Integrated Livelihood Development and Human Security Strategy Framework

Lessons learned from the United Nations Joint Programme on Integrated Highland Livelihood Development in Mae Hong Son

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United Nations Task Force and Provincial Working Group on the United Nations Joint Programme in Mae Hong Son

Bangkok and Mae Hong Son, Thailand

FOREWORD

"Why has development assistance failed so often?" "Why has it not been sustainable?" "What has been wrong with it?" International development assistance has been repeatedly challenged by the failures of programmes and projects even where collective action was taken jointly by multiple players to produce joint outcomes – apparently a more ideal development assistance approach than a sectoral approach that has been criticized by many scholars and policy-makers at various levels.

The United Nations Joint Programme on Integrated Highland Livelihood Development in Mae Hong Son (UNJP-MHS) was launched in January 2010 in response to such challenging questions by orchestrating the development assistance efforts of eight United Nations (UN) agencies, government offices and implementing partners in a well-coordinated, harmonized manner, aiming at creating synergies of the diverse stakeholders and at maximizing the impacts of the synergies on target beneficiaries. This publication is the culmination of a series of such efforts made with support from various line ministries of the Royal Thai Government that echoed the philosophy and approach of the UN Joint Programme.

The decision to formulate a joint development programme in rural Thailand was first made at the third meeting of the UN Thematic Working Group on Livelihoods held in March 2007. It was followed by the selection of Mae Hong Son province as the programme implementation site based on the assessment of the Thailand Human Development Report 2007 that classified Mae Hong Son as the least developed, underserved province amongst all 76 provinces when measured by the Human Achievement Index.

Since the official launch of the UNJP-MHS in 2010, a number of outputs have been produced and outcomes achieved towards the attainment of programme objectives. The benefits of the development assistance have also trickled down from target groups to the rest of the communities concerned. We have witnessed a group of women now capable of processing raw agricultural materials to produce preserved, value-added products and sharing their new skills and knowledge with other villagers to increase income generation opportunities; improved healthcare services in remote villages because of the establishment of new health posts and of the trained community health volunteers who provide primary healthcare services to the communities where – until the health volunteers were deployed – villagers were compelled to travel for hours to reach the closest health center; once-dark-at-night remote villages now having access to the electricity generated from solar PV systems and to biogas energy for cooking; older persons empowered to run community radio programmes by themselves and to produce their own information, education and communication materials; improved upland rice production and yields enhancing the income of subsistent farmers; and the revolving funds established by a group of native chicken growers allowing them to earn from the sales of processed chicken meats in a sustainable way.

The synergies created by linking the expertise of key enablers and partners have also become visible, as evidenced by the improved nutritional status of school children because of close collaboration between the education, health, agriculture and livestock sectors. The synergies are a core value of the UNJP-MHS and demonstrate what we can truly achieve when our knowledge, expertise and efforts are concerted in a well-harmonized manner.

Responding to the critical questions on aid effectiveness raised above and to the UN wide challenge of *Delivery as One*, this Strategy Framework has been drawn up to illustrate practical steps and critical components to scale upthe Mae Hong Son model to a national initiative or to replicate it in other countries where multiple agencies, government offices, and implementing partners are involved to realise the full potential of human security. A key element of this process is bringing together the efforts, resources, commitments, and confidence to change the current situation of poor, vulnerable and underserved populations.

We sincerely hope that this publication is used widely by decision and policy-makers as well as development practitioners at all levels.

Hiroyuki Konuma
Chairperson of the Task Force on the
United Nations Joint Programme in
Mae Hong Son
and
Assistant Director-General and Regional
Representative, FAO Regional Office for
Asia and the Pacific

Narumol Paravat
Chairperson of the Provincial Working Group
on the United Nations Joint Programme in
Mae Hong Son
and
Governor of Mae Hong Son Province

A Message from the Director of Corporate Programmes, the United Nations Office for the Coordination of Humanitarian Affairs

I have a great deal of pride in the people of Mae Hong Son. As Resident Coordinator in Thailand, I inaugurated the launch of the UN Joint Programme in Mae Hong Son in 2010. At that time, this remote province faced a number of livelihoods challenges including poverty eradication and improving education and health standards to meet with national levels. The local Government, in collaboration with UN agencies, worked to promote greater equity and resilience, increased income generation opportunities and improved the provision of social services. Together, we set ambitious multisectoral targets and contributed technical knowledge and expertise to empower the vulnerable population.

I believe the empowerment and protection approach demonstrated here can play a vital role in the achievement of both human security and improved livelihoods. The many threats to human security must be tackled by taking an integrated and coordinated approach across different disciplines. This publication can enable the UN family and our global partners to formulate and implement similar joint programmes drawing on the many lessons learned from the UN Joint Programme in Mae Hong Son.

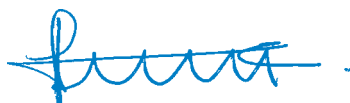**Gwi-Yeop Son**
Director, Corporate Programmes Division
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)

A Message from the United Nations Resident Coordinator in Thailand

In 2006, the UN Country Team and the Thai Government developed their first United Nations Partnership Framework (or UNPAF) covering the period 2007-2011, in alignment with the 10th National Economic and Social Development Plan (NESDP). The UNPAF clearly identified Mae Hong Son as one of the provinces for UN concerted interventions aimed at empowering the most vulnerable. Mae Hong Son Provincial Millennium Development Goals (MDGs) Report, released in 2005, revealed that the province was lagging behind the rest of the country in terms of MDGs achievement and identified multiple challenges that had undermined progress.

It was in this context that the UNJP-MHS was formulated aiming at piloting the implementation of an area-based integrated and multi-disciplinary joint programme.

As Resident Coordinator in Thailand, I am proud of the efforts made by my UN colleagues, and in particular FAO as lead agency, to test the efficiency and effectiveness of working together with a specific geographical focus and in close partnership with the local government. There are many lessons to be learned from this process, and this report is a welcome contribution to document and disseminate this knowledge.

Luc Stevens
Resident Coordinator
and
UNDP Resident Representative in Thailand

ACRONYMS

ARDC	Agriculture Research Development Centre
ASEAN	Association of Southeast Asian Nations
BCC	Behavioral Changes and Communication
BCS	Battery Charging Station
BDS	Business Development Service
CBO	Community-Based Organization
CBT-I	Thailand Community-Based Tourism Institute
CDC	Communicable Diseases Control
CEO	Chief Executive Officer
CLC	Community Learning Centre
CHV	Community Health Volunteers
CHW	Community Health Worker
CIDA	Canadian International Development Agency
CPD	Cooperative Promotion Department
CWA	Common Working Area
DFID	UK Department for International Development
DHO	District Health Office
DLA	Department of Local Administration
DLD	Department of Livestock Development
EC	European Commission
EH	Environmental Health
ESO	Education Service Area 1 or 2 Office
FACE	Fight Against Child Exploitation
FAO	Food and Agriculture Organization of the United Nations
FoPDEV	Foundation for Older Persons' Development
GIS	Geographic Information System
HAI	HelpAge International
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HRDI	Highland Research and Development Institute
HSU	Human Security Unit
IEC	Information, Education and Communication
ILDHS	Integrated Livelihood Development and Human Security
ILO	International Labour Organization
IOM	International Organization for Migration
KAP	Knowledge Attitudes and Practices
KPI	King Prajadhipok's Institute
LCC	Livelihood Camp Committees
MDGs	Millennium Development Goals
MEDF	Micro-Enterprise Development Foundation
NESDP	National Economic and Social Development Plan
NFI	National Food Institute
NFIEO	Non-Formal and Information Education Office
NGO	Non-Governmental Organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OPA	Older People's Association
OPC	Older People's Club
OPC	Opportunity Service Centre
OTOP	One Tambon One Product
PAB	Programme Advisory Board
PACO	Provincial Agriculture and Cooperatives Office
PAO	Provincial Administration Office
PAO	Provincial Administrative Organization
PAO	Provincial Administration Office

PHC	Primary Health Care
PHO	Provincial Health Office
PIO	Provincial Industry Office
PLO	Provincial Livestock Office
PMU	Programme Management Unit
PNREO	Provincial Natural Resources and Environment Office
PRA	Participatory Rural Appraisal
PSC	Provincial Steering Committee
PSDHSO	Provincial Social Development and Human Security Office
PSO	Provincial Statistics Office
PTSO	Provincial Tourism and Sports Office
PV	(Solar) Photovoltaic
RED	Rural Enterprises Development
REMB	Results and Evidence-Based Management
RH	Reproductive Health
RPF	Royal Project Foundation
RRA	Rapid Rural Appraisal
SHS	Solar Home System
SLA	Sustainable Livelihood Approach
SME	Small and Medium Enterprise
TAO	Tambon Administrative Organization
TAT	Tourism Authority of Thailand
TB	Tuberculosis
THTI	Thailand Textile Institute
UN	United Nations
UNCT	United Nations Country Team in Thailand
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNJP-MHS	United Nations Joint Programme on Integrated Highland Livelihood Development in Mae Hong Son
UNPAF	United Nations Partnership Framework
UNRC	United Nations Resident Coordinator
UNTFHS	United Nations Trust Fund for Human Security
USAID	US Agency for International Development
VCA	Value Chain Analysis

CONTENTS

1. INTRODUCTION AND BACKGROUND

1.1. Background

Recent data and researches show that poverty has been reduced by half at the global level over the past twenty years. Roughly 700 million people had moved out of poverty from 1990 when 43.1 percent of the world population, or 1.91 billion people, were living on less than $1.25 a day to 2010 that recorded 1.21 billion (20.6 percent) extremely poor people (World Bank, 2012).

Whilst poverty has declined steadily and some countries can achieve the first objective of the MDGs, it has become more evident that the benefits of the economic growth gained – a driving force of poverty eradication – have not been equally and equitably distributed within what appears to be successful countries in terms of per capita income growth, with the majority of wealth remaining in the richest class of the society.

Another critical dimension of the changing global poverty trend poses a new challenge to the international development community: the world is increasingly witnessing the concentration of the extreme poor in middle income countries – e.g. India – and in fragile states – e.g. Nigeria and Pakistan – rather than stable low income countries (Gertz and Chandy, 2011). In 2005 more than 70 percent of the world poor population lived in low income developing countries. However, the proportion of the $1.25-a-day poverty has been shifted to stable middle income countries (48.8 percent), fragile middle income countries (17.1 percent), and fragile low income countries (23.7 percent) by 2010. Stable low income countries account for only 10.4 percent of the world extreme poverty.

Despite the changing global poverty landscape, the national and international efforts of poverty alleviation in stable low income countries should not slow down. Yet, it is time for the national authorities and the international community alike to revisit and move beyond conventional or traditional development assistance approaches – although they are still applicable in stable low income countries – but to focus on the needs and situations of middle income countries as well as fragile states and regions distressed by civil wars, protracted political unrests, recurrent severe natural disasters and infectious diseases, prolonged food insecurity, and so forth.

Frail situations in one country would also affect neighbouring regions. The adjacent areas where local residents are already poor and underserved may embrace a large influx of migrants and displaced persons causing more insecurity in the vulnerable areas and compelling them to take remedial measures, whilst the efforts to improve the livelihoods of local poor and underserved people must continue without sacrificing equal opportunities, protection and empowerment for the migrants and displaced persons to the extent possible.

To better respond to the emerging trend of poverty by concentrating our efforts more – but not exclusively – on these types of countries where the majority of extreme poor suffer from limited livelihood assets and options and from lack of security and empowerment, the international community including UN organizations, governments and civil society are required to take holistic and integrated livelihood development approaches by orchestrating their comparative advantages in a harmonised manner thereby increasing the impact of the synergies on target beneficiaries who are most vulnerable and underserved in the world. It is in this context that this Integrated Livelihood Development and Human Security (ILDHS) Strategy Framework has been drawn up to provide development practitioners with a set of guidelines as well as options to design and implement an integrated livelihood development programme, linked to human security, in different situations and settings. It takes account of national development priorities and strategies, sources of funding, existing coordination mechanisms, types of tools to be utilised in programme implementation, and whether initiating a pilot programme, replicating it in other regions, or scaling it up from sub-national to national level.

Apart from development practitioners, it has been written aiming at stakeholders in governments, international organizations, donors, civil society, academia and private sector involved in rural development, livelihood enhancement, poverty alleviation, and human security at national, regional and sub-national levels. Government staff at local, regional and central levels may equally find the Framework

a useful companion since it introduces key livelihood development and human security concepts, tools, and approaches that help them to work closely with external organisations including UN agencies who share the responsibility for achieving improved livelihood outcomes and human security.

Aside from the Introduction and Appendixes, the Framework has four main sections that cover the followings:

- Principles of the Framework, including guiding principles that set forth the main features and characteristics of an ILDHS programme, results and evidence-based management, and key building blocks that constitute an ILDHS programme – Section 2;

- Approaches to designing a programme which elucidate concrete steps to be taken for participatory planning and programming as well as primary implementation tools and baseline surveys – Section A;

- The development goal, outcomes and outputs defined by the UNJP-MHS as well as its major achievements and lessons learned, which the users can adjust and adopt as per the conditions and situations of their target areas for assistance – Section B; and

- Elements to be addressed in implementing an ILDHS programme which range from coordination, management and implementation mechanisms at sub-national and national levels to resource mobilization to advocacy, knowledge sharing and external communication strategies to more – Section C.

The users of this Framework are suggested to interpret and adapt the guidelines and options to the local condition and situation in order to achieve the best results out of programme implementation.

1.2. Rationale and Justification

The concept of human security has emerged in response to the complex nature of sever and widespread threats and situations ranging from prevailing poverty to resource deprivation, social injustice, epidemics, economic and financial crises, environmental destruction, natural disasters, etc. To defend the people, especially the vulnerable and underserved, from such threats that cannot be tackled with through conventional approaches or focusing on single domain only, multi-sectoral interventions in an integrated manner are required that links human security and livelihood development together. Human security is thus defined as protecting human freedoms that are the essence of life, defending people from sever and widespread threats and situations, and creating political, social, environmental, economic, military and cultural systems that together provide people with the building blocks of survival, livelihood and dignity.

Integrating the human security concept and livelihood enhancement and diversification approaches in rural development processes is a vital element for ensuring that an ILDHS programme leads to sustainable livelihood outcomes and human security attainment covering a wide range of opportunities that enhance livelihood assets – human, social, financial, natural and physical – and increase the capacity of target beneficiaries in order to help them become self-reliant in improving livelihood situations. Therefore, realising improved livelihood outcomes and human security situations require *integrated* and *holistic* approaches at all levels that accompany collective actions and efforts by stakeholders across various domains.

This Framework was developed in response to the demand from development practitioners in quest of guidance for formulating a programme and undertaking it in an integrated and coordinated manner, focusing on livelihood enhancement and diversification within the context of poverty reduction and as human security. It is also aimed at enabling the development practitioners – government and non-government actors alike – to assist rural communities in increasing their capacity to enhance livelihood options as well as becoming self-dependent in order to achieve human security. The approach emphasises the need for a continual process of empowerment as a means to tackle with threats and stresses – for example, chronic poverty, environmental destruction, and lack of education – that cause rural stagnation. It also requires the stakeholders to undertake collective actions at all levels – local, regional, and national – and across a range of livelihood domains as a necessary step to make the joint efforts sustainable and ultimately to scale up the programme from provincial to national level action, or replicate it in other regions.

This approach was tested in Mae Hong Son, a fragile low income province, under the UNJP-MHS that entailed seventeen different thematic activities, or projects, where more than one hundred stakeholders collaborated with each other, maximizing synergies of eight UN agencies, government ministries, and implementing partners in a harmonised and integrated manner. A result was a bigger impact of the development assistance on target beneficiaries than when each agency acted alone, making the approach proved to be potentially useful in different areas and circumstances if similar institutional settings and coordination mechanisms can be set up at both sub-national and national levels and if the multi-sectoral, integrated approach with a focus on human security can be undertaken aiming to increase the capacity of local people, equip them with appropriate knowledge and skills, provide them with due access to social services, protect natural resource bases that are inevitable livelihood assets for the vulnerable and underserved, and foster them to be self-reliant for sustainable livelihood outcomes.

2. GUIDING PRINCIPLES AND STRATEGY FRAMEWORK

2.1. Principles of Livelihood Development and Human Security

2.1.1. Principles of sustainable livelihood development

The ILDHS strategy discussed in this Framework evolved from the sustainable livelihoods approach (SLA) that a number of organizations and donors, including the UK Department for International Development (DFID), adopted in the 1990s. The SLA assumes that people strive to achieve a range of livelihood outcomes – e.g. increased income, improved food security, better well-being, sustainable natural resources use – thereby improving or increasing their livelihood assets, reducing vulnerability, and eliminating poverty. It is a people-centred approach by which the level of success of SLA activities is largely measured. The approach concerns whether individuals, households and communities are empowered to initiate, practice and enhance sustainable livelihoods as well as a range of factors that affect the people or they make use of when sustaining their livelihoods. The most frequently cited working definition of the SLA is developed by Chambers and Conway as below:

"*A livelihood comprises the capabilities, assets (stores, resources, claims and access) and activities required for a means of living: a livelihood is sustainable which can cope with and recover from stress and shocks, maintain or enhance its capabilities and assets, and provide sustainable livelihood opportunities for the next generation: and which contributes net benefits to other livelihoods at the local and global levels and in the short and long term.*" (Chambers and Conway 1992)

Drawing on this understanding, the livelihood framework constitutes three key components, namely:

    i.   a set of assets forming the core capitals of livelihood;
   ii.   vulnerability context, policy, institutions and processes; and
  iii.   linkages between livelihood strategies and livelihood outcomes.

