

**United Nations Development Programme Thailand  
Project Document  
Legal Empowerment Partnership Project (Phase 1)**

**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; Increased policy dialogue, technical cooperation and sharing of experience between Thailand and selected countries in Africa, Latin America and Asia.

**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; Increased public awareness and enhanced capacity of local administrative organizations on the right to information and participation and outreach mechanisms for information disclosure; Support to South-South initiatives.

**Implementing partner:** Thai Ministry of Justice

**Responsible Parties:** UNDP Regional Centre Bangkok, Universities (tbd), NGOs (tbd),

The objective of the Legal Empowerment Partnership Project is to further the legal empowerment agenda at the regional, national and local levels. At the regional level, the Legal Empowerment for Asia Partnership (LEAP) will be established, which will be largely virtual in nature, to increase the sharing of knowledge and experience within the region, facilitate policy development, and pilot innovative ideas to further legal empowerment. It is foreseen that participating countries will take a lead role on a particular theme, or sub-theme of the legal empowerment agenda within the partnership. At the national level, the project will increase knowledge on issues relating to legal empowerment and contribute to national level policy development. The activities at national level, to be implemented during phase 2 of the project, will be informed by lessons learned and experiences of LEAP on the one hand and local level initiatives on the other. At the local level, the project focuses on the ten provinces, which are at the bottom of the Human Achievement Index and activities will be developed to strengthen legal empowerment in these locations (during phase 2). The experiences of initiatives at this level will feed into national level policies as well as into LEAP. The regional, national and sub-national activities will address, and be organized around the four pillars identified by the Commission on Legal Empowerment, namely: Access to justice and the rule of law; property rights; labour rights and business rights.

Programme Period: 2007 -2013

CPAP Programme Component: 1 & 2

Project Title: *Legal Empowerment Partnership Project*

Atlas Award ID:

Start date: *March 2009*

End Date : *March 2011*

PAC Meeting Date

Estimated annualized budget:

Total resources required USD 200,000

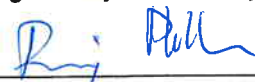
Total allocated resources: USD 200,000

- Regular \_\_\_\_\_
- Other:
  - Donor \_\_\_\_\_
  - Donor \_\_\_\_\_
  - Donor \_\_\_\_\_
  - Government \_\_\_\_\_

Unfunded budget: \_\_\_\_\_

In-kind Contributions

Agreed by the Ministry of Justice:



(Mr. Pisanuroi Plubrukarn)

02/11/2009

Date

for Mr. Kittipong Kittiyarak  
Permanent Secretary

Agreed by UNDP:



3 Nov. 2009

Date

Ms. Gwi-Yeop Son  
Resident Representative



during regional dialogue and at inception.	Targets:	<ul style="list-style-type: none"> <li>▪ Mandate of LEAP finalized during regional dialogue on legal empowerment.</li> <li>▪ Legal Empowerment for Asia Partnership established.</li> <li>▪ Strategic plan developed.</li> <li>▪ Regional community of practice on legal empowerment established.</li> </ul>	Related CP outcome:	Increased policy dialogue, ODA provide to countries with more strategic focus based on demand-driven process, policy document to guide country's participation in the Paris Declaration, and sharing of expertise and experiences between Thailand and countries in Asia and beyond.	Output 2	Increased knowledge and setting of priorities on issues relating to legal empowerment in Thailand and contribution to policy development.	Baseline: To be determined	1. Commission papers for national consultation. 2. Organize national consultation on legal empowerment. 3. Determine priorities for legal empowerment in Thailand.	X	X	X	CO/MoJ	DGTTF	USD 15,000	
															USD 30,000

