possibilities for research studies include the consideration of establishing an election court and the capacity building of OECT’s mandate towards a stronger advocacy role and building civic engagement, in addition to their existing electoral management. This three-pronged strategy is expected to bring about a long term and sustained institutional change for democratic practice in Thailand.

OECT will be the key counterpart and beneficiary of this project. Counterparts from other institutions may be included in accordance with outputs implementation. With respect to studies and research, partnership will be made with national academic institutions which have expertise on the issue. An international consultant and expert will be brought in for comparative studies. With respect to civic education, UNDP and OECT will partner with other key government agencies such as the Ministry of Education, the Ministry of Interior and King Prajadhipok’s Institute to draft strategies and action plans for national civic education and as well as take initiatives towards civic education activities which will subsequently be fully implemented by OECT. With respect to capacity building of OECT, training and materials will be developed together with experts from national institutions as well as international experts. This project will be given technical support also by GPECS programme and APRC.

Other partners may include Parliamentarians, the Judiciary and the Local Government Association who will provide both perspectives on feasibility of the project and put the project ideas to test.

The specific project objectives are as follows:

- To promote and ensure inclusive representation and full participation in the electoral process through a national civic education programme;
- To enhance the capacity of the OECT as a key driver and major resource for democratic practice.
- To improve the understanding of OECT and electoral stakeholders on institutional processes and systems

The expected outputs are as follows:

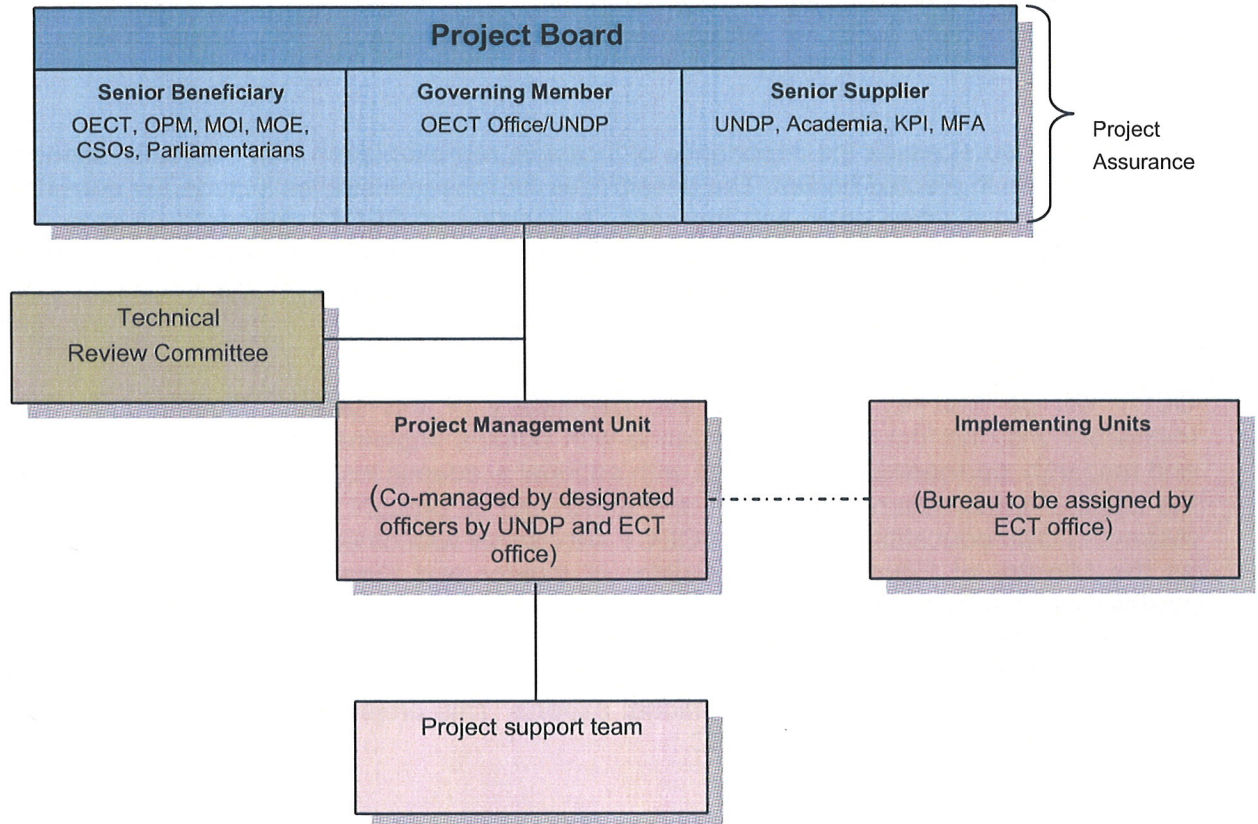
Output 1: National civic education strategies to promote democratic governance;