In SLA analysis, five assets are considered as core livelihood capitals: financial, human, natural, physical, and social assets at the individual, household and community levels. In adjusting the SLA concept to specific local conditions and environments that affect the provision of development assistance, some organizations even added political and cultural assets to the basic building blocks.

The vulnerability context of livelihoods consist of shocks and stresses, trends and seasonality which potentially have negative impact on people's livelihoods, whereas policies, institutions and processes refer to political, institutional and social contexts within which livelihoods evolve but they are affected such as policies at the micro, meso and macro levels, governance, private and public institutions, laws, and their processes at all levels in society.

Finally to achieve sustainable livelihood outcomes, people take various livelihood strategies within the context of transforming structures and processing and by being exposed to risk factors, i.e. shocks, trends and seasonality.

Figure 1 illustrates the core components of the DFID's sustainable livelihoods framework that has been widely adopted by many organizations and agencies. Although the actual framework and tools utilised by them vary in accordance with the actual field situation concerned, in principle, the same basic concept and approach of sustainable livelihoods described above is used. Yet, whilst the key guiding principles and core components of sustainable livelihoods must be respected in application, it is important to adapt the framework and associated tools flexibly to the actual situation and condition in which livelihood analysis is conducted and the most suitable modalities of development assistance are determined.

Figure 1 – Sustainable livelihoods framework (Source: DFID, 2001)
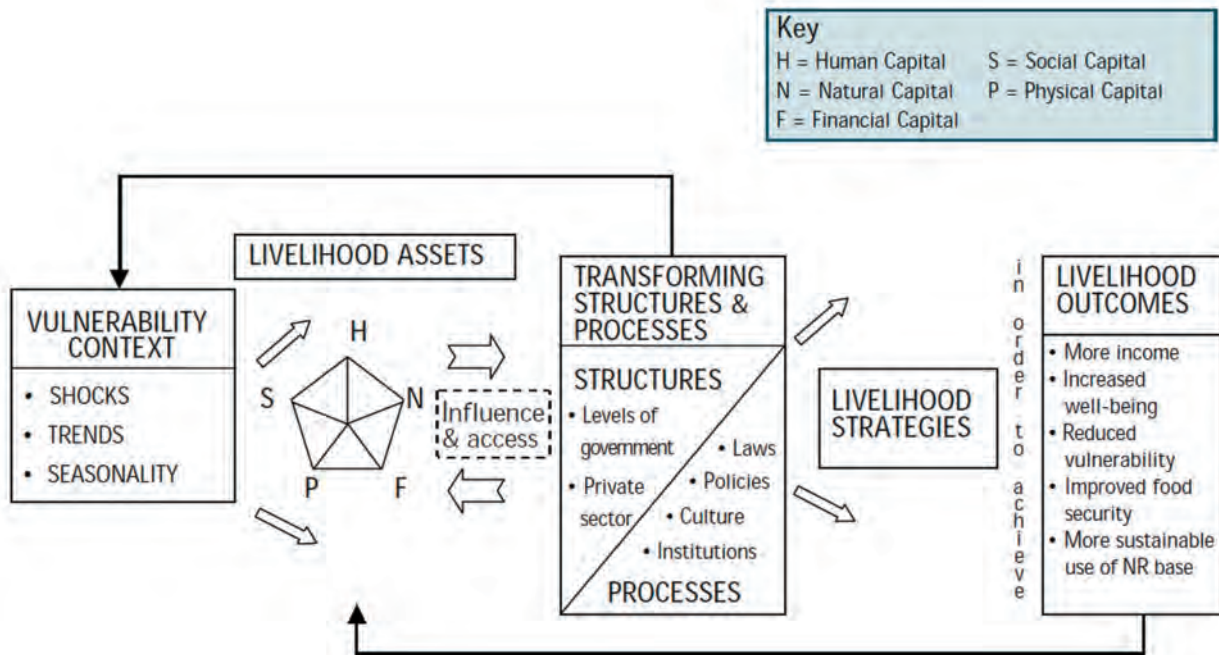
When it comes to the understanding of the conventional SLA approach such as the DFID framework, it less emphasises other critical dimensions of livelihoods development as it has evolved initially only from thinking about poverty. The conventional SLA frameworks neither take account of various threats that challenge human security in many different ways, nor explicitly reflect evolving security threats such as natural and man-made disasters, conflicts and internal violence, massive displacements, health related risks, sudden economic and financial downturns, and human trafficking, which have necessitated us all to reassess the conventional SLA and concepts as well as regard human insecurities as a key challenge to peace, security and long-term development. Livelihoods development efforts are required to consider as a core element of livelihoods development, the provision of protection and ensuring human rights for vulnerable people, and there is clearly the need to develop a conceptual model or platform for addressing such crucial human security elements that are closely associated with livelihoods development.

2.1.2. Principles of human security

It is in this context that this Framework addresses human security needs more clearly focusing on the following dimensions of human security (see Appendix 1).

- *Free from fear* assuring people of security
- *Free from want* through development
- *Free to live in dignity* securing human rights

Figure 2 – Building blocks of human and national security (Source: OCHA/HSU)
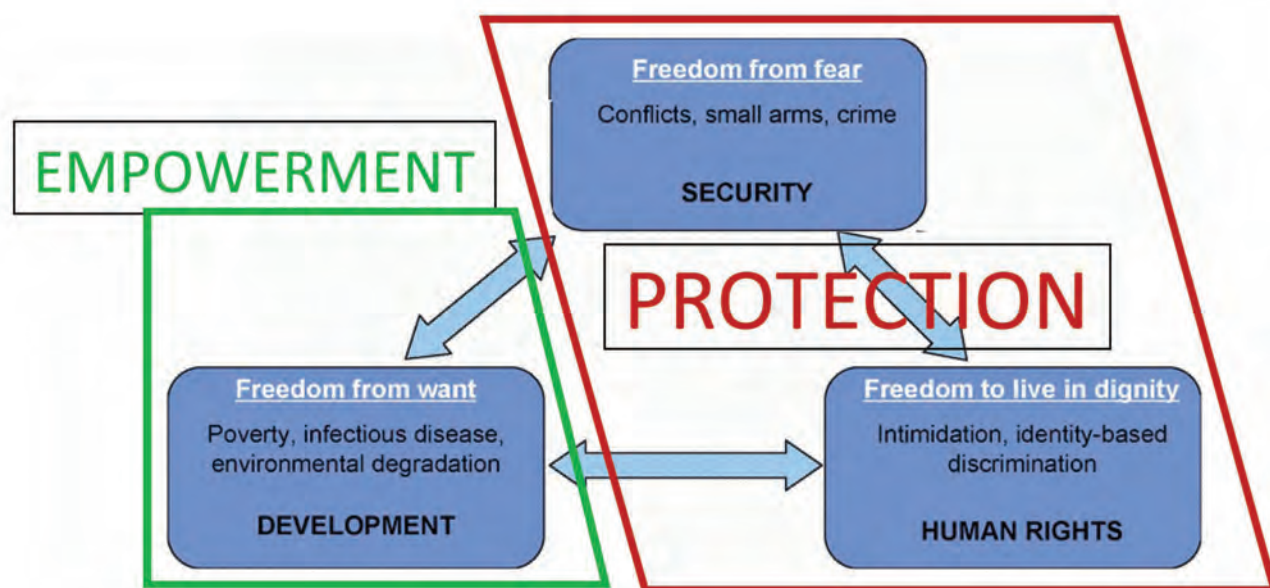
Human security focuses on the most critical and pervasive threats to the survival, livelihood and dignity of individuals. It brings or links together the human elements of security, rights and development, addressing the threats to different aspects of livelihoods. A human security programme or project is normally developed around this concept as well as five development principles: it must be people-centred, comprehensive, multi-sectoral, context-specific and prevention-oriented, providing concrete and sustainable benefits to the threatened people and communities through *protection* and *empowerment* measures that lead to the development of appropriate responses and policies for a particular threat such as poverty, degraded natural resources, and lack of social services.

Protection refers to top-down measures, processes and regulations undertaken by enablers, e.g. governments, international organizations, Non-Governmental Organizations (NGOs)/Community-Based Organizations (CBOs,) to protect the poor, vulnerable and underserved in a systematic, comprehensive and preventative manner from critical and pervasive threats that are beyond their control. These measures such as setting up new laws and regulations, practicing good governance, and introducing social safety nets, can be implemented at the individual, household, local, national, regional, and global levels. Many actions aimed at protection, therefore, are concerned with "Freedom from fear" to ensure security and "Freedom to live in dignity" to protect their human rights.

On the other hand, **empowerment** is concerned with bottom-up measures addressing the development of individuals, communities and institutional capabilities to strengthen their livelihood strategies and increase their resilience to threats. "Freedom from want", or development-oriented assistance, falls into this category.

2.2.   Guiding Principles of Integrated Livelihood Development and Human Security

Blending of sustainable livelihood development and human security approaches promotes a new integrated, coordinated, people-centered, and multi-level strategy for advancing peace, security and development within and across countries and globally. It must be implemented in partnership with both public and private sectors and civil society. Based on this concept, this Framework sets out a series of steps and options for development practitioners to follow in formulating a programme that integrates inputs from various multi-stakeholders and that creates the synergies of their inputs in order to maximize the impacts of development assistance on rural populations who are vulnerable and underserved. The approach to be taken centres around the key guiding principles described below.

The Strategy Framework is people-centred and promotes the participation of stakeholders at all levels linking them together to maximise the synergies of multi-disciplinary and multi-level interactions that are congruent with a wide range of livelihood strategies adopted by local people. The approach supports national ownership of a programme thereby enabling national actors to be responsible and accountable for the results of the programme that builds on national priorities and strategies as well as local development needs, and to sustainably follow up on the programme that also takes a gender perspective into account.

Many initiatives in the past failed because they could not take into account complex interactions of various factors that constitute one's livelihood. Core guiding principles that guide the Strategy must ensure that a programmes is:

Sustainable – a sustainable livelihood can be achieved when economic, environmental and social securities are equally realized in one's life, a community and a society. An ILDHS programme is therefore designed around the three fundamental pillars, i.e. (i) economic development through skill enhancement and improved income generating opportunities; (ii) sustainable natural resources and environmental management and conservation; and (iii) improved access to social services and enhanced provision of social protection. This principle is expounded on in detail in Section 2.4.

People-centred **and** *poverty-focused* – poor people are the primary focus and attention of the Framework. Impacts of development assistance on the livelihoods of individuals, households, groups and communities, rather than technologies, institutions, resources, particular technical issues, are the main concern to all entities providing support for beneficiaries and local communities. To make a livelihood programme sustainable and the beneficiaries become self-dependent, the stakeholders must understand existing poor people's capacities, livelihood assets and strategies, external and internal factors affecting livelihoods, and their abilities to adopt new skills and knowledge for changes, and programmes must build on their strengths.

With impoverished populations regarded as a core of the concept, human security places individuals at the centre of analysis. As a result, it takes into account diverse livelihood elements and vulnerability factors that threaten survival, livelihood and dignity of the poor.

Bottom-up, participatory and *needs-based* – voices of the target beneficiaries, in particular, the poor, vulnerable and underserved, must be heard and reflected effectively in programme planning and implementation processes. They are the vital inputs for identifying and addressing priority areas and needs in which development interventions should be concentrated for improved livelihood and human security outcomes. The bottom-up approach is fundamental for people's empowerment that helps increase their resilience to threats , or risk factors (shocks, trends and seasonality) and enhance their participation in decision making processes as well as the identification of solutions to human security obstacles.

As a practical step to begin the participatory, bottom-up process, a working group of stakeholders and beneficiaries can be formed who work together towards common development goals and are involved in making informed-decisions at all the stages of planning, implementation, monitoring, evaluation, and learning for improved performance.

Top-down – there is a need to combine the bottom-up process with top-down measures that build the capacity of governments, whether they are at local, regional or central level, and allow them to become 'enablers' in working together with international organizations and implementing partners. Their direct involvement and contribution to the execution of a programme is indispensable for ensuring the ownership and accountability of the programme. It is also related to the *protection* aspect of the human security principle as enablers set up new policies, laws and regulations, including social protection measures, and must ensure human rights, freedom from fear, and freedom to live in dignity.

Inclusiveness – in a similar fashion, livelihood programmes must collectively engage not just government players but also non-government stakeholders in civil society, private sector, academia, as well as community representatives and target beneficiaries in all stages of the programme cycle. A livelihood outcome is influenced by external factors (e.g. stress, threats, opportunities, policy environment), and various strategies people take to make a living and his or her capabilities to cope with the external

factors using available livelihood assets (i.e. human, natural, financial, physical, social, and political assets). Improving livelihood outcomes and human security situations therefore require enormous efforts for working at multiple levels, or linking micro (local), meso (provincial) and macro (national) levels. It is important to ensure that activities at the local level help make informed-decisions and develop effective policies at provincial or national level which will in turn empower local people and provide them with enhanced and diversified livelihood options.

Multi-sectoral and *multi-disciplinary* – equally vital is to reflect in the programme design and implementation, a multi-sectoral or multi-disciplinary perspective that enables cross-sectoral linkages and synergetic effects which are required to address the complex nature of human security and livelihood development as well as the priority needs and concerns of beneficiaries and local communities. Tackling with problems of human security requires comprehensive approaches as well as a broad understanding of potential and actual threats that cause insecurity and vulnerability to one's livelihood such as political, economic, environmental, and food insecurities that are often inter-related and cannot be dealt with in isolation from other factors. Thus, human security entails comprehensive and interdisciplinary approaches to be taken through close cooperation and collaboration amongst stakeholders in various thematic sectors. A cross-sectoral perspective is also needed for monitoring and evaluating the outcomes of programmes that should be congruent with diverse livelihood strategies.

Human security entails multi-disciplinary approaches that emphasise the need for collaborative, multi-sectoral responses bringing together a broad range of factors influencing security, development, and human rights. To put it in other words, human insecurity problems cannot be solved effectively through conventional sectoral responses and unless the diversity of threats and risk factors is properly understood.

For this reason, this Framework is intended to provide a set of guidelines to formulate not a project but a programme of interconnected projects or thematic activities. It is evident that the work to be accomplished under a programme is much broader and more comprehensive than a single project.

Aligned with national development priorities – equally important is to formulate a programme in line with national development priorities adequately addressing key national development goals and challenges. Alignment with major national development priorities not only justifies the need for an ILDHS programme but also facilitates resource mobilization for the sustainability of the programme as well as the formulation of exit strategies including the opportunities to scale up the programme from sub-national to national level.

Nationally-owned – local, provincial and national authorities closely collaborate and coordinate with each other, and jointly own and execute programmes. Programmes should build on national priorities and strategies as well as beneficiaries' and local needs so as to maximize national ownership of the programmes. The national actors who are responsible and accountable for the results should fully own the findings and lessons learned from the programmes and utilise them for follow-up actions and sustainability.

Adhering to local practices without a compromise – local rules, regulations and practices are respected to the maximum extent possible but without compromising human right issues and sacrificing the benefits of the programme for the sake of the most underserved, disadvantaged people such as refugees and migrants.

Possible obstacles for programme implementation can be identified by carefully studying local rules, regulations and practices – e.g. policy to deal with internally displaced persons; indigenous land tenure practice. Such impediments, if any, should be discussed openly with counterpart government officials and/or local community leaders to ensure that human rights issues will not be neglected during the implementation of the programme as well as after the programme is handed over to the government.

Culturally sensitive – cultural diversity of local communities must be respected. Target beneficiaries and communities with different social and unique cultural backgrounds – and often, distinctive ethnic languages – impose tremendous challenges on programme implementation unless they are handled with respect and patience.

In the field, an emphasis must be given on working closely with and engaging local people and communities, in particular the poor and vulnerable, in needs assessments and participatory planning, and knowledge sharing, paying due respect to their diverse cultures and traditions that often provide key to solving livelihood problems. In other words, culturally sensitive approaches must be mainstreamed into both programming formulation and implementation efforts.

Environmentally sound – programmes are expected to promote sustainable management of the environment and natural resources bases that the poor and vulnerable rely on for making a daily living. Hence, from the stage of programme formulation to actual programme implementation on the ground, environmental factors are mainstreamed in the ILDHS approaches. Programme activities must be conducted in harmony with the nature and environment that is a vital livelihood asset for the majority of the poor and vulnerable which should not be degraded.

Gender sensitive – programmes must be neutral in that, regardless of gender, they involve all groups of local people who are identified as target beneficiaries through participatory processes. However, efforts should be made to address specific needs of women or women's groups – apart from children and elderly people – who are still one of the most poor, vulnerable and underserved populations in many developing countries.

Self-sustainable – programmes must be financially, socially, environmentally, institutionally and culturally self-sustainable. The stakeholders are suggested to take all these elements into consideration in making action at the local level, developing sustainability mechanisms in the target communities, and designing an exit strategy to allow the programmes to be continuously followed up by the beneficiaries with support from local, provincial and national governments.

2.3. Results and Evidence-Based Management

Results and evidence-based management (REBM) is a management strategy whereby all stakeholders engaged in an ILDHS programme can ensure that their inputs, processes, and efforts as well as time spent all feed into the achievement of desired results at outputs, outcomes and impact levels. The information derived from the results will be used as evidence to measure the level and extent of the achievement. It also helps stakeholders make informed decisions on follow up actions and become accountable and responsible for the consequence of programme implementation.

REBM can be applied throughout a programme's lifecycle from planning to implementation to monitoring to evaluation to feedback for improved performance. At each stage, the programme performance can be assessed in accordance with the changes brought about by the programme or comparing the results with the objectives or targets defined and agreed upon by all stakeholders during the planning process (Table 1). Performance indicators must be defined accompanied by descriptions of indicators' baseline and target situations at *Output*, *Outcome*, and *Impact* (or *Goal*) levels.