<p>during national consultation process.</p> <p><i>Indicators:</i> To be determined during national consultation process.</p> <p><i>Targets:</i></p> <ul style="list-style-type: none"> <li>▪ 4 papers on legal empowerment in Thailand (one on each pillar) commissioned.</li> <li>▪ National consultation on legal empowerment held.</li> <li>▪ Priorities and action plan for legal empowerment in Thailand determined through national consultation.</li> </ul> <p><i>Related CP outcome:</i> Improved responsiveness and quality of social services at the sub-national level for achievements of MDG plus in Thailand.</p>	<p>Develop action plan for legal empowerment in Thailand and identify which elements will be supported by the UNDP project (during phase 2)</p>		X	X	CO/MoJ			
<p><b>Output 3</b> Innovative ideas to further legal empowerment piloted.</p>	<p>Design of at least one pilot project, which furthers the legal empowerment agenda in target province.</p>		X	X	MoJ	DGTTF	Contractual Services	USD 20,000

<p><b>Baseline:</b> To be determined at inception and during national consultation process.</p> <p><b>Indicators:</b> To be determined at inception and during national consultation process.</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>▪ Implementation of at least one innovative pilot project covering one or more pillars of legal empowerment.</li> </ul> <p><b>Related CP outcome:</b> Improved responsiveness and quality of social services at the sub-national level for achievements of MDG plus in Thailand.</p>									<p><b>TOTAL</b></p> <p>USD 150,000</p>
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**Year: 2010**

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<i>Output 1</i> Legal Empowerment for Asia Partnership (LEAP) established, resulting in increased sharing of knowledge and experience within the region on legal empowerment and leading to policy development and piloting of innovative legal empowerment initiatives.	Resource mobilization Implementation of strategic plan Facilitation of community of practice on legal empowerment	X	X	X	X	RCB/LEAP			
<i>Baseline:</i> No regional legal empowerment initiatives in place. <i>Indicators:</i> To be determined during regional dialogue and at inception. <i>Targets:</i>	Lessons learned, guidance and best practice documents codified and shared. Knowledge product produced and disseminated. Grants mechanism established. Establish networks, publicize LEAP	X	X	X	X	RCB/LEAP		Contractual Services	USD 20,000
		X	X	X	X	LEAP			
		X	X	X	X	RCB/LEAP	DGTTF		