Output 2: Enhanced capacity of OECT as a democratic driver;

Output 3: Knowledge sharing for improving the understanding of OECT and electoral stakeholders related to other countries’ experiences.

III. MANAGEMENT ARRANGEMENT

Direct Implementation Modality (DIM) is applied to this project. The management structure is accordingly arranged to create feasibility of project implementation and operation. The project organization is composed of a project board and project management unit. The organization structure and its defined functions are as follows:



Project Board

The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the UNDP Programme 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 UNDP Programme Manager. This group is consulted by the UNDP Programme Manager for decisions

when the Programme 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 may authorize 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 UNDP Programme Manager and any delegation of its Project Assurance responsibilities.

This group contains three roles:

An Executive/Governing Member: individuals representing the project ownership to chair the group, i.e. the Office of Election Commission of Thailand (OECT) and UNDP

Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project – UNDP Country office. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project. This group may also include academia, KPI and some NGOs and Ministry of Foreign affairs.

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. It possibly includes Office of the Prime Minister, Ministry of Interior, Ministry of Education, Civil Society and parliamentarians.

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.

Project Management Unit: The Project Management Unit is led by UNDP Programme Manager together with the unit to be designated by OECT and has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the project parameter laid down by the Project 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.

IV. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

V. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) or other appropriate governing documents; as such all provisions of the CPAP apply to this document. All references in the SBAA or other appropriate governing documents to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP will undertake all reasonable efforts to ensure that none of the project funds 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). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VI. ANNUAL WORK PLAN BUDGET SHEET

Year: 2011-2012

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME (2011 – 2012)								RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
		<p>Output 1 Improved national civic education strategies to promote democratic governance and inclusive representation, with particular attention to women representatives in elected bodies.</p> <p>Baseline: Lack of national programme on educating the public on democratic governance.</p> <p>Indicators: # of dialogues organized # of activities related to civic education indicated in the ECT advocacy plan and/or strategic plan</p>	<p>1. Set up a Committee for Civic Education and Commissioning strategic papers on feasibility of a national civic education and on democratic governance advocacy.</p> <p>2. Organizing dialogues on national strategies for institutional reform and civic education.</p> <p>3. Organizing regional consultations to develop civic education strategic plan.</p> <p>4. Reviewing draft strategies and drafting action plans on civic education.</p>			X	X						UNDP/OECT
				X	X					UNDP/OECT	DGTF	Training, workshop and conferences (including travel)	USD 3,000
							X			UNDP/OECT	DGTF	Training, workshop and conferences (including travel)	USD 10,000
								X		UNDP/OECT	DGTF	Audio Visual&Print Prod Costs	USD 3,000