For example, the positive changes, or results, achieved at the impact level are increased average incomes of farmers and reduced incidence of infant mortality, illustrating the consequences of interventions by the programme prevailing in a community, society, region, or country. Such consequences were brought about by the changes attained at the outcome level, e.g. farmers utilising new skills and knowledge and the increased number of mothers practicing breastfeeding, which stemmed from the results at the output level, e.g. X number of farmers trained on organic farming; a group of women who learned postnatal care and child nutrition. Ultimately the level of programme performance in any stage of the result chain for a given indicator can be measured by comparing the results against the predefined targets.

Based on the results chain framework (Table 1), a results matrix can be developed (Table 2). A results matrix is a strategic management tool used by many agencies to plan, monitor, evaluate and report on results. A results matrix also maps collective stakeholders' contributions to the achievement of programme goals, and provides an overall snapshot of an ILDHS programme highlighting priority areas to which each stakeholder of the ILDHS programme contributes, whilst it sets the strategic direction and expected results of the programme, whether at sub-national or national level.

Table 1 – Results chain and changes made at different levels

	IMPLEMENTATION / ACTION		RESULTS		
	INPUTS	PROCESSES (ACTIVITIES)	OUTPUTS	OUTCOMES	IMPACTS (GOALS)
Definitions	Human and financial resources Technical advisory Materials and technological inputs	Actions taken or work performed with the inputs mobilised	Changes in skills and capabilities of individuals or institutions Availability of new products and services	Changes in individual and institutional behaviours and attitudes Effects of the outputs or collective efforts at community level in rural development	A long-term effect or end-result at the population or society level of the development assistance rendered by an ILDHS programme
Examples	Human resources Financial Resources Equipment Technical expertise Time Technology	Conducting workshops / meetings Skill development training Participatory surveys Developing curriculum Producing advocacy products	Reports produced New products produced Capacities developed with new skills and knowledge Systems produced	Applications / practices of new skills and knowledge for improved livelihoods Policy formulation by trained personnel Social action Competencies for concrete actions Improved institutional efficiency	Increased incomes Improved productively Reduced mortality Reduced risks Increased protection Sustainable resources management

Table 2 – Results matrix at impact, outcome and output levels

DEVELOPMENT GOALS AT SUB-NATIONAL OR NATIONAL LEVEL						
	Indicators		Means of verification	Implementing agencies / partners	Indicative resources	Risks and assumptions
	Baseline	Target				
Outcome 1						
Output 1.1						
Output 1.2						
Outcome 2						
Output 2.1						

A results matrix includes the following key elements:

- goals, outcomes and outputs;
- indicators, baselines and targets;
- means of verification;
- implementing bodies including partners;
- indicative resources; and
- risks and assumptions.

The results matrix crystallises the essence of a programme clearly articulating the outputs and outcomes and other elements of the programme. This makes it a useful tool for implementing programmes as well as for monitoring, evaluation, and reporting. A results matrix should be developed from top down – starting with provincial or national development priorities and goals – depending on the area for assistance – and moving to the outcomes. Outputs are then developed in alignment with the outcomes to which they contribute.

2.4. Key Elements of the Strategy with a Focus on Sustainable Development

A sustainable livelihood can be achieved when one can maintain or enhance its capacities and assets (human, social, economic, physical, and natural) without exploiting natural resources and when one can be resilient to threats and risk factors that undermine the livelihood. Empowerment and protection of people are the two mutually reinforcing factors that lay the foundation for achieving the human security goal.

Building upon the key guiding principles, an ILDHS centres around the following three main pillars which are essential for improving rural livelihoods and meeting human security needs:

➣ Economic development through skill enhancement and improved income generating opportunities
➣ Sustainable natural resources and environmental management and conservation
➣ Improved access to social services and enhanced provision of social protection

Economic development accounts largely for the successful poverty alleviation achieved over the past few decades. The rising number of middle income countries is also an indication of success. In rural areas where a higher concentration of extreme poverty is found and the majority of rural populations are engaged in agriculture, growth in labour productivity has become a driving force for growth in agriculture which in turn impels poverty reduction (FAO/SOFI, 2012). Indeed, agriculture growth and rural economic development reduce extreme poverty, or poverty amongst the poorest of the poor.

However, overall economic development is now driven primarily by growth in the non-agriculture sector. Agriculture growth is being challenged by the demand for rapid urbanization and industrialization that expropriate labours and already scarce natural resources from the agriculture sector on the one hand, mechanisation compels the rural labour force to find employment opportunities in the non-farm sector on the other hand (World Bank, 2005). Poverty reduction in rural areas through agriculture growth that resulted from increased labour productivity may slow down in the near future. Therefore, diversification of livelihood strategies for poor rural populations is necessary to cope with the emerging challenge and to increase resilience to risks and threats.

An ILDHS programme can be designed to empower people – i.e. bottom-up measures – as a result of enhanced capacities through increased incomes and productivity as well as skill and knowledge development. Since agriculture that includes fisheries is the main source of economic development in rural areas in most developing countries, the programme will emphasise agricultural growth and productivity central for achieving the human security goal including poverty reduction. At the same time, supporting non-farm economic activities, such as fostering small and medium enterprises, producing processed farm and fishery products, and strengthening rural financing, is considered equally important for enhancing and diversifying rural livelihoods as diversification and increased productivity in rural areas provide new opportunities for value-added products, and urbanization offer new markets for them.

Sustainable management of natural resources and the environment – natural assets provide rural livelihoods with a means of survival as well as opportunities for growth. This is especially the case with the extreme poor, vulnerable and underserved in remote, marginalised areas who depend highly on natural resources or assets for their agricultural and economic activities for income generation. Thus, poverty reduction can be achieved through enhancing environmental and natural resource productivity in a sustainable and equitable manner and through improved management of ecosystems in relation to farming, livestock raising, forestry, fishery, and other economic activities such as the utilization of non-timber forest products to produce value-added products.

Unsustainable use of natural resources and degradation of the environment would at times deteriorate rural livelihoods seriously. Overexploited nature is often a major cause of natural disasters. An increased number of countries now suffer from recurrent floods and droughts damaging agriculture production and economic activities which erode development gains accrued over many years.

Poor environmental conditions also cause ill health undermining the productivity of economically active populations. Moreover, scarce natural resources, e.g. arable lands, exacerbated by ever increasing population, trigger conflicts amongst individuals, households and communities – sometimes between countries – over access, rights and control over natural resources and the environment. Addressing viable, equitable solutions to the governance of natural resources and the environment are key to ensuring sustainable livelihoods.

Therefore, an ILDHS programme must be developed by integrating environmental conservation into the poverty reduction process as well as sustainable livelihoods and human development measures. To begin with, the linkages between poverty and the environment, and local wisdoms and knowledge of natural resources management must be well understood by the stakeholders of the programme, followed by assessing governance and policies that have impacts on access and rights of use of natural resources by local people. Accurately and better understanding the local conditions and livelihood systems lay a foundation for proposing equitable, gender-sensitive, and conflict-preventive natural resources management policies, improved governance, and sustainable livelihood strategies including the promotion and maximum use of renewable energy as alternative solutions to the abuse of ecosystems.

Social services and protection – lack of social protection measures is one of the causes of extreme poverty and destitution. Along with the empowerment measures described above, an ILDHS programme must provide improved access to social services such as healthcare, education, and social security, which will all lead to enhanced protection and resilience of poor, vulnerable and underserved people including: migrants, ethnic minorities, stateless people, displaced persons, old persons, disabled persons, and Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome (HIV/AIDS) infected people. Without proper social protection in place, these vulnerable populations are susceptible to even small threats that plunge them into impoverishment, hunger, and malnutrition.

Both governments and the international development community have been increasingly introducing social protection measures to development policies and development assistance programmes and projects since they directly target poverty and vulnerability and address human rights issues at the same time, thereby bringing about immense, faster than usual impacts on the affected individuals and communities. Aid effectiveness of social protection is often regarded positive and well accepted by donors as well.

A wide range of social protection instruments and schemes are available, which are classified broadly to *social insurance*, *social assistance*, and *social inclusion* (CFS/HLPE, 2012). Social insurance provides protection against risks and threats, i.e. ex-post remedies but contingency measures, whilst social assistance is concerned with provision of financial and in-kind support – sometimes services – to recipients. Social inclusion is intended to empower the recipients to access both social insurance and assistance. For an ILDHS programme, all of the social protection schemes can be considered but should be geared to the efforts to assist in poverty reduction and diversification of livelihood strategies.

Across the three main elements of an ILDHS, actions are taken to build the capacities of enablers and service providers, i.e. top-down approach, to empower and involve vulnerable and underserved populations effectively in the activities to enhance and diversity their livelihoods, strengthen their resilience, and protect them against threats and risk factors. Enablers are the institutions and organizations that set up rules, regulations and frameworks as well as leaders and decision-makers who can influence society, whereas service providers are the actors in the public and private sectors, civil society and academia who provide inputs, facilitation, coordination and other types of technical assistance to help build the capacities of rural communities so as to become more self-reliant, i.e. bottom-up measures.

Thus, both the top-down approach and the bottom-up measures reinforce each other to increase the impacts of development assistance on rural communities and target beneficiaries, and ultimately help them make informed choices and act on their own, i.e. increased self-reliance, in exploring ways to

ensure sustainable livelihoods and human security for themselves and others in the communities. Furthermore, an ILDHS programme must be aligned to existing national strategies and priories and, where available, to UN Development Assistance Framework (UNDAF) frameworks that support the national efforts of livelihood development and human security.

3. PRACTICAL EXAMPLES OF DESIGNING INTEGRATED LIVELIHOOD DEVELOPMENT AND HUMAN SECURITY PROGRAMMES – EXPERIENCES OF THE UN JOINT PROGRAMME IN MAE HONG SON

In 2009 eight UN agencies, i.e. FAO, IOM, UNDP, UNESCO, UNFPA, UNHCR, UNIDO, and WHO, vowed to be united together to converge their comparative advantages for the betterment of a remote, landlocked province in northern Thailand called Mae Hong Son. (UNICEF and ILO contributed to the overall objectives of the UNJP-MHS through parallel activities and were the member of a steering committee at national level). Livelihoods in Mae Hong Son have been regarded least developed within the country in terms of human development achievement. (UNDP, 2007; 2009; also see Appendix 2). The province shares a fairly long border with the Union of Myanmar and is home for more than ten different ethnic minority groups with distinctive languages and customs, migrants, and displaced people mostly from Myanmar, and poor Thai farmers, who all have limited access to education, health and other social services in the remote province, having strived to improve their livelihood options over many years.

Although Thailand is a middle income country, all of these risk factors have made the province a "fragile" region and required the concerted UN efforts that are reinforced by central, provincial and local governments, and orchestrated under the UNJP-MHS that aimed to improve the quality of life and reduce poverty amongst vulnerable groups in underserved areas of Mae Hong Son by protecting and empowering the populations. More specifically, the UNJP-MHS – with the participation of eight UN agencies, the Government of Mae Hong Son province, and implementing partners in civil society, academia, and the private sector – was designed towards attaining the human security objectives of *protection* by facilitating social integration of those without formal recognition by the nation, enhancing access to fundamental social services such as healthcare and education, as well as *empowerment* through the provision of knowledge and skills development trainings strengthening their abilities to be self reliant, enhancing their participation in sustainable management of natural resources, and improving the livelihoods of the vulnerable populations, thereby reducing poverty and enhancing the overall quality of life of the peoples in the landlocked province.

From this Chapter onward, the lessons gained from the UNJP-MHS will be referred to in order to help apply or scale up the UNJP-MHS experiences to any other region of the world through livelihood enhancement and diversification as a means to achieve human security. As such the Framework intends to outline essential elements that should be taken into account in designing and implementing a livelihood development and human security programme by stakeholders, especially development practitioners engaged in poverty alleviation and rural development whose mandate is to assist vulnerable and underserved populations to improve their livelihoods and human security in an integrated manner. A programme formulated by following this Framework can be carried out in a collaborative and harmonised fashion that empowers rural communities and ultimately enhances their livelihoods as well as assists them to become self-reliant in continuing to improve their livelihood options and achieving human security.

Although the approach described in the Framework has been derived from the experiences of the UNJP-MHS, it focuses on opportunities to enhance and diversity the livelihoods of poor, vulnerable and underserved populations, and on improving their human security situations in areas other than Mae Hong Son province. It is a framework for designing and implementing an ILDHS programme which can be applied to where human security is threatened but opportunities exist to improve the livelihoods of local people.

A. DESIGNING AN INTEGRATED LIVELIHOOD DEVELOPMENT AND HUMAN SECURITY PROGRAMME

A.1. Participatory Planning and Programming

The multi-sectoral nature of livelihood development and human security requires developing partnerships beyond the government system and concerting a diverse range of expertise from various stakeholders and partners. That would allow an ILDHS programme to take an integrated, holistic approach to solving problems.

The following participatory process in the planning and programming phase, which involves key government units, international organizations, and implementing partners, is suggested to start with the formulation of an ILDHS programme.

Stage 1 – Brainstorming with potential stakeholders

A series of brainstorming workshops are organised at the national level to collectively identify the needs, vulnerabilities, and the capacities of affected groups and communities, as well as gaps, priorities and potential risks for improving livelihoods and human security with the participation of potential stakeholders in the government, the private sector, academia, and civil society. The workshops help better understand the status of livelihoods of the poor, vulnerable and underprivileged (i.e. situation analysis) and discuss for field-level piloting. Such publications and reports as Human Development Reports and national poverty assessments can be made use of to facilitate the process.

Similar sub-national level brainstorming sessions are organised with regional, provincial, and/or local stakeholders in order to further narrow down priority areas for intentions and if possible, to decide on priority communities or villages.

Stage 2 – Identification of the scope, overall development goals and outcomes of the programme

During sub-national and national brainstorming sessions, the stakeholders will:

Step 1: gather existing information on livelihood and human security situations of the area concerned from existing literatures (e.g. human development reports, poverty analysis, provincial studies on health and nutrition, education statistics) and key informants participating in the sessions.

Step 2: identify and assess, or map, human security and livelihood situations, (i) focusing less on what is feasible but more on what is actually needed, and (ii) recognizing root causes of poverty, natural resource degradation, limited access to services, and insecurities.

Step 3: identify additional stakeholders and collaborators

Step 4: establish priorities and define overall development goals and outcomes of the programme, aligned with provincial or national development priorities or goals.

An ILDHS programme must be aligned with national development strategies and priorities. The UNJP-MHS was formulated to be congruent with the UNPAF 2007-2011 that supports government's endeavours to reduce disparities amongst people, build a more equitable society, empower most vulnerable populations, and build the capacities of enablers to respond to people's needs more effectively. Especially attaining improved livelihoods of vulnerable groups in underserved areas were a key area for support by the UNJP-MHS which corresponds to an UNPAF result under its *Access to Quality Social Services and Protection* component (UNCT, 2006).

Stage 3 – Programme funding modalities

Parallel funding vs. pass-through funding: when more than one agency jointly formulates a programme for submission to a donor, the budget for each agency is suggested to be presented separately in the programme proposal, and the application for funding should clearly indicate a Lead Organization that will take the lead in coordinating programme implementation. The *UN Trust Fund for Human Security* (UNTFHS) and the *One UN Fund* are amongst potential funding sources for the joint tem to explore the possibility to leverage. (See more detail in Section C.7 – Resource Mobilization.)

In the case of the UNTFHS, only the parallel fund management option can be applied to joint programmes after the 6th revision was made in its Guidelines (OCHA/HSU, 2011). The parallel fund management allows OCHA to disburse funds directly to each of the participating UN agencies.

When taking into account the advantages and disadvantages of the parallel funding and the pass-through funding, all UN agencies concerned with the UNJP-MHS preferred to receive funds through the parallel-funding option rather than the pass-through funding scheme. The latter passes funds from the donor to the Lead Organization, provided that the Lead Organization manages and redistributes them to local agencies throughout the programme life cycle. This option was not attractive to all the UN agencies as many of them if not all have different internal operational rules and regulations on fund management.

The parallel fund management option is also considered most effective and efficient since each UN agency can manage its own funds and collaborate directly with its corresponding thematic counterparts that include both sub-national government offices and implementing partners, whilst aiming at achieving common development goals.

Programme coordination mechanism: with each UN agency receiving funds directly from the donor, it is essential to establish a programme management office, ideally in the field close to government counterparts, which plays a neutral role in the programme coordination and implementation, ensuring coherent field operations and harmonised business practices across the UN system. Functional details on the Programme Management Unit (PMU) are provided in Section C.1.3.

Programme budgets and document: a separate budget is prepared by each UN agency in consistent with its procedures, covering the thematic components of the joint programme that it is to manage. However, a joint programme document requires a common work plan agreed upon by all participating UN agencies, government counterparts and implementing partners, as well as a consolidated budget table clearly showing the budget of each executing UN agency. Where possible, the costs of coordination, such as the expenses for the PMU and producing a single aggregated, consolidate report, should be shared amongst the participating UN agencies and clearly documented in the programme document.

Stage 4 – Setting up an institutional mechanism, effective participation, coordination, and synergies

As participatory processes can be complex to manage, it is useful to establish committees for overseeing the implementation of the programme. Committees need to be representative and multi-actor.

National coordination mechanism – at national level, a programme advisory aboard (PAB) or committee can be established that aims to:

- review the progress of the programme and assess the impact in the context of national policies and strategies.

- provide high level oversight and advise to the implementing government agencies and international organizations where applicable on issues associated with sustainable

livelihoods, poverty reduction, human security, bilateral relationship with neighbouring countries, and other sensitive and policy related matters.

- assess the potential of future expansion and replication of the programme to other regions in the country.

A PAG may be co-chaired by a high-level national representative (e.g. permanent secretary for the lead ministry) and the head of the lead international organization of the programme. Membership includes high-level or decision-making level government officials from the participating ministries as well as heads of other UN agencies or international organizations.