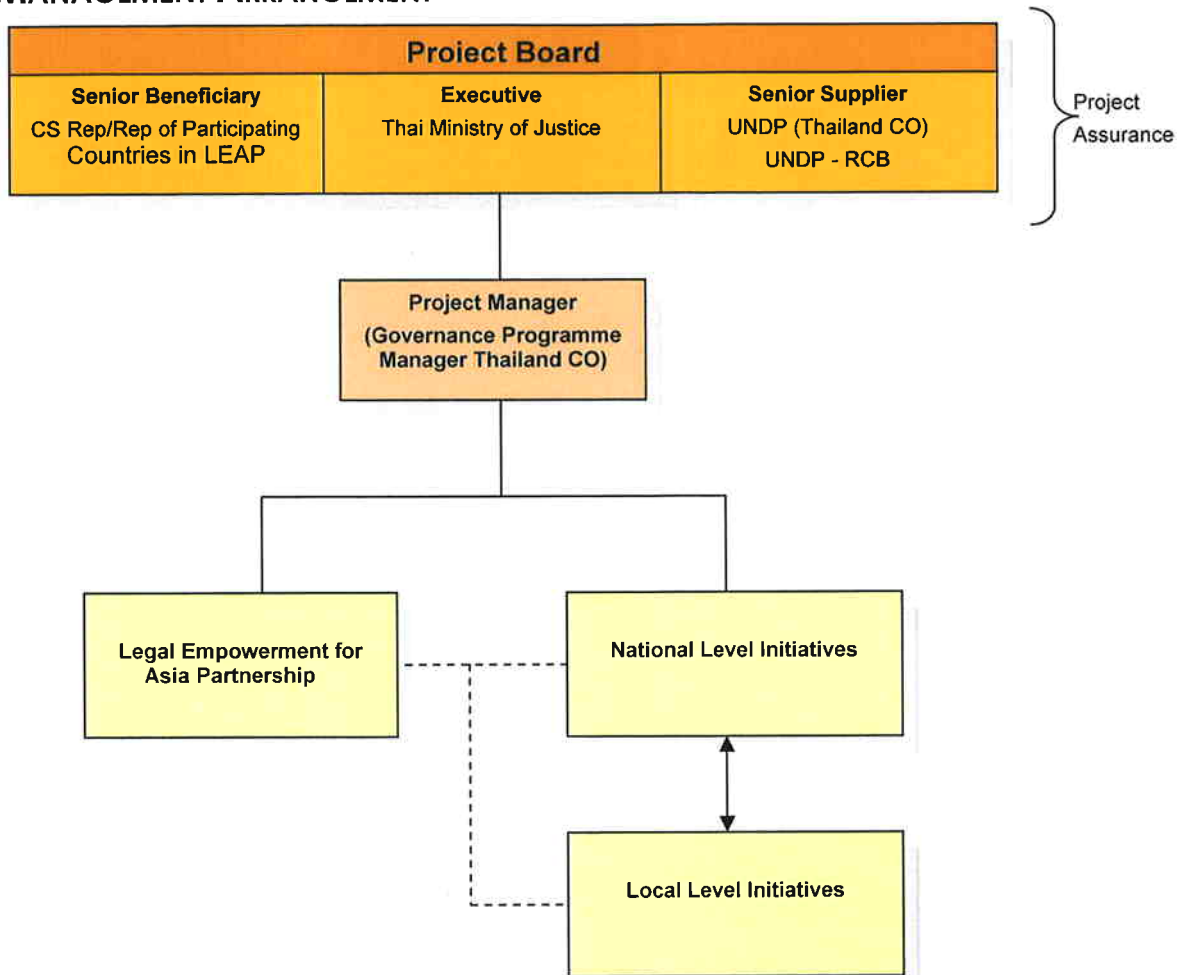
<ul style="list-style-type: none"> <li>▪ Strategic plan implemented.</li> <li>▪ Sufficient resources mobilized.</li> <li>▪ Lessons learned, guidance and best practice documents codified and shared.</li> <li>▪ At least one knowledge product developed by participating countries and disseminated.</li> <li>▪ Grants mechanism established.</li> <li>▪ Regional community of practice on legal empowerment functioning.</li> </ul> <p><i>Related CP outcome:</i>  Increased policy dialogue, ODA provide to countries with more strategic focus based on demand-driven process, policy document to guide country's participation in the Paris Declaration, and sharing of expertise and experiences between Thailand and countries in Asia and beyond.</p>									
<p><i>Output 2</i>  Increased knowledge and setting of priorities on issues relating to</p>		<p>Implementation of action plan for legal empowerment in Thailand (phase 2)</p>							<p>CO/MoJ</p>

<p>legal empowerment in Thailand and contribution to policy development.</p> <p><i>Baseline:</i> To be determined during national consultation process.</p> <p><i>Indicators:</i> To be determined during national consultation process.</p> <p><i>Targets:</i> To be determined during national consultation process.</p> <p><i>Related CP outcome:</i> Improved responsiveness and quality of social services at the sub-national level for achievements of MDG plus in Thailand.</p>	<p><b>Output 3</b></p> <p>Innovative ideas on legal empowerment piloted.</p> <p><i>Baseline:</i> To be determined at inception and during national consultation process.</p> <p><i>Indicators:</i> To be determined at inception and during national consultation process.</p> <p><i>Targets:</i></p> <ul style="list-style-type: none"> <li>▪ Implementation of at least one innovative pilot project covering one or more pillars of legal empowerment.</li> </ul> <p><i>Related CP outcome:</i> Improved responsiveness and quality of social services at the sub-national level for achievements of MDG plus in Thailand.</p>	<p>Implementation of innovative pilot project to further legal empowerment agenda in Thailand.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>USD 20,000</p>
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## II. MANAGEMENT ARRANGEMENT



### Project Board

The Project Board 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 – Ministry of Justice

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 and Regional Centre Bangkok. 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 – Civil society representative and representative of the participating countries in LEAP.

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 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.

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### III. 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.

