

(Translation)

SSE-632/59

November 16, 2016

(Official Emblem)

Office of the National Security Council Receipt No.9491 Date:November 15, 2016 Time:11.00 hrs.

No. NorRor 0503/42624

The Secretariat of the Cabinet
Government House, Bangkok 10300 *-Signature-* SSE

November 15, 2016

Re: Draft Southern Border Provinces Administration and Development Policy 2017 - 2019

Attn.: Secretary-General of the National Security Council

Ref.: Letter of the Secretariat of the Cabinet No. NorRor 0503/35410,
dated September 22, 2016

Enclosure: A copy of the letter of the Secretariat of the Senate acting as the Secretariat of the
National Legislative Assembly No. SorWor(SorNorChor) 0007/6378, dated
November 14, 2016

Reference is made to the draft Southern Border Provinces Administration and
Development Policy 2017 - 2019, which was proposed to the National Legislative Assembly for
acknowledgment per the Cabinet's resolutions.

The Secretariat of the Senate acting as the Secretariat of the National Legislative
Assembly has advised that the National Legislative Assembly's Meeting No. 71/2016 on Friday,
November 11, 2016 acknowledged the proposed draft Policy, as per the details in the Enclosure.

Please be informed accordingly.

Very truly yours,

-Signature-

(Miss Savite Chamnankit)
Director of Bureau of Legal Affairs acting for
Secretary-General to the Cabinet

Bureau of Legal Affairs
Tel. 0 2280 9000 extension 305 (Natthira)
Fax 0 2280 9058
(Matter proposed to NCPO/other matters/for information/Nov 14,2016)

(Translation)

(Official Emblem)

No. SorWor(SorNorChor) 0007/6378

The Secretariat of the Senate
acting as the Secretariat of
the National Legislative Assembly
U-Thong Nai Road, Bangkok 10300

November 14, 2016

Re: Acknowledgment of the Draft Southern Border Provinces Administration and
Development Policy 2017 - 2019

Attn.: Secretary-General of the Cabinet

Ref.: Letter of the Office of the Prime Minister No. NorRor 0503/34948, dated September 20,
2016

According to the referenced letter, the Cabinet proposed the draft Southern Border
Provinces Administration and Development Policy 2017 - 2019 to the National Legislative
Assembly for acknowledgment pursuant to Section 4 of the Southern Border Provinces
Administration Act B.E. 2553 (2010).

The National Legislative Assembly's Meeting No. 71/2016 on Friday, November
11, 2016 has acknowledged the proposed draft Policy.

Please be informed accordingly.

Very truly yours,

-Signature-

(Mr. Surat Wangtorlap)

Advisor on Legislative Procedure acting for
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acting as Secretary-General of the National Legislative Assembly

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Certified True Copy.

-Signature-

(Miss Natthira Chatjirakulroj)
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(Translation)

(Official Emblem of the Office of the Prime Minister)

**SOUTHERN BORDER PROVINCES ADMINISTRATION
AND DEVELOPMENT POLICY 2017 - 2019**

**OFFICE OF THE NATIONAL SECURITY COUNCIL
OFFICE OF THE PRIME MINISTER**

(Translation)

(Official Emblem)

Office of the National Security Council
Receipt No. 7849
Date: September 22, 2016
Time: 15.00 hrs.

No. NorRor 0503/35410

The Secretariat of the Cabinet *SSE*
Government House, Bangkok 10300 *-Signature-*

September 22, 2016

Re: Draft Southern Border Provinces Administration and Development Policy 2017 - 2019

Attn.: Secretary-General of the National Security Council

NSC.SSE.
Receipt No. 569
Date: September 23, 2016

Ref.: Letter of the Office of the National Security Council, Secret, Most Urgent, No. NorRor 0807/1544, dated September 6, 2016

- Enclosures:
1. A list of copies of the enclosed documents
 2. A list of names of the parties concerned who have been informed of the Cabinet's resolutions on this matter

Reference is made to the proposal of the draft Southern Border Provinces Administration and Development Policy 2017 - 2019 for further action as per the details therein contained.

The relevant authorities have offered their opinions in support of the Cabinet's consideration, as per the details in the copies of the enclosed documents.

The Cabinet, in its Meeting on September 20, 2016, has passed the following resolutions:

1. Approved the draft Southern Border Provinces Administration and Development Policy 2017 - 2019 as proposed by the Office of the National Security Council, and to forward the proposed draft to the National Legislative Assembly for acknowledgment pursuant to Section 4 of the Southern Border Provinces Administration Act B.E. 2553 (2010), whereby the State agencies shall use such draft as framework and guidelines for systematic and continual operations, and the relevant authorities shall take the Bureau of the Budget's opinions into consideration for taking further action accordingly.