Sub-national coordination mechanism - at sub-national level, a provincial or regional steering committee (PSC) may be set up which will be co-chaired by a regional high-level government official such as governor and a representative of the lead international organization. In the case of the UNJP-MHS, the chairperson of the UN Sub-Thematic Working Group on Livelihoods assumed responsibilities for the latter.

The PSC, which is the decision-making entity of the programme for its effective, timely and smooth implementation in the field, should be responsible for:

- reviewing and approving consolidated annual work plans;
- reviewing the progress of programme activities in accordance with the agreed annual work plans and in line with established indicators
- discussing issues and lessons from programme implementation as well as taking necessary decisions for adjustments or revisions of the work plans, activities and project approaches when required;
- reviewing and clearing consolidated progress and financial reports; and
- taking decision on policy-related matters and other issues that involve sensitivity.

When forming these committees, the stakeholders must:

- ensure obtaining legitimate leadership and buy-in from the members of the committees;
- be certain about the mandate of the committees and the lines of reporting; and
- receiving support from the affected communities with regard to the purposes of the committees

In the allocation of tasks and responsibilities, the monitoring and reporting mechanisms should be elaborated so as to promote a flexible human security programme that can be improved upon through feedback. Subsequently, regular monitoring and evaluation of the programme through participation by the affected communities is an essential aspect of the human security approach and the information

Stage 5 – Identification and selection of a programme implementation site

Geographical *hot spots* that require priority livelihoods development and human security assistance are identified.

Selection of a province at a workshop at the national level – a national-level brainstorming workshop selects a province or a region based on the analysis and findings of Stage 2. In 2007, the UN Sub-Thematic Working Group on Livelihoods made a decision of formulating a joint programme and selected Mae Hong Son as the target programme implementation site based on the fact that:

- the Thailand Human Development Report 2007 ranked Mae Hong Son at the bottom of 76 provinces when measured by the Human Achievement Index;
- Mae Hong Son embraces the highest poverty and unemployment rates in the country, an influx of migrants and displaces persons, insecurity caused by the political instabilities in

Figure 3 – Implementation and partnership framework of the UNJP-MHS
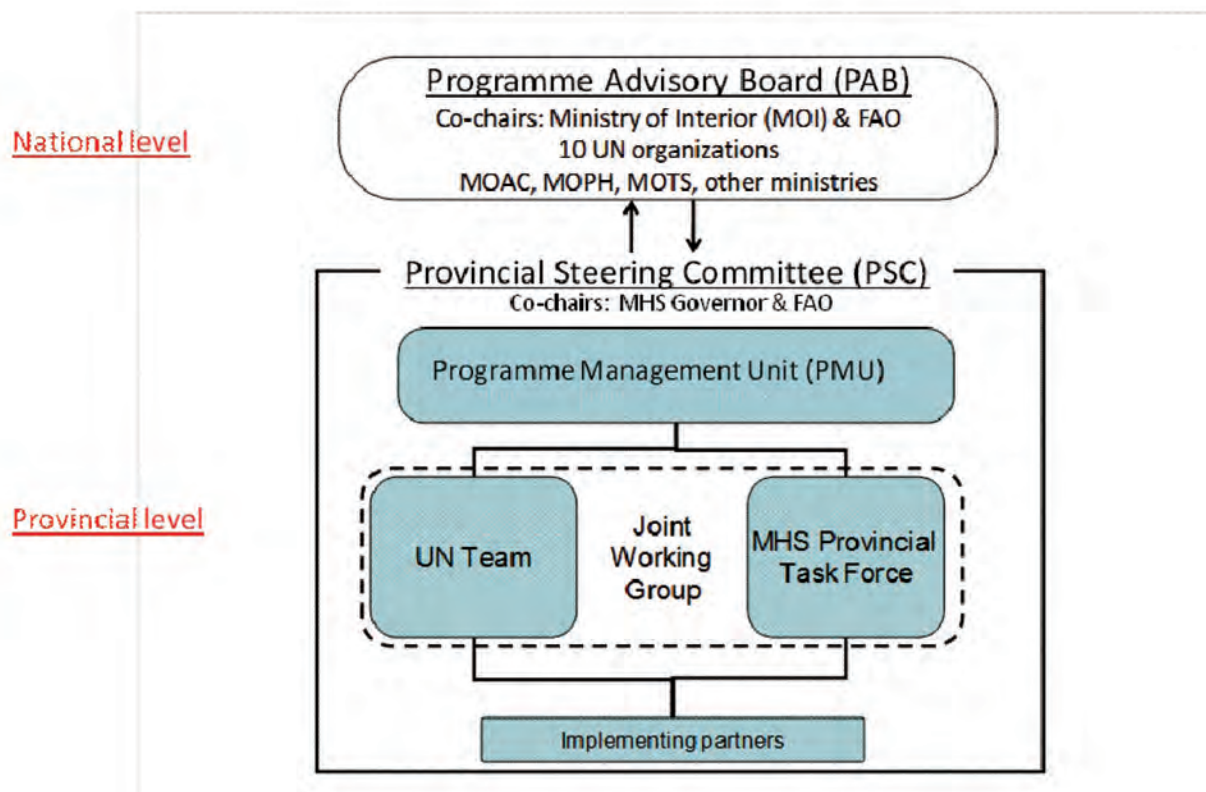
Myanmar and narcotic drugs trafficking, remoteness severely limiting access to social services, markets and other opportunities, diverse ethnic minorities, limited agricultural lands in mountain landscapes, all of which are making the province "fragile" and unstable;

- the joint programme can be designed to assist the UNPAF to achieve the Outcome 1.4 of its Country Programme "Improved livelihood for vulnerable groups in underserved areas", thereby support the government effort to reduce disparities and build a more equitable society; and

- the UN's *Delivery-as-One* principle can be demonstrated in a concrete fashion by concerting and harmonising the joint efforts in the field through a coherent approach.

Selection of a district and/or a sub-district – Provincial-level brainstorming sessions will identify (a) sub-districts and/or (b) districts based on further analysis of livelihoods development and human security situations of the province or region concerned.

In the case of the UNJP-MHS, following the selection of the target province, identification of the donor, and the establishment of a partnership with Mae Hong Son government, a joint UN-Mae Hong Son government brainstorming session was organised in 2008 which identified the factors threatening the livelihoods of local people and human security, opportunities for development, and an integrated approach to be taken to enhance and diversity the livelihoods in order to lift up the province above poverty. The brainstorming workshop facilitated the preparation of a concept note for submission to the donor and the preliminary identification of sub-national hotspots and target beneficiaries.

Stage 6 – Identification of main beneficiaries

Step 1: identify target beneficiaries at sub-national and national levels – target beneficiaries in the sub-districts, districts, or communities identified in Stage 5 are identified. They are disaggregated population groups such as ethnic minority groups, women's groups, displaced persons, poor farmers, handicapped, a community within a degraded watershed, etc.

If applicable, specific population groups commonly identifiable at the national level can be addressed as well. For example, population below the national poverty line, woman-headed households, elderly population, and so forth.

Step 2: describe impacts of the programme on target beneficiaries – elucidate how the intended interventions benefit the population groups referring to the development goals and envisaged outcomes and whether/how the programme contributes to the advancement of human security in terms of empowerment, protection and equality and livelihood enhancement in relation to improvement in livelihood assets.

A.2. Participatory Rural Appraisals (PRA) and Rapid Rural Appraisals (RRA) for Baseline Setting

A.2.1. Purpose of a PRA/RRA

Baseline surveys such as rapid rural appraisals (RRA) and participatory rural appraisals (PRA) are conducted prior to or at the beginning of programme implementation, depending on resource availability. Results of the surveys or studies will allow the planners and stakeholders to define current and target situations, assisting with the monitoring and evaluation processes of a results and evidence-based management.

For example, a RRA carried out in two of the priority sub-districts or Common Working Areas (CWAs) in Mae Hong Son provided a quantitative and qualitative analysis of the status of the villages in the priority sub-districts in terms of the level of poverty, diversity of ethnic groups residing in the areas, the level of livelihood conditions and access to basic services, and status of external assistance provided to them.

The study focused especially on the following criteria with a view to assessing the potential effectiveness and impact of the assistance to be rendered by the UNJP-MHS to the villages.

- incidence of poverty;
- level of livelihood conditions including access to resources and social services and the health and nutrition status of the inhabitants;
- diversity of ethnic groups;
- potential needs of UN Joint Programme assistance with diversity of technical areas which will facilitate multi-sectoral and multi-disciplinary approaches through UN joint efforts;
- leadership, interest and commitment of villagers;
- extent of the ongoing and/or planned external assistance on agriculture, agro-processing, eco-tourism, natural resources management, health, education, nutrition or other programme related fields;
- security and safety of the areas; and
- physical access to the area.

A sub-district in Mae Hong Son province constitutes eight to twelve villages on average. It was not practical for the UNJP-MHS to support all the villages of the CWAs given the resource and time constraints.

However, as a result of the RRA, the survey team could identify and select priority villages that the UNJP-MHS could concentrate its efforts and resources since

On the other hand, a PRA in the agriculture and rural income generation sector of the UNJP-MHS:

- Characterized cropping patterns and constraints and potential for making improvements
- Characterized the livestock system including constraints and potentials for improvement

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- Categorized households according their wealth and food security status.
- Identifies constraints and opportunities for food processing and other value adding activities.
- Identified existing and potential market outlets and volumes sold.
- Assessed the severity of land degradation and deforestation and the identification of opportunities and solutions.
- Identified existing producer groups' cooperatives and assessment of their performance and potential for further development.
- Identified successful individual producers and assess their capacity to supply critical inputs to beneficiaries.
- Identified households interest groups and their organization into producer groups

An example of RRA and PRA can be found in Appendix 3 and 4, respectively.

A.2.2. Planning and executing a PRA/RRA

The planning and survey execution approach adopted by the PRA of the UNJP-MHS is as follows:

Deciding on the objectives and methodology of the PRA – clarifying the objectives of the exercise for both insiders as and outsiders is very important. The objectives could determine the methods to be used for the exercise. This needs to be made clear to all the participants in the exercise – both insiders and outsiders. It is often done through a series of group discussions with various members of village communities. A PRA requires a consultative process with the communities or village institutions, if they exist, before initiating the exercise.

Selection survey conductors – a PRA/RRA must be conducted with the participation of both the government and UN agencies or international organizations with support from a local entity or a group of field workers where appropriate who are familiar with local situations and conditions, well trusted by villages, and have developed a network of key informants on subject matters.

The involvement of local field workers should facilitate the implementation of the PRA substantially because in typical villages it would be very difficult for the people to reconcile if outsiders suddenly want to discuss an issue with poor and vulnerable farmers or women and want them to participate in discussions even if they are informal.

Consultation with PRA participants and village/community representatives – the proposed methodology was discussed with the villagers concerned and the participants of the PRA prior to the implementation of the survey. This process facilitated determining the details of actual survey implementation as well as necessary arrangements including logistical arrangements. The process also served as a training of trainers or interviewers and helped create an open environment for the survey, especially village representatives who could better understand that they and other village members were expected to contribute to the survey.

Data and information gathering through informal, participatory meetings – the key informants included community leaders, members of women's groups, food processing groups, production groups, and so forth. Tools such as mapping agro-ecological systems and focus group meetings, were made use of to obtain best possible results out of the exercise.

Data analysis and identification of areas for intervention – the data and information collected through the interviews were processed and analysed, followed by a PRA forum that was organized to verify the findings of the PRA including needs of target beneficiaries and to collectively identify concrete areas for interventions.

Additional data collection – based on suggestions received from the UN agencies and government technical departments concerned, additional data collection was carried out to complete the PRA analysis.

A.2.3. Needs assessments of target beneficiaries

Both the PRA and the RRA were able to reveal specific beneficiaries' needs that the government and the UN agencies engaged in the UNJP-MHS took into consideration in refining areas for development assistance and the detailed plans of action. For example, the PRA helped the sustainable highland agriculture component to identify and determine the following technical assistance to be provided to the target villages:

- Establishment of community rice seed centres
- Expansion of chilli production
- Arabica coffee production
- Mushroom production
- Crop diversification (soybean, sesame, fruit trees, and coffee)
- Use of bio-pesticides and fertilizers
- Soil conservation techniques for terrace paddy field)
- Irrigated vegetable production
- Upland rice production

A baseline survey conducted for ecotourism development demonstrates another example of needs assessments. The result of the survey helped identify five specific actions to best meet the needs of target beneficiaries and communicates engaged in the tourism sector. These are:

- Conducting cultural mapping to gather a body of knowledge and information on ethnic culture and natural resources that can be applied to benefit target UNJP-MHS communities;
- Strengthening the capacities of ecotourism and community-based tourism groups, Tambon Administrative Organizations (TAOs) and the private sector for the sustainable, profitable management of tourism resources;
- Catalysing the expertise of the provincial task force on sustainable tourism in order to develop a methodology to identify and promote sustainable and ecotourism suppliers;
- Facilitating linkages and partnerships between private sectors and local communities; and
- Developing *Local Compass* sustainable tourism maps and information which will allow tourists to identify Mae Hong Son's most responsible tourism operators and to have an authentic, responsible experience, which benefits local people and the environment.

A.2.4. Feeding into a logframe and results and evidence-based management

If a needs assessment and/or a PRA can be conducted before or during the programme formulation stage, its results provide an excellent basis for defining concrete outputs and activities to be included in the programme document or proposal. Otherwise, a needs assessment can be conducted following the onset of programme implementation.

In either case, the results of the survey assist the stakeholders to complete a logframe or a results matrix which later will be used systematically for results and evidence-based monitoring, reporting and evaluation. An example of the logframe is provided below that illustrates the experience of UNHCR and its implementing partner, ZOA Refugee Care, which supported the livelihoods development of displaced persons.

Conducting a PRA and a needs assessment is a vital element of the ILDHS programme. They not only they disclose the baseline livelihood and human security situations but ensure the bottom-up approach by making the voices of the poor and vulnerable heard and reflected in programme implementation.

Table 3 – Logframe / Results matrix for the "Support for displaced persons" component of the UNJP-MHS

	Indicators		Means of verification	Implementing agencies / partners	Indicative resources	Risks and assumptions
	Baseline	Target				
Outcome 1	Targeted groups are equipped with skills, thus capable of conducting sustainable integrated highland agriculture and income generating activities					
Output 1.1	Displaced persons trained and improved in knowledge after agriculture skill training		Pre- and post-training course evaluation and report	UNHCR and ZOA Refugee Care	$ 30,000	Participating refugees may be leaving for resettlement during the project. Access to refugee camps is granted in timely manner
	0	80				
Output 1.2	Increase in land productivity over three years of programme implementation		Documentation of incomes generated from the produces	UNHCR and ZOA Refugee Care	$ 55,000	Participating refugees may be leaving for resettlement during the project. Access to refugee camps is granted in timely manner
	0 baht in profit (input-output)/year	50,000 baht in profit/year				

A.3. Primary Implementation Tools

Primary implementation tools utilised by the UNJP-MHS are listed below.

- *Technical advisory services* allow for the provision of specific technical knowledge, policy advice, and expertise from the UN staff and international and national consultants to target beneficiaries including government officials whose capacity building is crucial for the success of a programme.

- *Training seminars and workshops* are a key means of building the capacities of individuals, communities, and institutions. They covered a wide range of topics in line with development goals and outcomes of the ILDHS programme including: skill development training on food processing, handicraft making, machinery repairing, bamboo charcoal production, local Karen chilli production, medical training for community health workers and volunteers, participatory budgeting and planning for local government staff and villagers.

- *Technical assessments and studies* may be conducted to establish priorities for development assistance through enhanced understandings of rural realities and for effective planning and programming. Examples include: PRAs, RRAs, value chain analyses, market analyses, evaluations, and household surveys on specific topics such as the impact of legal status of migrants and stateless people on access to social services.

- *Policy and strategy formulation* assist with regulatory reforms on sustainable natural resources management, land use policy formulation, ecotourism policy development, and so forth

- *Provision of inputs* entails the supply of seeds, procurement of equipment and tools such as agricultural machineries, medical equipment for health posts established in remote villages.

- *Institutional building* includes the establishment of old persons' clubs that support underserved elderly populations, the establishment of an ecotourism task force, and setting up informal education systems at newly established community learning centres.

B. DEFINING A DEVELOPMENT GOAL, OUTCOMES AND OUTPUTS

B.1. A Long-term Development Goal (Impact)

The UNJP-MHS was developed in response to the livelihoods development and human security needs of Mae Hong Son province, aligned with the national development priorities. The ultimate development goal of the UNJP-MHS was set to:

> *Improve the quality of life and reduce poverty among vulnerable groups in underserved areas of Mae Hong Son through both protection and empowerment measures.*

B.2. Defining Outcomes

Following the articulation of the ultimate goal, the following three major outcomes to achieve the goal were defined through the coordinated, joint efforts of all stakeholders at all levels, which refer to the changes in individual and institutional capacities, behaviours and status.

Outcome 1 – Enhanced productivity, diversified economic base, and enhanced small scale business/ enterprise development, thereby increasing income generation of vulnerable groups in underserved areas (i.e. agricultural communities in remote areas, ethnic minorities, refugees in camps and migrants) through capacity building and targeted skills development.

Outcome 2 – Sustainable natural resource management and conservation promoted

Outcome 3 – Increased opportunities and equality in accessing social services such as health and education for vulnerable groups including migrants and displaced persons

B.3. Major Outputs, Achievements and Lessons Learned

The outcomes defined in Section B.2. were the direct consequences of the outputs set forth below (see also Appendix 5).