## Quality Management for Project Activity Results

<b>OUTPUT 1:</b> Legal Empowerment for Asia Partnership (LEAP) established, resulting in increased sharing of knowledge and experience within the region on legal empowerment and leading to policy development and piloting of innovative legal empowerment initiatives.		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>LEAP established.</i>	Start Date: 1 March 2009 End Date: 28 February 2011
<b>Purpose</b>	<i>To establish the Legal Empowerment for Asia Partnership.</i>	
<b>Description</b>	<p><i>One of the key recommendations of the Commission on Legal Empowerment is for countries to develop regional initiatives to further the legal empowerment agenda. A recently adopted UN General Assembly resolution on legal empowerment of the poor likewise stresses the importance of sharing best national practice in the area of legal empowerment of the poor and requests the Secretary General to submit a report to the General Assembly at its 64th session on legal empowerment of the poor, including on national experiences in this regard.</i></p> <p><i>In response to this, the Legal Empowerment for Asia Partnership (LEAP) will be established. LEAP would be organized around the four pillars identified by the Commission on Legal Empowerment, namely: Access to justice and the rule of law; property rights; labour rights and business rights. The partnership would be a flexible mechanism, largely virtual in nature, to enable innovative thinking on how to further the legal empowerment agenda in the region and thus will be established with a minimum of bureaucracy.</i></p> <p><i>The activities of LEAP would focus on increasing the sharing of knowledge and experience within the region and on facilitating policy development on legal empowerment. It is foreseen that countries could take a lead role on a particular theme, or sub-theme of the legal empowerment agenda within the partnership. Specific activities of LEAP may include:</i></p> <ul style="list-style-type: none"> <li><i>• Establishing and facilitating a regional community of practice on legal empowerment to discuss key issues relating to legal empowerment;<sup>1</sup></i></li> <li><i>• Codification and sharing of lessons learned and development of guidance and best practice documents. In addition to being useful in their own right, these experiences would be important contributions to the Secretary General's report on legal empowerment to the General Assembly;</i></li> <li><i>• Awareness raising on legal empowerment;</i></li> <li><i>• Regional cooperation programmes to further the legal empowerment agenda in the region;</i></li> <li><i>• Policy development on legal empowerment;</i></li> <li><i>• Grants programme for piloting and incubation of innovative ideas and activities on legal empowerment in participating countries.</i></li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
▪ Mandate and structure of LEAP finalized during regional dialogue on legal empowerment.	Outcome of regional dialogue. Documentation on LEAP. Discussions with key stakeholders.	End 2010
▪ Legal Empowerment for Asia Partnership established.	Activities of LEAP.	End 2010
▪ Strategic plan developed.	Existence and progress towards implementation of strategic plan.	End 2010
▪ Regional community of practice on legal empowerment established.	Membership, type and quantity of exchanges.	End 2010

<sup>1</sup> A 'community of practice' is associated with knowledge management and offers a collaborative structure that has proven to be extremely effective in the creation and transfer of knowledge. It is a great way to stimulate innovation or share existing knowledge on a particular subject, in this case legal empowerment. The mechanisms often used by communities of practice include e-discussion, face to face meetings, development of a common vision and joint development of knowledge products.

▪ Resource mobilization	Sufficient resources mobilized to implement strategic plan.	End 2010.
▪ Networks established, LEAP publicized.	Existence of networks, PR.	End 2010.
▪ At least one knowledge product developed with input from participating countries.	Knowledge product	End 2010

**OUTPUT 2: Increased knowledge and setting of priorities on issues relating to legal empowerment in Thailand and contribution to policy development.**

<b>Activity Result 1 (Atlas Activity ID)</b>	<i>National consultation and priority setting.</i>	Start Date: March 2009 End Date: September 2009
<b>Purpose</b>	<i>To identify and set priorities on legal empowerment in Thailand.</i>	
<b>Description</b>	National and sub-national initiatives (to be implemented in phase 2) will be determined by a national consultation on legal empowerment. The national consultation will bring together government, civil society and the private sector and will be informed by research papers commissioned on each the four pillars of legal empowerment in order to identify the current situation and key legal empowerment issues in Thailand.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
▪ 4 papers on legal empowerment in Thailand (one on each pillar) commissioned.	The commissioned papers.	End 2009
▪ National consultation on legal empowerment held.	Attendance and outcomes of national consultation.	End 2009
▪ Priorities and action plan for legal empowerment in Thailand determined through national consultation.	Action plan.	End 2009