2. Approved the draft synchronization matrix showing how the missions, policies, strategies and master plans are relevant to the draft Southern Border Provinces Administration and Development Policy 2017 - 2019, as proposed by the Office of the National Security Council, whereby the opinions of the Ministry of Education and the Office of the Permanent Secretary to the Office of the Prime Minister shall be taken into consideration, and further actions may then proceed.

3. Instructed the Office of the National Security Council to take the opinions of the Office of the National Economic and Social Development Board into consideration.

Please be informed accordingly for taking further actions in compliance with the Cabinet's resolutions. In this regard, the Secretariat of the Cabinet has proposed this draft Policy to the National Legislative Assembly for acknowledgment. You are kindly requested to directly deliver 750 sets of the proposed draft Policy documents to the Secretariat of the

(Translation)

Senate acting as the Secretariat of the National Legislative Assembly. Upon acknowledgment by the National Legislative Assembly, the Office of the National Security Council shall inform the relevant authorities to comply with the Cabinet's resolutions accordingly. In addition, the Office of the National Security Council shall revoke the confidential class of this matter from the date of the Cabinet's resolutions.

Very truly yours,

-Signature-

(Mr. Teerapong Wongsiwawilas)
Deputy Secretary-General of the Cabinet acting for
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(Translation)

TABLE OF CONTENTS

	PAGE
1. INTRODUCTION	1
2. SITUATIONS	2
3. POLICY FRAMEWORK (4 CLAUSES)	6
4. VISION	6
5. OBJECTIVES (6 CLAUSES)	7
6. POLICY (23 CLAUSES)	8
7. MANAGEMENT (3 CLAUSES)	15
8. SUCCESS FACTORS (3 CLAUSES)	16

(Translation)

**SOUTHERN BORDER PROVINCES ADMINISTRATION
AND DEVELOPMENT POLICY
2017 - 2019**

1. INTRODUCTION

The Southern Border Provinces Administration and Development Policy 2017 - 2019 is prepared pursuant to Section 4 of the Southern Border Provinces Administration Act B.E. 2553 (2010), which requires the Office of the National Security Council to prepare and propose such a policy to the National Security Council and the Cabinet for consideration and approval, and then the Cabinet shall present such policy to the Parliament for acknowledgment accordingly. The contents of the policy shall at least cover the areas of development and security, and the opinions of all sectors of the public shall be taken into consideration in the drafting of the policy in response to the needs and in line with the way of life of people, religions, culture, identity, ethnicity and local historical backgrounds in the southern border provinces, including the fundamental principles of the State policy.

In the drafting of this Policy, **the Office of the National Security Council has implemented a participatory procedure for hearing opinions from all major sectors**, e.g., public sector, local and central scholars, religious leaders and representatives, civil sector, mass media sector, women and youth as well as detainees in security-related cases, together with technical information and documents, participation in relevant forums and seminars, and monitoring and evaluation of the Southern Border Provinces Administration and Development Policy 2012 - 2014.

In conclusion, this Southern Border Provinces Administration and Development Policy continues to maintain the guidelines adopted by all sectors, i.e., problem-solving by adhering to the strategic principles graciously recommended by His Majesty the King through “**understand, reach out, develop**” and the “**Philosophy of Sufficiency Economy**” by focusing on unifying and integrating the operations of all agencies in putting this Policy into practice, enhancing the efficient operations of State officials in the local areas, incorporating the peace dialogue process for the southern border provinces as part of the national agenda. Continuity and participation of all sectors are emphasized to ensure that such dialogues are highly instrumental in the problem-solving in the southern border provinces with a focus on the multicultural society characteristics in the localities.

2. SITUATIONS

In the past, the situations in the southern border provinces were violent and faced with constant unrest. The underlying problems are complex, sensitive and multidimensional. Major factors which were raised as causes of the problems include ethnicity, religions, culture and historical backgrounds, which are unique to the areas, including the people's desire to participate in choosing their way of life to exist in Thai society with understanding and acceptance on the basis of such unique identity. Moreover, the growing use of violence was a result of a certain group of people, whose ideologies were different from the State and who felt resentful of and being unfairly treated by the public sector's operations, taking these causes to justify and retaliate with the use of violence, and consequently creating an atmosphere of fear and distrust between the State and people and among people, including direct and indirect impact towards the loss of lives and property of the local people. Furthermore, some groups of people lacked a genuine understanding and appreciation of the cultural diversity which were taken for granted to claim the justice for violent incidents, resulting in public suspicion and injustice caused by some State officials. In addition, the local development in terms of economy, the quality of life, society and education was not consistent with the local identity, and the lack of genuine uniformity, integration and

collaboration in the public sector's management also caused such violent and unrest situations.