Outcome 1 – Enhanced productivity, diversified economic base, and enhanced small scale business/ enterprise development, thereby increasing income generation of vulnerable groups in underserved areas (i.e. agricultural communities in remote areas, ethnic minorities, refugees in camps and migrants) through capacity building and targeted skills development

> Output 1.1 – With support from local governments and civil society organizations, targeted groups equipped with skills and capacity for sustainable integrated highland agriculture and engaged in income generating activities

Sustainable Highland Agriculture

Achievements

- Communities are able to increase their farm incomes through the production of Karen chili by using improved technologies.

- Production of upland rice at community-level increased, contributing to their food security and livelihoods, and the communities realized upland rice can be used as income generating activities to enhance their livelihoods, while being aware of the benefit from group organization, i.e. working together.

- Enhanced collaboration among farmers because of the establishment of farmers' groups which are supported by local leaders and reinforced by close collaboration between farmers and government officials in promoting *Karen* Chili as one of special provincial products, or *One Tambon One Products* (OTOP)

- Farmers were convinced to grow fruit trees in addition to other commonly grown crops like rice and vegetables.

- Women farmers are the main contributors for nursing the fruit trees.

- Farmers are getting more nutritious foods which has helped balance their diets.

- Communities are now aware of the importance of healthier diets.

- Incomes of farmers increased due to selling quality jasmine rice seeds that have very good market demand.

Lessons learned

- Farmers are interested in changing their livelihoods through community-based agriculture. However, they need long-term support due to their poor financial conditions. They also need technical supports to increase their production and productivity of chili.

- While the mobilization of communities needs time and efforts, a good understanding of "good agricultural practices", use of suitable technology for the local environment, strong community leadership or village heads, and close collaboration between farmers and government officials based on community needs, all contributed to a success in *Karen* chili production.

- Upland rice production increased to a greater extent by adopting improved technologies and thus enhanced their food security as they are mainly rice consumers.

- Community-based approach appeared to be a suitable mechanism to reduce production costs.

- Knowledge transfer of agriculture technology from government officials to community members was key for a success, for instance, in preventing mixing seeds of different rice species.

- Market analysis should be applied for a better understanding of production demand and seed industries.

- Revolving funds should be set up to purchase seeds directly from community members rather than enterprises.

- Mobilizing farmers to grow fruit trees in their land is time consuming and they are reluctant because of the perennial nature of crops.

- Farmers are very responsive to adopting new technology.

- Mushroom production can be increased further in the project site if more training on processing and marketing can be managed in future.

- Farmers are interested in adopting income generating technologies, provided that adequate technical and financial support is ensured.

- Transfer of budgets form the UN to counterpart government departments should be as efficient as possible to avoid undue delays in the implementation of field activities.

Native Chicken Raising and Meat Processing

Achievements

- Beneficiary farmers earned their incomes from sales of native chickens.

- Chicken meat is available as a source of protein food at the village level for farmers' families, communities and schools (complementing Her Majesty The Queen's Royal Food Bank and Her Royal Highness Princess Sirindhorn's Agriculture for School Lunch Projects/Programmes).

- Mae Hong Son's first hygienic chicken slaughtering facility was established at the Meat Processing and Training Centre at Ban Tha Pong Daeng, thus, enhance food safety practice.

- Three groups of farmers/school teachers were trained on hygienic chicken slaughtering and chicken meat products processing.

- A revolving fund and sustainability model was developed and became operational, allowing famers to be self-dependent and the provincial government to continue the activity even without an additional external assistance.

Lessons learned

- Geographical constraints must be well taken into account in planning and implementing activities in remote areas. In Mae Hong Son, difficult road transportation and heavy rain negatively affected the timely delivery of inputs and related field activities.

- Communication problem: some beneficiary farmers use ethnic minorities' own dialects/ languages and cannot understand the Thai language well enough, thus causing some (occasional) misunderstanding.

- Close collaboration between famers and government officials at national, provincial and locals, significantly contributed to the successful implementation of the sub-component on native chicken.

Governance – Participatory and Evidence-based Planning and Budgeting

Achievements

- Capacity building on participatory planning and budgeting has been completed in two CWAs, and a commitment has been made to contribute 10% of income raised by the TAOs to the pilot committees established that is using this method to create development plans for income generating activities.

- A handbook on participatory planning and budgeting has been developed in order to capture the experiences made and facilitate further adoption of the approach and possible replication.

Lessons learned

- Local government plays important roles in initiating income generating activities by communities groups. However, the local government received overwhelming requests despite limited budget. In order to commit local government support, communities need to work in line with the government process of budgetary planning and make their identified needs reflected in their annual budgetary plan. Participatory planning is therefore the effective tool to communicate community needs to the government. Participatory planning methods, if designed to suit the budgetary cycle, help local communities gain government support as the planning process engages government representatives in the communities at earlier stage. Participatory planning process also helps the government officials informed of community needs and problems.

Support for Displaced Persons

Achievements

- Over 200 project participants have already received training on agricultural and animal husbandry, as well as business skills.

- Project participants have an enhanced ability to be self-reliant in Thailand or have sources of income which supplement humanitarian assistance received in the temporary shelters.

- Project participants have skills which they may be able to use should they decide to return voluntarily to Myanmar in the future, making such a return more likely to be sustainable.

- Project participants and the 'Green School Project' youths have increased access to a diversified diet from in-camp sources, with a greater nutritional content.

- UNHCR intends to continue supporting the project through other funding sources into 2014, with linkages to other agricultural projects for displaced persons from Myanmar also run by ZOA in the Mae La and Umpiem temporary shelters in Tak province.

Lessons learned

- The remoteness of the camp and the project site makes it difficult for produce and meat products to reach markets. The target market has therefore been camp-based, or in Thai villages. While remoteness has to some extent protected the project from competition by large scale commercial Thai producers, it has also limited the scope for production. Production plans were adjusted according to the demand from the localized markets.

- Encouraging participants to form 'collectives or co-operative groups' has allowed for peer support, including potentially reducing drop-out rates. It has also changed the sense of the project to be a joint-enterprise, rather than toiling individually in the fields. This has enhanced motivation among participants.

Output 1.2 – Skills and capacity of women's groups, older persons and other targeted groups increased for agro-processing, including forestry and fisheries-based material processing, marketing, and other associated support services

Agro-processing

Achievements

- Women trained in agro-processing have begun producing products for sale in their villages for livelihoods improvement.

- Value chain assessment served as a basis for firming up areas of interventions and tailored assistance.

- Supply chains were developed for 5 fruit and vegetable processed products produced in CWAs, i.e. banana chips, banana toffee, chili sauce and pickled garlic.

- At least 1,500 additional individuals trained in food processing across Mae Hong Son province by the Skills Development Centre that gained experiences and adequate skills and knowledge from the UNJP-MHS through close collaboration between the two entities

Lessons learned

- Food processing offers tremendous potential for livelihoods development and for dietary diversification.

- The importance of commitment and engagement of both farmers and local government officials together must be adequately addressed in making the programme sustainable and in replicating it in other regions.

Rural Entrepreneurship Development

Achievements

- Value chains developed and promoted for food and textile sectors (2 food subsectors namely soybean, coffee and textile/handicrafts sector)

- Three operator groups of sugarcane from Pa Bong, Pang Mu, and La Koh sub-district; 5 operator groups of soybean from Mok Cham Pae, Pang Mu, Pa Bong and Jong Kam sub-district; 1 operator group of coffee from Huay Hom sub-district; and 2 operator groups of textile in Tam Lod and Muang Pon sub-district were capacitated through conduct of study visits and capacity building, skills trainings on Agro-processing, product development and marketing management for the sub sectors namely sugarcane, soybean, coffee and textile/

handicrafts. Target Beneficiaries capacitated in improving competitiveness of products as well as in promoting/marketing the products (3 UNJP-MHS's common areas and UNIDO's new selected areas)

- Twenty-nine government officials and 25 local operators from UNJP's common areas and new selected project areas by UNIDO capacitated on small scale business/Rural Enterprises Development (RED)

- In supporting skills development, 32 youths/fresh graduates trained on mechanic skills in Mok Cham Pae and Tham Lod sub-district (UNJP-MHS's common areas) and supported Skills Development Centre with equipment to support the training courses

- A comprehensive of Mae Hong Son Business Directory developed to promote locally owned businesses in the province including tourism related services for business and investment promotion

- Action Plan formulated for the establishment of an Industrial Village at Ban Pa Pu Village with 42 beneficiaries capacitated to promotes community based industries and tourism to support overall economic development of the Province

- Groups of local operators' strengthened through exchange of information, trainings and exposure visits

- A Garlic Processing Group set up made it possible for farmers to closely collaborate with each other and gain knowledge and skills through capacity building activities.

Lessons learned

- Participatory, consultative process is a key in selection, prioritization and validation of sub-sectors during the first year of programme implementation in 2010.

- Promotion of ownership of the processes and strong involvement of stakeholders in the project implementation are important.

- Constant dialogues and exchange of information to create synergies with other UN agencies and counterparts in a joint programme/initiative requires strong coordination and leadership.

- Active participation of local beneficiaries and promoting partnership with counterparts are significant to achieve sustainable development.

Rural Financing

Achievements

- Five out of all 16 FAO targeted villages set up saving groups: Muang Pam, Pa Morn, Sob Moei (Pan ta Mitr), Dong Sangarn, and Mae Pae Yai.

- Four out of the saving groups' financial records had been migrated to the MBWin system for more effective and efficient financial management.

- Of all 22 Micro-Enterprise Development Foundation (MEDF)'s existing targeted groups, there are 14 saving groups that were migrated to MBWin system, making all together 19 MBWin users amongst the existing MEDF targets groups.

- Two saving and credit groups – i.e. Ban La Oop and Huay Thong – officially received the license to operate as agricultural cooperatives. Two other groups are in the process of being licensed: Muang Noi and Ban Dong in Huay Hom sub-district. This very important milestone was achieved in collaboration with the Provincial Cooperative Office of the Cooperative Promotion Department (CPD).

- MEDF continues providing support to both existing and new saving and credit groups, ensuring the sustainability of the Joint Programme.

- MEDF also plans to expand their services based on the FAO/MBWin remote server to cover Chiang Mai and Chiang Rai, aiming to convert all MEDF saving groups (60 to 70 groups) into the MBWin server by 2016.

Lessons learned

- Patient, step-by-step approach to the capacity building of local beneficiaries on micro-financing, accounting and business practices, is required, despite the time consuming process.

- Careful planning, village situation analysis, and needs assessment are thus required.

Output 1.3 – Ecotourism opportunities are identified and initiatives formulated with support from local authorities

Achievements

- The project facilitated the Provincial Ecotourism Taskforce, formally established by the Governor of Mae Hong Son, to oversee and steer ecotourism in Mae Hong Son. The taskforce was engaged in the ongoing project process, for example by helping to review applications for the Mae Hong Son Green Map-Local Compass, and attending pilot tours to the two UNJP community based tourism pilot communities.

- Community-based tourism was developed in two target communities to the extent that pilot tours were successfully organised to the two sites, and both communities have received several additional groups of visitors during 2013.

- *Cultural Mapping* prepared Muang Pon and Muang Pam communities for community-based tourism. The facilitators of the Community-Based Tourism Institute (CBT-I) worked alongside community members to collect detailed information on local history, cultural and natural resources, occupations, food and agriculture and tourism potential. This informed the design of three pilot CBT routes.

- The CBT-I delivered trainings in community-based tourism organization and management, guiding, product development and packaging, waste management and English for tourism. Community leaders (including the TAOs) joined study tours on community-based tourism and agricultural products. Community-based tourism groups with clear roles and responsibilities were established in both communities.

- Following in-depth surveys and interviews, the Mae Hong Son *Green Map Local Compass* was piloted, based on 16 simple but powerful sustainability criteria. The Green Map accepted applications from 26 tourism-related businesses in Mae Hong Son. 23 businesses were included in the Green Map Local Compass website, which is now online, promoting socially and environmentally friendly suppliers.

- Feedback from the pilot tours was positive, with interest for communities' tourism, handicrafts and food products. Follow-up training was held in sustainable tourism, consumer demand, waste management, resource efficiency, renewable energy and market linkages. Trainings were well attended by tourism-related businesses in Mae Hong Son. Participants provided useful recommendations to community members.

- A UNDP expert on renewable energy and ecotourism conducted an assessment of the potential to include environmental management and renewable energy activities in the same target communities, and based on the assessment selected a limited number of activities to implement. The implementation of these selected activities started and progressed quite far before the end of 2012. Two pilot sites provided lessons learning on innovation of ecotourism and renewable energy to the networks from the deep south of Thailand through the study visit. Some of the ideas were adopted/adapted by southern ecotourism networks, such as solar heated tea pots.

Lessons learned

- As planned, the project was implemented at three levels: i) provincial policy level, ii) private sector linkages level, and iii) target community level (focusing on formal leaders (TAO), informal leaders and members of community groups. Representatives of different stakeholder groups were given many opportunities to meet, train together and exchange needs and perspectives. This has proven to be a successful strategy.

- Key success factors for developing community-based tourism are thorough preparation (e.g.: cultural mapping, capacity building, field coaching), the diplomatic facilitation of improved cooperation between competing factions in the communities and market linkages. Use of the internet to reach target, independent travellers is another expected highlight of this project. However, at the time of writing this strategy is still a work in progress.

- Key success factors in advancing ecotourism and renewable energy development models are the close collaboration between two levels of key actors: local and provincial levels. At local level, key to success include actors, i.e. schools, local leaders and groups, village headmen and local governments. At provincial level, it is composed of provincial taskforce, the team of experts and other UNJP.

Outcome 2 – Sustainable natural resource management and conservation promoted

Output 2.1 – Sustainable practices on natural resource management, forest conservation and livelihood activities are assessed, documented, demonstrated and disseminated through community participation together with local governments and civil society organizations

Sustainable Natural Resources Management

Achievements

- An exit strategy formulated for the provincial unit concerned to take over the tasks upon finalization of the Programme was drawn up

- Analyses of laws regulating land rights, allocation and titling conducted to help focus on the contentious issues

- Case study samples completed for alternative options for shifting cultivation such as carbon offsetting projects, payments for environmental services, and ecotourism

- Capacity of local communities and governments built on beekeeping, bamboo farming, bamboo charcoal manufacturing, medicinal plant use and cultivation, and agro-forestry

Lessons learned

- Considerable time and extensive discussions are required in order to engage local provincial officials to allow them to understand the nature of the work, and the need for their support.

- Provincial officials emphasize the participation of local experts. But this is a sensitive issue, and effort should be given to mollify the concerns of these officials and ensure the project's funds do meet these needs.

- Participatory approaches are needed to receive full cooperation of all stakeholders.

- There is a need to emphasize and demonstrate more widely the benefits of sustainable management of natural resources.

- Capacity building must be an integral part of the programme. Proactive participation of local people and their strong interest in learning new knowledge and skills, contributed substantially to strengthening the capacity of local communities.

<u>Renewable Energy</u>

Achievements

- Improved community access to electricity through renewable energy sources including:

    – Two pico hydroelectric power generation, or pico-hydro, systems and one solar PV battery charging station were installed in three off-grid villages (99 households). These systems improve quality of lives of the villagers. The hydro power systems also stimulate awareness of forest conservation. The hydropower system installed in Ruam Thai sub-village of Mok Cham Pae, one of the famous tourist attractions, helps reduce the villagers their electricity costs from using gasoline to generate electricity for tourists as well as pollutions from gasoline generators.

    – Two solar PV systems were installed and operational in two schools (130 students and 7 teachers) in two off-grid villages. These systems provide electricity for lighting in the classrooms as well as information technology equipment and devices such as computers, televisions, and distance-learning satellites. They enhance learning opportunities of students in remote areas.

    – Three solar PV battery charging stations (BCSs) in three off-grid villages (224 households) were revitalized. Two of the three off-grid villages were electrified by individual solar home systems, most of which were not functioning well, while another off-grid village was electrified by the pico-hydro system installed under the UNJP-MHS. The revitalized PV BCSs, therefore, help stabilize the electricity supply for villagers in the three villages; and

    – Thirty six local technicians were trained to repair solar home systems and sixty solar home systems were repaired. Most of the off-grid villages in Mae Hong Son have been electrified by solar home systems. A survey conducted by the UNJP-MHS revealed that there were 1,713 solar home systems (SHSs) installed in all off-grid villages of the targeted sub-districts but 45% of them were broken. The training program trained 36 local technicians to be capable to repair some of those broken systems to lengthen their lifetime. During the training, sixty solar home systems were repaired while tools and budgets had been provided to the trainees for repairing another 240 SHSs in the targeted areas.

- Improved livelihood of local communities through the renewable energy application:

    – Thirteen biogas production systems from animal dung were installed and operational in 10 households and 3 schools of three villages in the targeted sub-districts. In uphill areas, the systems help reduce the use of fuelwood for cooking as well as provide better hygienic conditions by preventing them from untreated animal dung from those freely-fed pigs and chickens. For those in plain areas, the systems help reduce the energy cost from LP gas as well as allow the villagers to feed livestock to generate more income. After the successful demonstration in plain areas, at least 30 biogas systems are disseminated.

    – Twelve biomass gasifier cooking stoves were demonstrated in 12 households of four villages. It aimed to reduce the use of fuelwood for cooking, and prevent the villagers from a threat to health caused by smoke from indoor wood burning. The stoves use rice husks as a fuel. The rice husks are normally left behind in rice mills and disposed by open burning which causes local air pollution. The use of stoves, therefore, helps improve local air quality. However, the use of stoves is slightly complicated and cooking time is limited; therefore, it needs high attention from the users. The demonstration is successful in the households with strong determination of the owners.

- Decreased deforestation through the promotion of energy efficiency practices and application of renewable energy options:
  - It is estimated that each household in Mae Hong Son requires 165 kg of fuelwood per year. The promotion of biogas systems and biomass gasifier cooking stoves will help reduce the use of fuelwood at 9 tons per year.