**OUTPUT 3: Enhanced access to justice, labour, property and business rights of target population.**

<b>Activity Result 1 (Atlas Activity ID)</b>	Innovative ideas on legal empowerment piloted.	Start Date: March 2009 End Date: Feb 2011
<b>Purpose</b>	<i>To pilot innovative projects to enhance the rights of poor and disadvantaged people one or more pillars of legal empowerment</i>	
<b>Description</b>	<p>The specific activities at national level will be determined by the national consultation process. One or more pilot projects will be selected for implementation during phase 1.</p> <p>During phase 2 it is expected that at national level activities are likely to include:</p> <ul style="list-style-type: none"> <li>▪ Evaluations and codification of lessons learned of ongoing state supported justice projects (such as justice committees, paralegals, legal awareness activities) as well as ongoing initiatives related to property, business and labor rights;</li> <li>▪ Diagnostic assessments;</li> <li>▪ Policy development;</li> <li>▪ Development of guidelines, best practices, training modules and awareness raising materials for use at local level.</li> </ul> <p>Similarly, sub-national activities will be determined by the national consultation process, however, indicative initiatives could include:</p> <p><i>Access to justice</i></p> <ul style="list-style-type: none"> <li>▪ Legal awareness</li> <li>▪ Supporting paralegals and increasing access to legal aid and legal services</li> <li>▪ Strengthening capacities of informal and formal justice actors</li> </ul> <p><i>Business rights</i></p> <ul style="list-style-type: none"> <li>▪ Simplification of business registration procedures</li> </ul>	

	<ul style="list-style-type: none"> <li>▪ Provision of training and information to small businesses</li> <li>▪ Creating incentives for formalizing informal businesses</li> </ul> <p><i>Labour rights</i></p> <ul style="list-style-type: none"> <li>▪ Development of insurance schemes for informal workers</li> <li>▪ Promotion of gender equality in informal sector</li> <li>▪ Strengthening access to employment and training opportunities</li> </ul> <p><i>Property rights</i></p> <ul style="list-style-type: none"> <li>▪ Developing alternative options for resolution of property related conflicts</li> <li>▪ Increasing accessibility, transparency and documentation of land administration</li> <li>▪ Removal of gender biases in land laws</li> </ul> <p>Activities at the local level will focus on the ten provinces, which have the lowest HAI across the country as outlined in the situation analysis. The experiences of initiatives at this level will feed into national level policies as well as into the Legal Empowerment for Asia Partnership (LEAP).</p>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
▪ Pilot project outputs	Evaluation of pilot project	End 2010

#### IV. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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 in accordance with the aforementioned Agreement between the UN Special Fund and the Government of Thailand concerning Assistance from the Special Fund 1960.

The implementing partner shall:

- a) 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;
- b) 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). 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".

## ANNEX 1: RISK ANALYSIS

<b>Project Title: Legal Empowerment Partnership Project</b>		<b>Award ID:</b>	<b>Date:</b> 22 January 2008
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#	Description	Date Identified	Type	Impact & Probability*	Countermeasures/ Management Response	Owner	Submitted, updated by	Last Update	Status
1	Inability to mobilize subsequent resources.	22 January 2009		I = 5 P = 2	Commencing resource mobilization efforts early. Will recruit a consultant to mobilize resources.				
2	Lack of commitment from countries/government counterparts.	22 January 2009		I = 4 P = 2	Holding series of discussions and dialogues to develop commitment of government counterparts. Working with those counterparts who have indicated commitment and interest to legal empowerment agenda in the past.				
3	Limited engagement of participating countries.	22 January 2009		I = 4 P = 2	The regional and national initiatives and priorities will be developed by the participants through regional and national dialogue, therefore strong engagement will be present from the start.				
4	Limited impact of initiatives.	22 January 2009		I = 4 P = 3	Will need to ensure that initiatives selected for funding are catalytic and innovative and have commitment from necessary stakeholders. Regular and effective monitoring of initiatives is built into design.				
5	Decision making process may take longer than usual due to involvement of multiple	22 January 2009		I = 3 P = 3	Will ensure that effective relationships and regular communications are				

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