<p>Targets:</p> <ul style="list-style-type: none"> ▪ Two Policy papers on civic education strategies commissioned. ▪ Draft national Strategic plan on civic education ▪ Four regional dialogues and national consultation for action plans. <p><i>Related CP outcome:</i> Enhanced local democracy and meaningful participation of civil society, especially women and youth in decision making.</p>	<p>5. Gather and review data on gender equality in elections (particularly ratio of women elected) to identify particular areas where civic education programme could focus on with regard to inclusive participation.</p>	<p>X</p>	<p>X</p>	<p>UNDP/OECT</p>	<p>DGTF</p>	<p>Contractual Services - Individ</p>	<p>USD 10,000</p>
<p>Output 2 Enhanced capacity of the OECT to act as a key driver for democratic practice in Thailand</p> <p><i>Baseline:</i> OECT is a key institution and proved vital to sustaining democracy but has played a secondary role as a driver for democratic governance in Thailand.</p>	<p>1. Assessing and Training OECT officials on electoral management</p> <p>2. Supporting OECT and electoral stakeholder dialogues and discussions on election and democratic values.</p> <p>3. In collaboration with OECT developing module on democratic governance for the public.</p>	<p>X</p>	<p>X</p>	<p>UNDP/OECT</p>	<p>DGTF</p>	<p>Training, workshop and conferences (including travel)</p>	<p>USD 20,000</p>
				<p>UNDP/OECT</p>	<p>DGTF</p>	<p>Training, workshop and conferences (including travel)</p>	<p>USD 5,000</p>
				<p>UNDP/OECT</p>	<p>DGTF</p>	<p>Contractual Companies Services-</p>	<p>USD 20,000</p>

mechanism, framework and best practices in election related issues.	2. Organizing national workshops on comparative best practices on the approach to strengthening electoral mechanisms and adjudication system as well as to promote democratic governance in Thailand	X							X	UNDP/OECT	DGTF	Training, workshop and conferences (including travel)	USD 26,000
													USD 40,000
Baseline: No voter registration established and owned by ECT; ECT one of key adjudicators in electoral disputes but	3. Study visit for policy makers								X	UNDP/OECT	DGTF	Travel (study visit)	USD 40,000

<p>overloaded with absence of other disputes resolution mechanisms</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> # of regional and national workshops held on best practices of election management and adjudication. # of study visits by policy makers. <p><i>Targets:</i></p> <ul style="list-style-type: none"> Two studies papers on the improvement of best practices on electoral management and adjudication Two regional and two national workshops held. <p><i>Related CP outcome:</i></p> <p>Enhanced local democracy and meaningful participation of civil society, especially women and youth in decision making.</p>	Monitoring and Evaluation								UNDP	DGTTF	Contractual services Travel Miscellaneous	USD 6,000 USD 8,000 USD 1,000
TOTAL												USD 260,000

VII. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Quality Management for Project Activity Results

OUTPUT 1: Improved national civic education strategies to promote democratic governance and inclusive representation, with particular attention to women representatives in elected bodies.		
Activity Result 1 (Atlas Activity ID)	<i>Strategic plan for national civic education and recommendations institutional reform for inclusive representation</i>	Start Date: March 2011 End Date: October 2012
Purpose	<i>To set up national strategies for civic education strategies and institutional reform for inclusive representation</i>	
Description	<p><i>The aim of this output is to produce national strategic plan for civic education to advocate democratic governance. This output is in response to the general public perspective that there needs to educate the public to enhance their understanding on democratic values and its practice.</i></p> <p><i>Planned action to produce activity results.</i></p> <ul style="list-style-type: none"> • <i>Establishing committee on civic education;</i> • <i>Drafting national strategies on civic education;</i> • <i>Organizing consultative workshop and dialogues with stake holders;</i> • <i>Commissioning studies and review gender equality and ration of women representation.</i> 	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> ▪ Feasible and practicable draft National Strategic plan on civic education to advocate democratic governance ▪ Effective proposal for inclusivity of representation ▪ Diversity of participation in the consultative meeting and dialogues 	Reviewed by technical review committee and progress report	End 2012