- Increased capacity building of local communities on the issue of renewable energy through awareness, knowledge and skill development:
  - 466 villagers, 37 community leaders, and 19 local government officers were trained to build their awareness on energy conservation and renewable energy.

Lessons learned

- Training is an effective means for awareness raising when it is combined with technology innovation suitable for the need of the community.

- Strong collaboration between community members, local leaders and local government officials as well as increased community awareness of renewable energy issues contributed to a success of the programme.

- Support from both public and private sector was also indispensable in solving problems concerned with renewable energy and sustainable natural resources management.

- In order to materialize and bridge technological gaps with the local way of life, the factors to success include: (i) a collective decision and participation of community members, (ii) a revival of history and memory in the tradition, (iii) capacity building in application and adaptation local technology, (iv) flexibility and adaptability of technology, and (v) there is a need for creating a learning platform through available mechanisms such as schools.

Outcome 3 – Increased opportunities and equality in accessing social services such as health and education for vulnerable groups including migrants and displaced persons

Output 3.1 – Collection, analysis, maintenance and utilization of the data and strategic information for decision making related to social services for vulnerable groups strengthened

Achievements

- Overall, TAO officers received training on how to design and make use of a local database in order to enable evidence-based decision-making in their planning process. They have also been trained in how to use and maintain the database, how to update it and display it to communities through billboards and websites for their use and monitoring. Evidence-based planning is also included in the Handbook on participatory planning and budgeting developed based on project experiences.

- An assessment was conducted among TAO staffs in order to determine the need for capacity building on the use of data for evidence-based planning. The findings indicated that the daily computer usage of TAO staff was limited to Microsoft Word, PowerPoint and Excel, as well as a computer package provided by the Department of Local Administration (DLA) for bookkeeping (e-program). Those interviewed expressed willingness to be trained on the presentation and analysis of data using programmes they are already familiar with. Based on the findings, training was held on 12-14 March 2012 at the Mae Hong Son. The participants in the training included 3 staff members from Mok Chum Pae and 9 staff members from Tham Lod, i.e. 12 participants in total.

- On 19-21 September 2012, training on Website Creation and Data Usage was organized at TAOs offices. Participants created official websites for the TAOs to publish Public Relations information and advertise local products.

- A study of data collection process conducted by WHO, UNESCO, and UNDP

Lessons learned

- While most of the technical departments adopt similar data collection and processing methods, their databases and information systems are rather independently managed and not integrated at all. It is therefore very challenging and requires a long-term commitment to share the data and information amongst the departments effectively and to make them more useful for the analyses of issues of an interdisciplinary nature.

- In the meantime, data collection methodologies at the local government level must be adjusted in a flexible and practical manner in order to best serve local planning and needs.

Output 3.2 – Enrollment, attendance and completion rates through formal and non-formal education for all, especially among girls and women living in remote areas, are further improved, and schools and learning centres' capacity enhanced

Achievements

- Capacity development for twenty educational personnel was at the core of all activities. It entailed study visits to Bangkok, Chaing Rai, and Bhutan to develop the capacity of district-level education personnel. The school teachers and administrators were also trained to positively work towards implementing lifelong learning programmes in Mae Hong Son with new skills and knowledge.

- Community members were trained at community learning centres to keep poultry farming and pig breeding to generate income.

- New education materials were produced in support of increasing enrolment rates through non-formal education, and distributed to the entire province. They will also be disseminated to neighbouring countries, especially to those in the Association of Southeast Asian Nations (ASEAN) region that has a context similar to Mae Hong Son.

- The experience of the UNJP-MHS spilled over to Mongolia through a study tour from the Mongolian government. They learned non-formal education activities in Mae Hong Son.

Lessons learned

- The close relation between the Provincial Non-Formal and Information Education Office in Mae Hong Son and UNESCO Bangkok was very effective to implement all activities, which also contribute to develop capacity of the officials in the department.

- To provide education opportunity for all, quality education must be ensured through empowering teachers. It is also the key to increase the student attendance rate.

- The Ministry of Education should get involved more through monitoring and visiting the project sites. Officials from the Ministry of Education could give advice and support to local officials. Through the involvement of the Ministry of Education, the possibility to sustain and expand the project is enhanced.

- An institutional arrangement determines the overall performance of the project. In the case of facilitating greater enrolment by utilizing local radio stations to encourage attendance in local schools and Community Learning Centres (CLCs), the Provincial Office should delegate project management responsibilities to a specialised technical agency or unit – i.e., the Department of Publication Relations – under their supervision.

- One of the biggest concerns is the communication and the language barrier. Since Thai is not students' first language and there are different ethnic groups that have different levels of language fluency, students face difficulties in comprehending lessons and they either drop out or perform less. Recommendations on multilingual education can be made to responsible government officials in an effort to find solutions.

- Awareness of good nutrition and health was substantially increased because of a self-learning programme that uses learning media on nutrition and health, nutrition workshops to create the awareness on nutrition, and government support for school lunch, and strong cooperation between among the programme staff, students and school staffs.

Output 3.3 – Primary health care services provided, and health related knowledge improved, particularly on reproductive health, communicable diseases control and prevention, and environmental health among vulnerable groups in underserved areas of Mae Hong Son

Achievements

- Community Health Volunteers (CHVs) network created and strengthened in target areas

- Technical and managerial capacity of Community Health Workers (CHW) and CHVs enhanced through networking and trainings on delivery of basic health care service delivery

- Training modules on reproductive health (RH) developed and in place for further use in future capacity building activities

- Collaboration and linkages established with on-going border health programme in Mae Hong Son as part of the exit strategy of this programme, as a means to ensure sustainability of activities

- Individuals and communities empowered with increased awareness of key public health and nutrition issues, and the demand created for the availability of quality services. This was a result of community involvement and empowerment of local health systems which promotes sustainability.

Lessons learned

- There were difficulties experienced in communicating with Mae Hong Son officials as WHO is working primarily out of Bangkok. In order to ensure continued communication and foster a good understanding of the programmes, it is recommended that the relevant agencies have physical presence in the province.

- Seasonal and geographical obstacles were apparent in reaching the target areas. This challenge could be somewhat overcome through proper planning and coordination among relevant agencies and the PMU in Mae Hong Son.

- Prioritization among the different activities of the provincial offices sometimes delayed the implementation of the UNJP-MHS activities. By integrating the UNJP-MHS activities into the "normal" work plan of the provincial offices could help in this respect, as well as proper and inclusive planning procedures.

- A long-term commitment is needed as villagers even in the same communities use different languages and thus communication with them requires patience and knowledge transfer takes a long time.

Output 3.4 – Children's nutritional status improved through expanded school gardening and lunch programmes as well as growth monitoring within the context of school health programme

Achievements

- Schools are providing pupils with more nutritious food and balanced diet through an improved school lunch programme. They are also generating extra incomes out of it to expand the school farms and purchase more fruit seeds.

- Communities have become aware of the importance of healthier diets.

- Good collaboration and coordination with FAO established to ensure linkage between the school kitchen and gardening programmes and the capacity building of school teachers and communities on school nutrition.

- Awareness on the importance of school nutrition raised, which was attested by the request from the Governor of Mae Hong Son to sustain the outcomes of this activity in the future.

- Access to and demand for nutritious food increased, dietary diversity improved, and appropriate infant and child feeding practiced

- Nutritional interventions focused on adolescent girls and mothers who significantly influence the improvement of child nutrition
- Linkages established with a local food security program

Lessons learned

- Mobilization of communities to have their support and assistance, especially for construction of animal shelters, fish and frog raising ponds, is important.
- Synthesising parents also on food gardening and healthy diet can contribute to the success.
- Motivating children by introducing practical hands-on learning and earning by doing induces a much higher retention rate than "chalk and talk".
- Inclusive and proper planning is key to ensure coordination and collaboration among the different partners, especially in view of the large number of UN agencies involved in this project.
- Basic education should take into account indigenous knowledge and community life in each unique community in Mae Hong Son.

Output 3.5 – Improved environmental health including water and sanitation in underserved communities

Achievements

- Good collaboration and coordination established amongst UN agencies and government units to ensure a linkage between the water system construction and the capacity enhancement on dealing with water borne diseases
- Technical capacity of community health workers and volunteers built on environmental health and disease control in the target communities
- Community access to clean drinking water and sanitation improved through developing or rehabilitating water systems, implementing water treatment at points of use, and safely disposing health facility and home wastes by using low-cost technologies such as incinerators, latrine construction and bio-latrines
- Disease control systems improved through awareness raising in communities

Lessons learned

- There were difficulties experienced in communicating with MHS officials as WHO is working primarily out of Bangkok. In order to ensure continued communication and foster a good understanding of the programmes, it is recommended that the relevant agencies have physical presence in the province.
- Seasonal and geographical obstacles were apparent in reaching the target areas. This challenge could be somewhat overcome through proper planning and coordination among relevant agencies and the PMU in Mae Hong Son.
- Prioritization among the different activities of the provincial offices sometimes delayed the implementation of the UNJP-MHS activities. By integrating the UNJP-MHS activities into the "normal" work plan of the provincial offices could help in this respect, as well as proper and inclusive planning procedures.
- Expanding the basis knowledge on environmental health to adjacent villages is key to sustainable livelihoods at the community level.

Output 3.6 – Improved access of older persons to economic security, health, and social services

Achievements

- Older persons, Older People's Association (OPA) members, community leaders, and Old Persons Watch volunteers were trained on the rights of old persons and social welfare.

- Older People's Clubs (OPCs) were established in all targeted communities, and networking as well as information and knowledge sharing strengthen within the OPCs in Mae Hong Son and beyond.

- Advocacy conducted at national level leading to the empowerment of older persons and capacity building of the OPAs and volunteers

- An amendment made in Social Security Act to increase the benefits for the informal sector including pension

- Progressive rates approved by the government for universal basic social pension according to the age levels

- National policy on long-term care for old persons adopted

- Lessons learnt and good practices to enhance health, economic and social security and services for older persons were shared with policy makers and key stakeholders at the community, provincial and national levels for policy formulation and scaling-up.

- Awareness raising conducted both at national and local levels

Lessons learned

- Collaborative work with multi-agencies under the Joint Programme takes much longer time to develop consensus on programme strategies and results.

- UNFPA's existing rules and regulations may not allow appropriate multi-lateral collaboration with several agencies, in particular when several implementing partners are involved.

- Continuous dialogues and active engagement of local administration agencies are often slow and time consuming. However, it is a pre-requisite to the success and sustainability of development projects of this kind.

- Proactive participation of senior citizens in all aspects of programme implementation, supported by the public and private sectors, was indispensable for achieving the objectives of the programme.

- Evidence-based programme planning, implementation and monitoring drawing on actual (hard) data is essential for preparing for and embracing the ageing society and tackling problems that emerge from it.

Output 3.7 – Children registered at birth and increased chances to obtain Thai nationality or legalized status according to Thai laws through a strengthened provincial and local system

Achievements

- *Manual for Capacity Building on Birth Registration and Citizenship in Thailand* updated, vital for training and building capacity of government officials and other involved in birth registration

- A "call-in support system" was set up to support district officer and village leaders, making expert advice and suggestion available through the system via telephone to answer complex questions and provide guidance to government officials and communities: an average of 100 calls per month are made (from several provinces) or approximately 40 calls from within Mae Hong Son province.

- Four district offices now capable of classifying and processing submitted cases of birth registration after (i) trainings provided on the procedures for birth registration and acquiring legal status to local officials and community leaders; and (ii) in-field trainings and mentoring provided by the Development Centre for Children and Community Network in order to deal with complex cases and conduct data analysis

- To reflect a voice to advocate for better laws, regulations and policies, the Programme partners were appointed to be the members of The National Committee to Solve the Problems for the People's Movement for the Justice Society that then set up a sub-committee Study Problems & Solution for the People's Rights and legal Status.

Lessons learned

- Learning reinforcement methods (i.e. refresher trainings, in-field follow-ups, and call-in advice) are very important, especially in the case of complex legal issues such as those related to civil registration.

C. IMPLEMENTING AN ILDHS PROGRAMME

C.1. Establishing a Programme Management and Implementation Mechanism

C.1.1. Thematic leads at output and outcome levels

An ILDHS programme constitutes multi-sectoral, inter-related activities with the participation of stakeholders at multi-levels. To effectively implement the programme and deliver the defined outputs, the activities must be well coordinated and synergized at each output and each outcome under the leadership of Lead UN agencies and Lead government offices designated for respective outputs and outcomes.

One UN agency or international organization and one government counterpart office are selected to act as Thematic Leads for each Output. Thematic Leads take the initiative in technical coordination of planned field activities, ensuring coherent programme implementation within the overall framework of the programme, timely provision of necessary inputs, and progress reporting, aimed at enhancing the synergetic effects of the concerted efforts through exchanges of information, experience and knowledge, and at maximising their impact on target beneficiaries.

Likewise, for each Outcome, one UN agency and one government office will be designated as Outcome level Leads which assume the same responsibilities described above but at the Outcome level with the mandates to monitor overall outcome-level interventions for synergistic effects among the outputs.

C.1.2. Lead organization

In addition, one UN agency and one government office are designated as the overarching Lead Organizations of the programme. In the case of the UNJP-MHS, FAO was designated to assume the responsibilities for the UN because the agency was responsible for coordinating the UN Sub-Thematic Working Group on Livelihoods that initiated the formulation of the UNJP-MHS for funding by the OCHA/UNTFHS.

The overall Lead Organization for the UN is charged with liaising with donors and the international community as well as preparing a consolidated progress report for submission to the donors.

C.1.3. Programme management unit

The overall programme implementation is managed and coordinated by the (PMU. The PMU, headed by the Programme Manager, is ideally located within a local government, whether it is provincial or regional, mainly to manage, coordinate and monitor the overall programme implementation, liaise with the government and programme's implementing partners, and assist the participating UN agencies and international organisations to implement their activities in close coordination and collaboration with the government.

The PMU also (i) promotes the visibility of the programme through the implementation of advocacy and publicity activities, (ii) provides logistic support to the staff of the participating UN agencies for their field visits, (iii) supports the preparation of meetings and workshops including task force meetings, steering committee meetings, and PAB meetings, (iv) assists the participating UN agencies in the identification of consultants, procurement of supplies/equipment, selection of implementing partners and other inputs if and when required, and (v) maintains all necessary technical, operational and administrative files, records and institutional memory of the programme.

C.2. Vertical, Horizontal and Diagonal Coordination and Collaboration

To harmonise a wide range of activities to be carried out by a number of actors in the field, close coordination and collaboration amongst the UN agencies, international organizations, government offices, and implementing partners are a prerequisite to the effective implementation of the programme. Without good coordination and harmonization, activities of similar nature would be duplicated under the same Outputs or Outcomes.

In addition, central government officials must be frequently informed of progress of the programme by their outposted technical departments – vertical coordination and reporting. More specifically, the outposted government offices in the field and the head of local governments such as governors are suggested to report progress to the central ministries, at least, every quarter, and proactively seek coordination between the two entities including efforts for resource mobilization from the central government.

Similarly the UN agencies and international organizations based in the capital city are advised to coordinate closely with their counterpart line ministries and make them involved proactively in the programme, demonstrating a good example of horizontal cooperation, collaboration, and information sharing amongst the stakeholders despite being away from the programme implementation site.

Figure 4 – Coordination and collaboration mechanism of the UNJP-MHS
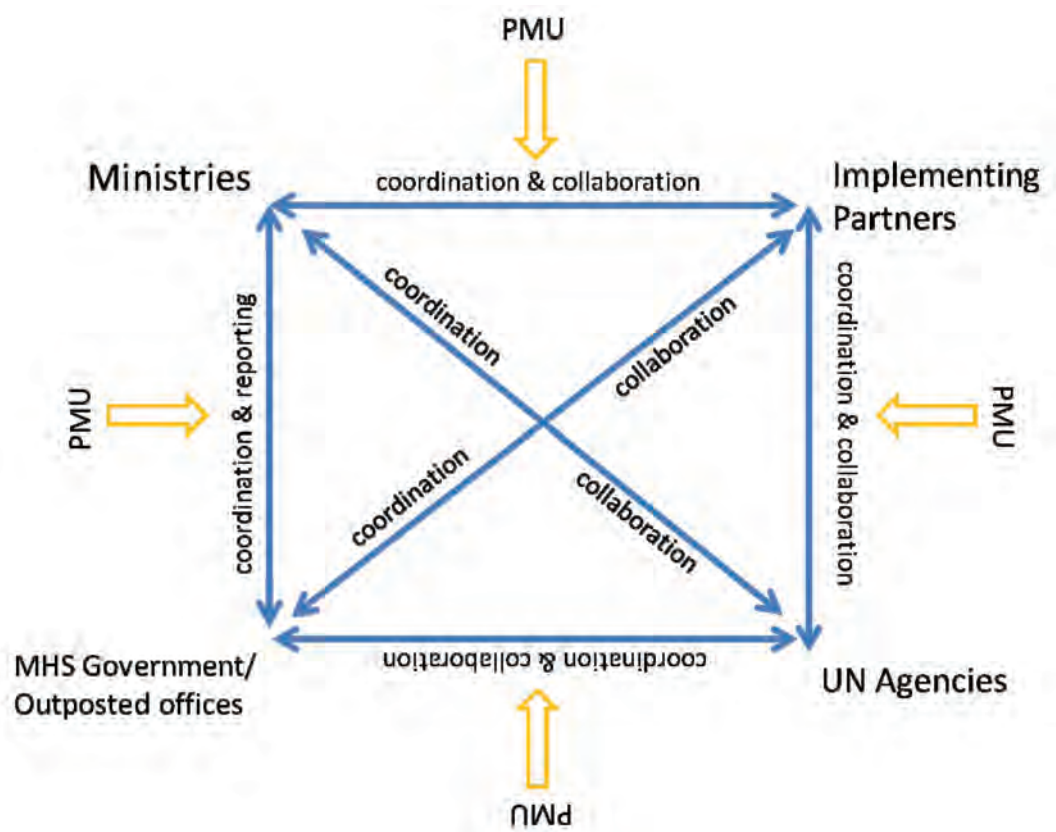
Likewise, there needs to be a clear, common recognition among the UN agencies and the line ministries that assisting the vulnerable and underserved in remote areas is not just an issue for the UN agencies in the field, local governments and implementing partners such as community-based organizations, but an agenda that all four parties together have to tackle with strenuously. Both the UN agencies and outposted government offices must more proactively approach the central ministries and make them involved in the implementation of field activities, especially in the case that the local and central governments are to take over the responsibility for programme implementation after a pilot period is over. This also applies to the scenario that a pilot joint programme is to be scaled up to the national level or to other regions of the country. Therefore, it is vital to put in practice *vertical, horizontal and diagonal* coordination, collaboration and reporting between all stakeholders including the line ministries, local governments, the UN agencies, and implementing partners.