At present, the violent situations in the southern border provinces tend to decline, although the ongoing violence and unrest still continue and the same old major factors as ethnicity, religions, culture and historical backgrounds are still used to justify the violence. However, the violent situations from 2004 to present have been highly sensitive and jeopardized the security. Such violent problems are caused by complex and correlated conditions in three levels, namely: 1) **individual level**, which arises from certain groups of people whose ideologies differ from the State, such conditions created by certain State officials, collateral threats and the use of violence caused by resentment and hatred; 2) **structural level**, which refers to the administration and management structures that, despite the decentralization, in **some people's** feeling, may not respond to their needs and they are unfairly treated, discriminated and deprived of the genuine administrative power in their localities; and 3) **cultural level**, by which the Thai-Malay people in some areas feel alienated and excluded from Thai society, and view that certain State officials lack knowledge and understanding, have suspicion and prejudice, and act against the local culture and way of life. **These conditions thus serve to persuade some local people to adopt or agree with those using violence and more importantly, they are raised by those disagreeing with the State to justify the use of violence to achieve their goals.**

Moreover, the rapid and profound changes in Thai and world societies in terms of politics, economy, society and technology have given rise to social impact on the southern border provinces, particularly adaptation and maintenance of their unique identity to keep pace with such changes. They also encounter major collateral threats, namely, drug abuse among young people, poverty and feeling of social injustice, not to mention such contributory factors as external trends and movements, e.g., localism, extreme resistance, conflicts

between the Western world and the Muslim world, and political and civil rights, which have made the above situations and problems even more complex.

Changes as a result of the implementation of the Southern Border Provinces Administration and Development Policy 2012 – 2014 were adopted by all sectors, and as such, the problem-solving and development of the southern border provinces have progressed accordingly. The public sector has adjusted its problem-solving approach to be more relevant to the local situations, e.g., systematic management of security and development affairs to be more consistent, adjustment of the administration mechanism to be unified and integrated with program/project budgets to fulfill the Policy objectives, and improvement of State officials' performance to ensure that they are truly engaged in the problem-solving. Apparent progress includes the open forums for peace dialogues for the southern border provinces both in the country and abroad, and the civil society and people have become more expressive and involved in the problem-solving and local development of the southern border provinces. The public sector and State officials adapted themselves and enhanced their knowledge, understanding and contributions to the problem-solving, until all parties concerned felt more confident to participate in the peace-building process. However, major challenges are how to put the Policy into practice, unify and integrate the public sector's collaborations. Following the restructuring of the southern border provinces administration under the National Council for Peace and Order's Announcement No. 98/2557 Re: Southern Border Provinces Problem-Solving, which focused on the uniformity and integration from policy level to local operation level, the challenge of putting the Policy into practice, including unifying the problem-solving management, started to take a clear direction and tend to improve.

In the next phase, the tendencies for improving the problem-solving are supported by the following: 1) the public sector has a clear direction and progress in the problem-solving approach, understands the way of life and nature of a multicultural society, and directly perceives problems and needs of the local people; 2) people, civil society, women and youth

participate more in the problem-solving and local development; 3) the international and overseas organizations understand and provide cooperation on the problem-solving in the southern border provinces; 4) the peace dialogues for the southern border provinces will be organized continuously both in the country and abroad; and 5) the ASEAN integration marks a significant milestone for the southern border provincial areas due to their geographical advantages, including strengths in terms of languages, culture, resources and linkage to the neighboring countries, which would pave the way for collaborations in the problem-solving and local development of the southern border provinces.

3. POLICY FRAMEWORK

In order to set a clear direction for the next phase of the Southern Border Provinces Administration and Development Policy following the Southern Border Provinces Administration and Development Policy 2012 - 2014, which may be used by the responsible agencies as framework for setting out strategies and action plans, based on the strategic principles graciously recommended by His Majesty the King through “**understand, reach out, develop**” and the “**Philosophy of Sufficiency Economy**”, the Policy framework is set out as follows:

3.1 To adhere to the peaceful problem-solving approach by transforming violent conflicts to peaceful solutions;

3.2 To implement a genuine participatory procedure from all sectors;

3.3 To administer on the basis of a multicultural society for the problem-solving and local development;

3.4 To adhere to the principles of human rights, legal state, rule of law as well as recognize and respect international covenants.