OUTPUT 2: Enhanced capacity of the OECT to act as a key driver for democratic practice in Thailand		
Activity Result 2 (Atlas Activity ID)	Modules and materials for training and advocacy developed	Start Date: March 2011 End Date: Nov 2012
Purpose	<i>To enhance capacity of ECT as key driver for democratic governance</i>	
Description	<i>Planned action to produce activity results</i> <ul style="list-style-type: none"> • <i>Training and development of OECT</i> • <i>Supporting dialogues and discussions on election and democratic values within national parameters.</i> • <i>Develop module on democratic governance for the public;</i> • <i>Documentary film production for civic education on election and democratic governance;</i> • <i>Develop materials for civic education focusing on democratic values and electoral process;</i> 	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> ▪ The diversity of participants to dialogues organized ▪ The user-friendly and practicable materials produced 	Reviewed by technical review committee and progress report	End 2012

OUTPUT 3: Knowledge sharing for improving the understanding of OECT and stakeholders related to other countries' experiences and the possibilities for strengthening the electoral mechanism, adjudication system and best practices related to election issues.		
Activity Result 3 (Atlas Activity ID)	<i>Comparative studies papers and knowledge sharing on approach to improvement of electoral management and adjudication.</i>	Start Date: 1 March 2011 End Date: 28 December 2012
Purpose	<i>To provide comparative knowledge and exchange of best practices for OECT</i>	
Description	<i>This output will be comprised of two subset activities: desk reviews and workshops to explore best practices from other countries' experiences.</i> <i>Planned action to produce activity results are as follows:</i> <ul style="list-style-type: none"> • <i>Commissioning comparative studies and international best practices in strengthening mechanisms for election as well as management and adjudication;</i> • <i>Organizing national workshops on comparative best practices on the approach to strengthening electoral mechanisms and to promote democratic governance in Thailand</i> 	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> ▪ Set of comparative studies available to stakeholders 	Reviewed by technical review committee approval of the draft recommendation	End 2012
<ul style="list-style-type: none"> ▪ Four workshops are organized. 	Progress report.	End 2012

VIII. RISK ANALYSIS

#	Description	Date Identified	Type	Impact & Probability*	Countermeasures/ Management Response	Owner	Submitted, updated by	Last Update	Status
1.	<p><u>Political instability</u></p> <p>Political movements are robust and any public discontent can trigger a street protest despite under emergency decree. Political violence and underground activities are ongoing. Therefore abrupt regime change through a military coup cannot be ruled out if the political turmoil is beyond control of civilian government. This might result in weakening of ECT roles.</p>	October 2010	Political	<p>Political violence P=4 I= 2</p> <p>Military coup P = 1 I =4</p>	<p>Project board will be convened to revise and adopt new strategies in case of military coup.</p> <p>Close monitoring and timely adaptation will help mitigate its impact regarding other political uncertainty..</p>	Project Board	UNDP Programme Specialist (Governance)	N/A	Unchanged
2.	<p><u>Change Government/ruling</u> in</p>	October 2010	Political	<p>Change in government</p>	Frequent consultation with the ECT,	UNDP and Project	UNDP Programme	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
	<p><u>party/and constitutional framework</u></p> <p>Political lawsuits are ongoing and fluidity of coalition is high. Realignment of powers could happen at any point of time. New election is expected in 2011 and there are several attempts to resolve the political conflict also via constitutional amendment. This might leads to irrelevancy of some project outputs and uncertainty in ECT role.</p>			<p>/ruling parties P = 3 I = 2</p> <p>Constitutional Amendment P= 1 I=3</p>	<p>parliamentarians and stakeholders are needed for proactive project management. Some expected outputs (i.e. study research) can be adapted if the constitutional amendment happen to touch upon election system. However, none of the anticipated change thus far will generate infeasibility to produce the three project outputs.</p>	Manager	Specialist (Governance)		
3.	<p><u>Adverse public opinion</u></p> <p>Adverse public opinion might bring out deep divided perspective on governance issues and public presupposition that none of Thai institutions is able to maintain impartiality. The discontent public can turn</p>	October 2010	Political	<p>P = 2 I = 3</p>	<p>Close monitoring is needed and some of project activities will need to be adapted. Some activities , e.g. voter registration, or electoral court system can be advocated along the course of project implementation through academic</p>	Project board	UNDP Programme Specialist (Governance)	N/A	Unchanged