C.3. Sub-national Coordination and Collaboration Mechanism

C.3.1. District-level coordination mechanism

In addition to the PSC and the PAB explained in Section A.1, a district-level coordination committee or working group should be established for each district concerned. A district coordination committee has a structure similar to that of the PSC, provided that many technical departments of the government, if not all, station at least one technical official in each district. These district-level technical staff can act as the members of the district coordination committee, headed by a director of the district office. In the case of the UNJP-MHS, the District Officers who are appointed directly by the Ministry of Interior coordinated and monitored district-level activities.

Specifically, a district coordination committee is responsible for:

- Reviewing the progress of programme activities conducted within the district according to the work plan developed and approved by the PSC;

- Taking the initiative in the programme coordinating at the district level with the participation of chiefs of the sub-districts where the activities are carried out, whilst closely liaising with the UN agencies, international organizations, and the provincial government departments concerned;

- Facilitating the organisation of meetings and workshops and providing necessary logistical support to the stakeholders visiting the district;

- Discussing policy-related matters that concern the district and consolidating lessons gained from the experience of programme implementation;

- Monitoring and consolidating the progress at the district and providing regular feedback to the PSC to ensure adequate coordination with provincial officials as well as adequate follow-up; and

- Mobilising and securing resources to complement, expand, or scale up the programme within the district.

C.3.2. Sub-district level coordination mechanism

Along with the PSC and the district coordination committee, a sub-district coordination committee plays a critical and catalytic role in the effective programme implementation, monitoring and reporting. Main responsibilities of the committee, headed by the chief of the sub-district office, and comprised of six to ten sub-district officials, depending on the size and scale of the sub-district, are as follows:

- Overseeing programme activities and ensuring their efficient and timely implementation in close coordination and collaboration with the district and village coordination committees and with the UN, international organizations, the provincial government, and implementing partners;

- Providing guidance and support to the village coordination committee on programme implementation and operational and coordination-related matters;

- Ensure guidelines are followed and best practices maintained during the implementation of programme activities conducted within the sub-district;

- Monitoring and assessing progress and the impact of activities on target beneficiaries by regularly collecting data and information on programme achievements in accordance with indicators defined in the results matrix or the work plan;

- Implementing participatory planning and budgeting with technical inputs from the programme, which is expected to result in improved local governance, enhanced self-reliance, and the sustainability of the programme.

- Developing and proposing detailed activity plans that replicate the programme in other areas of the district by utilising own resources, following the capacity building on participatory planning and budgeting; and

- Participate in all meetings relative to the planning and execution of programme activities including provincial, district and village level meetings.

Figure 5 – Coordination and collaboration mechanisms at sub-national and national levels and their vertical linkages
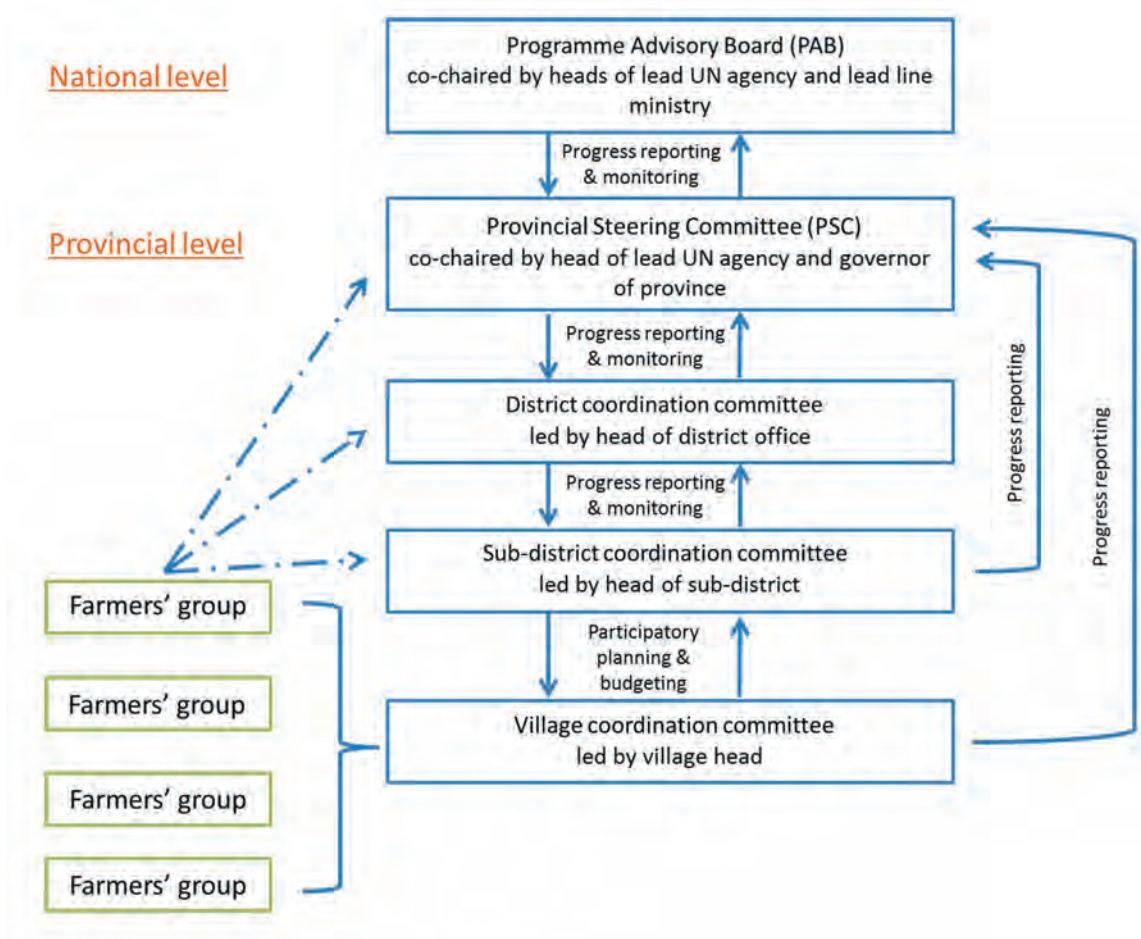
C.3.3. Village-level coordination mechanism

Benefits of programme activities, especially its synergies, cannot be maximised unless a proper coordination mechanism is established at the village level, given that a programme covers a wide range of thematic activities that are difficult to harmonise if conducted in isolation.

A village coordination committee is ideally headed by the village chief as its Chair and assisted by two to three farmers nominated from existing or newly established farmers' groups, and one secretary. A committee is comprised of representatives of each farmers' group and other villagers as appropriate. It is charge with:

- Monitoring the activities conducted by respective farmers' groups;

- Organising workshops and meetings in coordination and collaboration with the UN and governments;

- Facilitating the participation of as many villagers as possible in programme implementation;

- Proposing and conducting follow-up activities;

- Drawing lessons learned from the experience of the programme; and

- When a conflict or tension arises during programme implementation, proposing remedial actions, being sensitive to local practices, processes and structures.

As appropriate, farmers' groups and village coordination committee members actively participate in the PSC meetings and consultations organised by the district coordination and sub-district coordination committees.

C.3.4. Farmers' Groups

Self-help, self-sustained farmers' groups are formed within a village or across a community in such thematic areas as food processing, weaving, handicraft making, animal husbandry, aquaculture, and micro-banking and saving. Existing farmers' groups, if any and applicable, are also availed of for the effective implementation of programme activities. Typically farmer organizations can be clustered into: i) *community*-based, *resource*-oriented groups, and ii) *commodity*-based, *market*-oriented organizations. The groups in the first category are small-scale and geographically defined, but diversified by crop and commodity, aiming to increase productivity by maximizing inputs such as land, water or animals. The second groups are concerned with value-added products with expanded markets, output-oriented, and not confined in a single community with members potentially participating from across a region (Chamala and Shingi, 1997). A successful case of the second cluster found in the UNJP-MHS is the *Native Chicken Raising and Meat Processing Group* that deals with input supply, credit, collection of chicken, use of the latest processing technology and knowledge, and marketing in urban areas in an integrated way in collaboration with the Provincial Livestock Office.

A farmers' group is generally headed by a coordinating farmer or leader who is selected or commissioned by other villagers in the group and is assisted by supporting staff (e.g. a treasurer), depending on specific needs of the group for livelihood development. Under an ILDHS programme, farmers' groups to be formed in a village tend to be small-scale (15-30 members) and would be operated at the grassroots level so that the members can address local issues, such as access to common facilities and property resources, in a flexible and effective manner, while minimizing internal transaction costs.

To start up the farmers' groups, they must have access to cash loans and input credits from revolving funds or other rural financial institutions. Setting up a group revolving fund in the community is suggested at the initial stage of group activities from the view point of sustainability and exit strategies, or unless the group is legally registered with a government office, e.g. cooperative promotion department, and is capable of negotiating credit with local banks or credit unions (see Section C.8.2. on exit strategies). The ILDHS programme may as well include a sub-component on rural finance in its programme to support the establishment of group revolving funds and credit groups.

C.4. Advocacy, Knowledge Sharing and External Communication

C.4.1. Advocacy and sensitization tools and products

Advocacy is a strategy to influence policy makers, civil society, and public opinions, especially when government officials at the decision-making level make laws and regulations, distribute resources, and make other decisions that affect people's lives. Key objectives of advocacy are to facilitate creating and reforming policies and to ensure appropriate policies are implemented.

There are a variety of advocacy strategies and tools such as delivering messages through the media, the Internet, or the emerging Social Networks. But all in all, advocacy aims to induce policy change and

decisions. They may reform harmful or ineffective policies, ensure good policies are implemented and enforced, and or creating public awareness and behaviour changes that influence policy and decision-making. Bearing this point in mind, the following advocacy tools and sensitization strategies can be considered by the stakeholders of the programme.

- Letters addressed to the authorities concerned to directly appeal the subject matters

- Newsletters and propagandas, either electronically or in hard copies, to the stakeholders and civil society organizations concerned with the programme

- Formal and informal meetings including community level meetings, and special events at national, provincial and community levels – including side events to any relevant meetings – featuring the subject matters

- Public awareness raising through community radio programmes and local and cable TVs networks

- Networking and information dissemination via the Internet including Facebook, Twitters, and YouTube, and the mobile communication technology such as LINE

- Direct contacts with donors, CBOs, and government officials responsible for livelihoods development issues

C.4.2. Formulation of an external communication strategy

External communication strategy aims to assist the stakeholders of an ILDHS programme to plan and implement a coherent media programme with well-defined key messages and agreed distribution of roles and responsibilities for public information, in order to promote advocacy and the public awareness of the programme. It is formulated to:

- Define target audiences of the programme and identify communication and advocacy tools, media and technologies – whether traditional or emerging – which are most suitable for the audience together with an effective advocacy plan and tactic in order to enhance the impact of communication efforts and influence policy and decision-making;

- Set forth the procedures for defining and disseminating key messages of the programme;

- Provide guidance to the programme management body on its approach to communication and advocacy at various levels – e.g. provincial and national levels – aligned with government policies;

- Link the key policy changes the joint programme advocates to national strategic objectives and priority development goals of UN and international organizations; and

- Also provide guidance on how best the joint programme can work with media organizations and other external partners, including donors, CBOs, academia, and other implementing partners.

The strategy can be formally reviewed on a regular basis – e.g. annual review meetings – and would be adjusted upon reaching consensus amongst the stakeholders in response to changing communication and political circumstances and new challenges and issues that may emerge unexpectedly.

The External Communication Strategy developed for the UNJP-MHS can be found in Appendix 7.

C.4.3. Internet-based information dissemination and knowledge sharing

To meet the increasing demand for information and knowledge sharing and dissemination, the possibility to develop a website and to use other online information dissemination systems or tools as appropriate should be explored during the course of programme implementation, depending on expertise and resource availability of the coordination unit since maintaining – and more importantly, updating – a website normally costs more than building it in terms of staff time and capability (that needs to be built up). For the UNJP-MHS, its website was built and has been up-and-running on a server of the Mae Hong Son government (http://unjp.maehongson.go.th/). Since the server is located in the remote area with slow Internet connection and occasional power outages, the site is primarily made of static pages with small size images and graphics in order to allow users to have access to the information without lingering waiting time.

Figure 6 – UNJP-MHS home page maintained by the Government of Mae Hong Son province

Where faster and more secured Internet access is ensured, it can be considered to take advantage of video streaming technologies – e.g. YouTube video clips – and to link the website to Facebook and Twitter for timely dissemination of news and updates of the programme. The UNESCO website featuring the joint UN effort and its synergies in Mae Hong Son is one of such web portals (http://www.unescobkk.org/culture/diversity-development/livelihood/mae-hong-son/).

Further, building a website with a dynamic engine, for example, WordPress, will allow stakeholders to update and upload the latest information on the programme, pictures, publications, etc. dynamically to the website with passwords granted to the stakeholders. *The Mae Hong Son Green Map*, set up by the Ecotourism Development team of the UNJP-MHS and the CBT-I, makes use of the dynamic engine targeting independent travellers who want to explore the Mae Hong Son's cultural and natural assets and to support local communities and environment friendly businesses (http://maehongsongreenmap.wordpress.com/).

Figure 7 – A UNESCO web site featuring the UNJP-MHS initiative, while Green Map connects together programme implementers, beneficiaries, and eco-minded web users.

C.5. Work Plan and Timeframe

C.5.1. Collaborative development of a work plan

An annual work plan is developed collectively and jointly by all the stakeholders including local government officials. A harmonised multi-actor planning can ensure coherence on goals and the allocation of responsibilities and tasks.

Participation is an important element for developing a work plan of a multi-agency programme. As a result, participatory processes are undertaken with multiple partner agencies in order to ensure:

- Shared goals, objectives, strategies, outcomes, and impact in the work plan development;
- Clear delineation of responsibilities and tasks;
- Harmonized monitoring and reporting mechanism; and
- Clear understanding of time and budgets required to accomplish the programme's goal.

C.5.2. Model work plan table

To make the programme effective, the target beneficiaries, who are not only vulnerable, underserved rural populations but also local government officials and service providers who are expected to sustainably follow up on the programme, need to acquire new skills and knowledge for enhancing and diversifying livelihoods for better human security. Capacity building must be normally followed by a continuous monitoring process and the reinstallation of training as necessary. All in all, sufficient time and budgets should be allocated for a series of capacity building activities for at least eighteen to twenty four months, following the operationalization of the programme.

In addition, the programme must take into account, the proliferation of the outputs and outcomes to other region by using the best example from the programme and assessing the outcomes of the programme, for at least once a year. During the final year, an exit strategy is developed to identify sources of funding to expand programme coverage to other underserved populations and regions.

All these aspects must be carefully considered in elaborating a work plan table together with information on monitoring and evaluation. A part of the work plan designed for Output 3.4 School gardening, lunch and health activities is found below as an example for the users of this Framework (Table 4).

Table 4 – Work Plan Table 2012 for Output 3.4 School gardening, lunch and health

Outpu	Planned Activities	Year 3 (2012) 1	2	3	4	5	6	7	8	9	10	11	12	13	Beneficiaries	Implementing Partners	Budget (USD) Project	Cost-Sharing	OVI	Monitoring & Evaluation Baseline	Target
Objective 3	**To increase opportunities and equality in accessing social services such as health and education for vulnerable groups including migrants and displaced persons**																		Ranking in health index	63th out of 76 provinces (2007)	Above the 63th (2015)
																			Ranking in education index	76th out of 76 provinces (2007)	Above the lowest (2015)
																			Improved social services by target groups -households participating in social services	93.2% in 2007	96.3% in 2015
																			Employed people with social security	3.5% in 2007	9.7 % in 2015
Output 3.4	**Children's nutritional status is improved through expanded school gardening, lunch programmes and growth monitoring within the context of school health programme**																		Teachers trained with improved knowledge and skills on food, nutrition and health, and providing nutritious school meals to children	0 (2009)	Teachers in target schools trained and capable of providing nutritious school means to children by the end of 2012
																			Improvement in child growth level and nutritional status	Wasting, stunting and underweight rates amongst children available from target schools for Year 2010	Improved wasting, stunting and underweight rates in 2012 compared with 2010 rates for target schools
Activity 3.4.1	**Carryout baseline surveys on children's nutrition status**																		Nutritional status in terms of height & weight	Bbased on base data	Based on base data
3.4.1.a	Conduct baseline survey on nutritional status of children in selected schools														Students of 12 primary schools in CW/As Mok Chum Pae: Mok Chum Pae Community School, Mae Sa Nga School, Huay Khan School Tham Lod: Wana Luang School, Pha Mon School,	FAO, Education Service Office (ESO) Region 1 & 2, Provincial Public Health Office (PHO)	3,500		Baseline data collected and reviewed	No baseline data available / reviewed	Baseline data collected, reviewed and interpreted to determine the nutritional status of children by May 2011
	i) Collect baseline / existing data to determine nutritional status of children (completed)	x																			
	ii) Review data and compare with standard norms								x												
	iii) Prepare a report on the nutritional status of children			x																	
3.4.1.b	Conduct growth monitoring and follow-up of nutritional status of children at selected schools																2,500		Growth of students monitored / data reviewed	No growth monitoring conducted / data reviewed at schools	Growth monitoring data collected, reviewed and interpreted to determine the progress of
	i) Monitor growth of children yearly			x					x												
	ii) Review data and compare with standard norms					x					x										
	iii) On-going mentoring and back up support	x				x			x			x	x								
3.4.1 b [IOM]	Analyze & follow up the growth & nutrition status of children	x	x	x	x	x	x	x	x	x	x	x	x		student in school & children in target community				# of community children received growth monitoring	limited resources of children growth & nutrition status in community	improved in children growth level & nutrition status

C.6. Monitoring, Reporting and Evaluation

At the activity level, responsible UN agencies and government offices monitor the progress of the activities in the field, which is further monitored – and coordinated where necessary – by the designated Thematic Lead agency at each output level and further at each outcome level.