4. VISION

(Translation)

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“Society in the southern border provinces is safe and free from any conditions contributing to violence; everybody’s way of life is protected and improved on the basis of a multicultural society, with participation in a sustainable peace-building process.”

5. OBJECTIVES

In order to ensure that the problem-solving is consistent with and corresponds to the nature of the problems, the Policy framework and vision, the objectives of the Policy have been concluded in 6 clauses as follows:

1) To ensure that the southern border provinces are safe, peaceful, trustworthy and free from any conditions that contribute to the use of violence from all parties concerned;

2) To develop participation of all parties concerned in the local areas in order to encourage people to participate in the development and problem-solving in the southern border provinces.

3) To ensure that Thai society and local communities recognize and appreciate the value of co-existence under a multicultural society, and share joint responsibility for the problem-solving in the southern border provinces.

4) To enhance the potential of people, society and economy in line with the cultural diversity and local wisdom and uphold equality and social justice all over to be habitable and attract tourists and investments.

5) To build confidence in and secure the continuity of the peace dialogue process for the southern border provinces, which shall be defined as part of the national agenda, and make preparations for participation of all parties concerned under the circumstances that promote solutions to the conflicts.

6) To create better understanding of the real situations to society, both in the country and abroad, in order to gain support and contributions to the problem-solving in the southern border provinces.

6. POLICY

Objective 1 To ensure that the southern border provinces are safe, peaceful, trustworthy and free from any conditions that contribute to the use of violence from all parties concerned by means of:

1) **Enhancing the potential, competency and efficiency of life and property security;** preventing and resolving collateral threats, e.g., narcotics, illegal businesses, local influential groups; as well as ensuring secure locations and minimizing influential zones of violent forces through participation of all sectors to strengthen the communities and villages; and providing public safety and threat watch for vulnerable targets and risky communities.

2) **Improving the efficiency of people's intelligence services by focusing on gathering information and identifying pending issues which may give rise to negative factors to the areas;** relying on intelligence from mass media sources, preventive intelligence; upgrading the efficient dissemination of intelligence to the relevant authorities and people at all levels rapidly and timely.

3) **Promoting trustworthiness and collaboration between the State and people,** by focusing on recruitment and development of State officials from all agencies with awareness, attitude, personality and behavior towards peace and respect for human rights, to be assigned to perform the duties in the southern border provinces; introducing a mechanism for collaboration between the public sector and the people to monitor and examine the State officials' operations in strict compliance with the legal framework as well

as providing knowledge, understanding, development of confrontation skills to handle conflicts and cultural skills to the State officials on a regular basis.

4) **Effectively build people's confidence in the justice system in all dimensions** through the judicial administration and law enforcement with fairness and without discrimination in order that offenders will be brought to justice without any exception, so as to eradicate all forms of injustice; developing laws accommodating the local way of life and culture; promoting legal knowledge and understanding to the local people; encouraging people's participation in the justice system; developing the local judicial affairs and alternative justice system; accelerating fact-finding process in controversial cases or incidents for final conclusion that meets international standards; as well as ensuring that State officials realize their commitment to strictly comply with the laws, regulations, traditions, conventions, and respect the principles of legal state, rule of law and human rights.

5) **Completely eradicating the conditions and causes of the local people's feeling of exclusion or inequality** in order to build a sense and atmosphere of happiness and dignity.

6) **Building confidence in the public sector's remedy process to cover all groups and levels** by developing a system and improve the remedy process to ensure transparency and fairness without discrimination and delay, and subject to an audit, monitoring and evaluation system to enhance the efficiency of the remedies and prevent any exploitation and abuse of such remedies by all parties; as well as promoting women's group and civil society to play a part in the remedy process for those suffering from losses and affected.

Objective 2 To develop participation of all parties concerned in the local areas in order to encourage people to participate in the development and problem-solving in the southern border provinces, by means of:

1) **Supporting the public sector's central and provincial agencies, local administration organizations, civil society, people and all groups of stakeholders to be more involved in the development and problem-solving**, by arranging an efficient mechanism of State's administration, and allowing all parties concerned to participate in every step of the problem-solving and local development and in the formulation of strategies, action plans and programs/projects under the Southern Border Provinces Administration and Development Policy.

2) **Effectively providing secure locations at all levels for people and all groups of stakeholders, both in and outside the areas, to share opinions freely on the basis of trust**, by encouraging all sectors' participation to a degree that would truly trigger changes at the policy and operation levels.

3) **Promoting, supporting and strengthening the roles of women, children and youth at all levels in the decision-making for the problem-solving and local development in all dimensions and on a continual basis**, by developing the use of peaceful approach and creating peace-building movements in families, communities and society on the basis of rights and liberties between women and men, in pursuance of the provisions of the Constitution of the Kingdom of Thailand, taking into account the suitability for the local context.

Objective 3 To ensure that Thai society and local communities recognize and appreciate the value of co-existence under a multicultural society, and share joint responsibility for the problem-solving in the southern border provinces, by means of:

1) **Promoting the value and recognition of co-existence on the basis of a multicultural society with honor, dignity and equality**, by respecting the values of all religions and ethnicities, focusing on local languages, culture and education, as well as instilling morality and ethics into the youth in accordance with the guiding principles of the religions.

2) **Promoting the sharing and learning process among State officials from all agencies** in order to realize and gain insight, adopt and appreciate the value of cultural identity and local way of life, including adhering to the good governance in their operations, and recruiting knowledgeable and capable civil servants who can comprehend the issues of religions, languages and culture, as well as volunteering to perform the operations in the localities, and providing ongoing training for better understanding.

3) **Promoting the way of life and practices in accordance with the principles of all religions without challenges**, by adjusting attitude, legal principles and relevant rules and regulations to facilitate the freedom of living based on the religious principles; eliminating any cultural discrimination, and requiring all parties to study, understand and recognize the way of life and culture to enable the people to feel a sense of belonging in Thai society.

4) **Developing the understanding and trust among people, both in the local areas and in Thai society to co-exist peacefully, and joining forces to tackle the problems**, by opening communication channels to ensure common understanding of the real

situations in the areas, and sharing and learning to co-exist peacefully on the basis of diversity, especially among children and youth of different religions.

Objective 4 To enhance the potential of people, society and economy in line with the cultural diversity and local wisdom and uphold equality and social justice all over to be habitable and attract tourists and investments, by means of:

1) **Developing the potential of people in society**, by accelerating the management and development of educational quality at all levels to genuinely accommodate the local needs, way of life and culture; opening the opportunity for religious leaders, qualified individuals and all sectors in the localities to share ideas for educational management; promoting the development of knowledge, occupational skills and providing more educational opportunities, especially both local and overseas scholarships, in response to local people's way of life and needs, along with valid accreditation of academic status for those personnel who have completed overseas study, as well as development of labor force to accommodate the local economic conditions in order to establish potential linkages with the development of the neighboring countries in ASEAN.

2) **Accelerating the improvement of the quality of life and well-being of the people, particularly underprivileged people in the southern border provinces in all dimensions**, by extensively and fairly reaching out to the local people and areas with an emphasis on public participation in response to the problems and needs of the people and the specific geo-social nature of each locality; as well as promoting sport activities and creating good relationships and understanding.

3) **Creating the opportunity for economic development**, by developing basic infrastructures for border trading and human resources to accommodate the local economic development; promoting major agricultural sources from local communities, e.g., Para-rubber, fishery, etc., to ensure their commercial sufficiency; supporting the halal industry which may create jobs and generate revenues for people, sufficiency economy projects in the communities, distribution of industries, services, tourism, and solutions to unemployment

problems, including providing incentives to attract investment, and promote the role of private businesses to accommodate the enlargement of ASEAN.

4) **Developing and promoting the management of local natural resources to ensure the optimal benefits towards the improvement of the quality of life and poverty eradication**, by supporting and increasing the involvement of people, civil society, communities and local organizations to protect, regulate, allocate and rehabilitate resources, particularly, coastal fishing areas, mangrove forests, basins and forest areas; as well as preventing the interest groups from unfairly exploiting the local resources.

5) **Promoting the learning of Thai, Malay, Malay dialect, Arabic and other major foreign languages** at all levels to serve as tools for learning, communication and opportunities for all areas of development, as well as to ensure the readiness for communications and connection in ASEAN and the Arab world.

Objective 5 To build confidence in and secure the continuity of the peace dialogue process for the southern border provinces, which shall be defined as part of the national agenda, and make preparations for participation of all parties concerned under the circumstances that promote solutions to the conflicts, by means of:

1) **Promoting the peace dialogue process among the stakeholders concerned with the problems in the southern border provinces in terms of principles, goals and appropriate model of decentralization on the basis of a plural society of the southern border provinces, subject to the intention of the Constitution of the Kingdom of Thailand, and in line with international rules, without any conditions leading to separatism**, by opening forums and creating an environment of trust to secure safety and freedom of expression of opinions and dialogues from all groups to reflect concerns of the people from all ethnic and religious groups.

2) **Promoting the continuity of the peace dialogue process for the southern border provinces with those individuals whose views and ideologies differ**

from those of the State and unifying them, and securing safety for participation in sharing ideas by all groups of stakeholders in the peace dialogue process for the southern border provinces, by efficiently proceeding in accordance with the action plans for peace dialogue process for the southern border provinces.

3) **Promoting the preparations and understanding of all sectors in the peace dialogue process for the southern border provinces,** especially the public sector's agencies, mass media and people in the local and outside areas to have knowledge and understanding towards the development of the real situations of the peace dialogue process for the southern border provinces, including their continual participation in and contributions to the peace dialogue process for the southern border provinces.

Objective 6 To create better understanding of the real situations to the society, both in the country and abroad, in order to gain support and contributions to the problem-solving in the southern border provinces, by means of:

1) **Developing mechanisms, communication patterns and integration between public and private sectors,** by way of public relations, intelligence operations, strategic communications, optional media and press relations through public and private sector media, social media, educational institution, religious institution as well as public forums to disseminate information regarding management of the problems in the southern border provinces, including sharing facts to society, both in the local and outside areas, to understand and constructively participate in the problem-solving.

2) **Promoting good understanding and collaboration with the neighboring countries, international organizations and private development organizations regarding factual situations in the southern border provinces,** by applying the results of the operations of the State policy, facts relating to rights, liberties, equality and justice of people of all ethnic groups so as to strengthen the relationships to support and contribute to the problem-solving in the southern border provinces.

7. MANAGEMENT

In order to ensure that the implementation of the Policy into practice shall achieve the results according to the Policy objectives with efficiency, effectiveness and concrete outcome, this Policy places the first priority to administration affairs, as follows:

7.1 The Policy shall be put into practice by formulating strategies and action plans in line with and in support of the Policy implementation in the same direction, by introducing a mechanism for carrying out the operations with uniformity and integrated collaborations at the policy, practical and operational levels. The power, authorities and responsibilities must be clearly defined, with systematic management, program/project integration and budgets to support the implementation of the Policy with uniformity and efficiency through public participation. In addition, the implementation of the Policy, strategies and action plans at all levels must be regularly monitored and evaluated with concrete outcome and the success indicators must be clearly identified.

7.2 State agencies and civil servants directly involved with the problem-solving in the southern border provinces shall be engaged to share the common understanding of the framework and direction of the problem-solving under the Policy, and have a sense of accountability for their integrated collaborations as well as realize the commitment to perform the operations to the best of their ability to ensure the unified and collaborative problem-solving.

7.3 A network of supports for the Policy implementation shall be built and developed to cover all areas and sectors concerned. The public sector, civil society, people, private sector and social network, both in and outside the areas, and the world society, particularly the neighboring countries, ASEAN and the Muslim world, shall be involved to establish a network to put the Policy into practice, create channels for complaints, audit, monitoring and evaluation of the public sector's operations, and to contribute budgets

to facilitate various sectors' participation in the problem-solving in collaboration with the public sector. Appropriate information technology shall be introduced to support the operations of various agencies and the communications with local people.

8. SUCCESS FACTORS

8.1 Emphasis is placed on the problem-solving in the southern border provinces, including the peace dialogue process for the southern border provinces, as part of the national agenda, and the government provides clear and ongoing support in terms of mechanism for administration of programs/projects and budgets to ensure that all relevant sectors are confident and unified in respect of their ideas, direction, guidelines and management for the concerted efforts towards the problem-solving under the Policy.

8.2 All sectors which are the direct stakeholders of the problems in the southern border provinces adopt and participate in the problem-solving under the Policy, which will serve to secure the efficient problem-solving through network contributors at the policy, strategic and operational levels on a widespread basis in response to the issues, problems and needs of the target groups.

8.3 Academic research and studies are applied to support the problem-solving operations and local development in the southern border provinces under the Policy, which will support the drafting, development, evaluation and conversion of the Policy into practice at the strategic and operational levels with concrete results.

Title: Southern Border Provinces Administration and Development Policy
2017 – 2019

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Prepared by: Strategic Security Southern Provinces and Ethnic Cultures Bureau (SSE)
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