However, the overall implementation of the programme is monitored on day-to-day basis by the PMU of the programme through the results and evidence-based management approach as described below.

C.6.1. Monitoring and reporting under results and evidence-based management

In the allocation of tasks and responsibilities, a monitoring and reporting mechanism should be developed so as to promote a flexible human security programme which can be improved through feedback. Subsequently, regular monitoring and evaluation of the programme through participation by recipient communities is an essential aspect of the human security and livelihood development approach.

In traditional planning and evaluation, project staff write objectives that define what will be produced, implemented, provided, or developed. Typically, the evaluation approach is to monitor these objectives using library-centric measures known as outputs to document the amount, quality, or volume of use of the project's products or services. While outputs are important to track, evaluation approaches are increasingly focused on measuring outcomes that reveal the extent and kinds of impact the project has on its participants. Impact could be reported in the amount of change in behaviour, attitude, skills, knowledge or condition (situation) of target beneficiaries and communities.

It is in this context that it is suggested to develop a results and evidence-based monitoring and evaluation framework that permits ones to objectively assess the level of achievement towards the stated goals by using clearly defining performance assessment indicators, baseline conditions, and target situations for each Outcome and Output (see Appendix 8).

C.6.2. Establishing a results-based monitoring and evaluation framework

For example, under the UNJP-MHS, the stakeholders carried out baseline surveys or studies to set benchmarks at the beginning of programme implementation. Outcomes – and impacts where possible – were measured through an in-house mid-term review, or an internal survey and consultation, as well as through the final evaluation of the programme.

Figure 8 – Stages and elements of results and evidence-based monitoring and evaluation (Source: Adapted and modified from GTZ, 2004 and Bergeron, et al., 2006)

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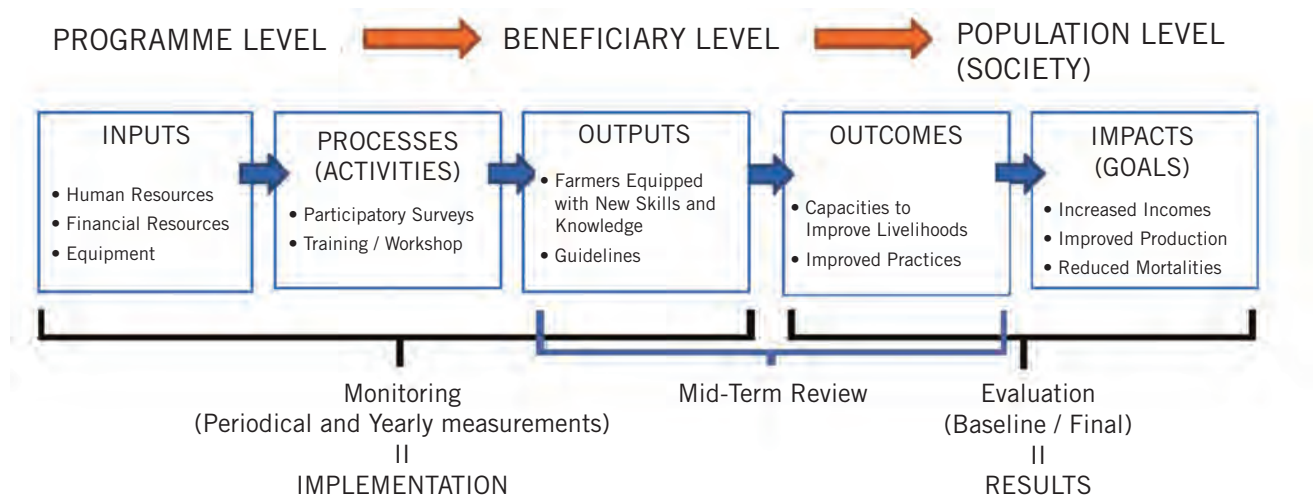
Figure 8 illustrates data generation at various levels and the roles of a system at different stages, providing useful information to the stakeholders of the programme in detecting changes in the indicators so as to make necessary adjustments in programme's approaches and strategies where and when necessary.

The information generated by the baseline surveys such as PRA and RRA provided inputs to the annual work plan, especially *Baseline* and *Target* situation information. The programme makes use of the work plan as a basis to track indicator performance for reporting, monitoring, and evaluation as well as assessing the overall performance and achievements in the programme. The work plan table serves as a useful management tool for all stakeholders as it allows for assessing progress with clear targets or goals and for identifying obstacles as well as possible remedial actions in removing them.

The usefulness of the tool is demonstrated in the model work plan developed for Output 1.2 (Table 5). The primary objectives of Outcome 1 are to enhance productivity, diversify the economic base and promote small scale business/enterprise development, thereby increasing income generation of vulnerable groups (agricultural communities in remote areas, ethnic minorities, refugees in camps and migrants) in underserved areas, through capacity building and targeted skills development. Under Output 1.2, these goals can be achieved in part by increasing the skills and capacity of women's groups and other targeted groups for agro-processing, and marketing with other associated support services engaged in income generating activities. These outputs are produced through carrying out assessment and identification of priority areas, conducting a series of capacity building training, and more.

Table 5 – A model monitoring and evaluation framework for Output 1.2

	Planned Activities	Monitoring & Evaluation		
		OVI	Baseline	Target
Outcome 1	Enhanced productivity, diversified economic base, and enhanced small scale business/enterprise development, thereby increasing income generation of vulnerable groups in underserved areas through capacity building and targeted skills development	Average annual household income grows proportionate to annual GDP growth	Baht 80,172/year in 2004	Baht 90,000/year in 2015
Output 1.2	Skills and capacity of women's groups, older persons and other targeted groups increased for agro-processing, including forestry and fisheries-based material processing, marketing, and other associated support services	# of women's groups and other target groups being engaged in income generating activities by using the skills learned and knowledge obtained at capacity building trainings organized by the UNJP Improved market access (# shops selling local products)	2 women's groups engaged in income generating activities with limited skills and knowledge in agro-processing and marketing (2010) Local products produced by villagers in Common Working Areas can be sold only in the high tourist season (2010)	Up to 10 women's groups engaged in income generating activities with improved skills and new knowledge in 2012 New local products being sold in MHS OTOP Center/local shops and also available in some super markets in Chiang Mai and Bangkok in 2012
Activity 1.2.1	Carry out assessment and identification of priority areas	Needs assessment studies conducted identifying priority areas for assistance in Common Working Areas	No needs assessment existing and unclear priority areas for assistance	Target groups' needs and priority assistance areas have been clearly understood with detailed action plan by April 2010
1.2.1.a	Carry out technical studies on existing agro-processing, marketing and associated support services and income generating activities, assess the need for training and other capacity building interventions (international and/or national experts)	# of technical studies conducted # of women's groups and other targeted groups among communities identified	0 technical study conducted (2010) No women's group identified (2010)	1 study conducted in each CWA by February 2011 Up to 10 women's groups identified by February 2011

C.6.3. Substantive reporting

The UN agencies and government counterparts jointly and periodically monitor the progress of the programme against a set of measurable, tangible, time-specific, and achievable indicators as defined in the work plan table explained above. Reporting progress against these indicators is made at periodic reviews meetings such as PSC and PAB meetings by the representatives of thematic groups at the outcome-level and the PMU for the progress of the overall implementation, administrative and coordination matters.

The PSC is the institutional mechanism that provides overall supervisory and monitoring function of the programme through its regular committee meetings organised every six months. The overall programme must be reviewed at the policy level by the PAB at least annually.

Where the programme is funded by an extra-budgetary fund, substantive progress and financial reports should be submitted to the donor as per specific rules set by respective donors. A substantive progress report can be consolidated by the PMU for submission to the donor through the Lead Organization. In the case of the UNJP-MHS, each participating UN organization prepared substantive and financial reports annually in accordance with the guidelines of the UNTFHS and focusing on results. Based on the inputs from each UN agency, FAO, i.e. Lead Organization, developed a consolidated annual progress cum financial report for submission to the OCHA/HSU. An aggregated report normally includes concrete evidences on substantive progress made by the eight UN agencies and their counterpart government departments and implementing partners.

C.6.4. Vertical, horizontal and diagonal reporting

As explained in Section C.2., vertical, horizontal and diagonal reporting through both formal and informal processes can substantially galvanise the coordination and collaboration of the programme whether it takes place in the field or at the headquarters level.

Formal reporting refers to period progress report submission from outposted government technical departments to the line ministries which is often neglected in many developing countries.

Informal reporting includes sharing of technical reports produced by implementing partners, email communication, invitation of government officials at the ministries to meetings and workshops held in the field, field visits by the ministry officials, and scheduled/unscheduled visits to other stakeholders on a flexible basis.

C.6.5. Mid-term review and terminal evaluation

Undertaking a mid-term review is suggested as an essential requirement for programme monitoring and evaluation involving all stakeholders including the participating UN agencies, counterpart government departments, and implementing partners.

Whilst an independent, more comprehensive evaluation can take place towards the end of programme implementation, the mid-term review should be conducted to (i) reveal progress in terms of outcome and outputs produced to date, (ii) critically assess technical and operational strategic issues, (iii) identify constraints to programme implementation and elucidate their causes, and (iv) provide recommendations, adaptive strategies, and remedial actions to improve programme performance in order to achieve expected outcomes and objectives within the remaining programme timeframe.

Findings and recommendations of the mid-term review will provide vital inputs to a final evaluation that will be undertaken before the termination of the programme. They will also become a crucial basis for adjusting programme implementation where necessary to better achieve the objectives of the programme.

Both the mid-term review and the final evaluation should be conducted in a participatory manner by engaging all relevant stakeholders by an independent team, including at least one external evaluator, to

assess the level of achievement of the programme goal and objectives, draw lessons, and disseminate them for the purpose of replication of the programme in other regions of the country or the world.

C.7. Resources Mobilization

C.7.1. Establishing partnerships with external funding organisations

Partnership development is the basis for resource mobilization. When a government requires external funding to pilot a programme, approaching donors and other potential implementing partners, including actors in the private sector and civil society, in a constructive and collaborative fashion is the first step towards or a prerequisite to the operationalisation of the programme. In approaching donors, one must clearly address commitment and ownership by government, effective collaboration and coordination with all the stakeholders concerned, ensure information flows and needs, and understand and meet donor's needs (e.g. a programme is designed to meet human security needs).

Involving donors and potential implementing partners in the brainstorming stage should also be considered as a practical step to ensure the transparency of the process for donors and ultimately receive a positive response from them, keeping in mind that good relationships are the foundation for effective resource mobilization.

The OCHA/HSU that manages the UNTFHS is the donor of the UNJP-MHS and continues to be a potential funding source for an ILDHS programme that engages UN agencies because the UNTFHS is granted dominantly – but not exclusively – to UN organizations which have the capacity to coordinate and mobilise personnel, financial and other resources for programme implementation in the field.

To be eligible for the UNTFHS, a concept note must be prepared for initial assessment by the OCHA/ HSU. In case of a positive result of the initial assessment, a full-fledged project proposal shall be elaborated collectively by participating UN agencies in consultation with government counterparts and implementing partners where appropriate.

During the implementation of the UNJP-MHS, additional resources were mobilised to fill some technical gaps that were not foreseen in the formulation stage in 2009 and 2010, complement the ongoing activities, and making the programme sustainable as part of exit strategies. FAO formulated four TeleFood projects with financial support from the Asian Football Confederation: one project to assist with improved jasmine rice varieties and another for irrigated vegetable production – both in support of Output 1.1; one food processing project for Output 1.2, and the last one for school lunch and gardening conducted under Output 3.4 of the UNJP-MHS. The WHO's effort to solicit support from the European Commission (EC) is another example. It allows for continuing to improve primary healthcare services in the border areas supported by the UNJP-MHS as an exit strategy for Output 3.3.

Other potential donors the users of this Framework may wish to explore the possibility for partnership with include: the DFID that formed the foundation for a SLA approach and has supported a number of SLA projects since the 1990s, the European Commission, the US Agency for International Development (USAID), the Canadian International Development Agency (CIDA), and the Bill & Melinda Gates Foundation.

C.7.2. Mobilising government resources

An ILDHS programme can be implemented by mobilizing government resources alone which, in many developing countries, are allocated from central ministries to local governments. However, because the resource appropriation process normally starts one or two years before the actual implementation of the programme, it is recommended to develop and maintain good relationships with donors and collaborators that could fill resource gaps of the programme. Involving them in all stages of the programme cycle is essential for future resource mobilization.

As part of operational in-kind and indirect assistance, the Government of Mae Hong Son province provided office space for the PMU, salaries of Government counterparts engaged in the UNJP-MHS,

their travel costs for programme implementation and monitoring, and conference rooms to organise technical workshop and periodic coordination meetings.

During the transition phase in 2012, Governor determined on the allocations of the Chief Executive Officer (CEO) Fund to selected UNJP activities such as native chicken raising and meat processing, school gardening and lunch activities, and food processing by local women's groups.

C.7.3. Co-financing and cost-sharing with implementing partners

Available resources are limited in both the UN and governments, and the provision of their assistance does not continue for good. Sharing of resources amongst international organizations and implementing partners is another way for implanting sustainability into an ILDHS programme.

The UN was a single source of relatively large funding for Mae Hong Son. But it was not the only entity for the communities to draw upon. As evidenced by the complementary financial and technical contributions by Betagro, the CBT-I, and the Thai Oil Public Company Ltd. to support the activities of Output 1.2, Output 1.3 and Output 2.1, respectively, the role of the private sector and implementing partners must be expanded to make programme activities further sustainable. More importantly, all stakeholders must come to realise that sustainability can be achieved without continuous financial support from the UN and governments.

C.7.4. Mobilising local resources – local labours and materials, common community resources

It is important to mobilise local labours and materials where possible so as to avoid undermining local economic systems and to contribute to the empowerment of the communities concerned. Resource sharing by local authorities can also provide a solid foundation for collaboration among multiple actors across various thematic components.

When mobilising local resources, the stakeholders should be aware of what already exists and build upon those resources, and make maximum use of the local capacities, including:

  (i) time, labour and commitment;
 (ii) local knowledge, expertise and materials; and
(iii) financial inputs where possible.

In Mae Hong Son, TAOs – autonomous local government entities at the sub-district level – provided all of the three categories of inputs described above to the UNJP-MHS for effective and efficient programme implementation. Support from and collaboration with TAOs were indispensable in carrying out activities in the field, coordinating with community leaders, and communicating with villagers.

As part of effort to make the UNJP-MHS sustainable and to increase the level of ownership of the programme by local stakeholders, the resources of TAOs and the Provincial Administrative Organization (PAO) will be mobilised during the fourth year of programme implementation. Involvement of both TAOs and the PAO in programme implementation in a more substantive way will reinforce the assurance of the self-dependence of target beneficiaries and of the continuity of the UNJP-MHS beyond the initially planned duration.

C.8. Sustainability of the Programme

C.8.1. Effectiveness of the programme

The effectiveness of an ILDHS programme can be measured by assessing its sustainability based on the following four dimensions.

- *Institutionalization*: human security initiatives developed are incorporated into existing community/ local/national institutions.

- *Ownership*: as part of a community development and empowerment strategy, activities are initiated, owned and continued through community efforts by the community concerned in coordination with (and with support from) provincial and local governments.

- *Resources*: funding resources are part of the programme strategy so as to ensure that activities will continue uninterrupted.

- *Policy change*: changes are occurred in rules, regulations and laws and policy directions at national, provincial or community level.

C.8.2   Exit strategies

Government efforts: before a pilot programme is terminated, local, provincial and central governments must make maximum efforts to seek additional funds from their own regular programmes and from civil society organizations and the private sector, especially in the case that the pilot programme is expanded to other areas of the country or scaled up to regional or national level. The counterpart government is responsible for securing new funds by taking the approaches expounded on in Section C.7.2. through C.7.4. In the case of mobilizing government own resources, the process of programming and budget negotiation should be initiated at least a year before the funding termination in order to allow for timely allocation of resources to the government.

Self-reliance: however, ultimately, effective sustainability mechanisms must be built in and enabling environment should be created in target communities or amongst beneficiaries' groups. Such a measure must be designed in a way to allow the beneficiaries to become self-dependent and continue to implement ILDHS programmes by their own, given that government resources and donor contributions are often very limited.

Creating a self-help mechanism in the target communities is key to sustainable programme implementation and is one of the most effective exit strategies. Such mechanisms include:

- Group revolving funds to be established for local thematic groups – e.g. women's groups, production groups, handicraft making groups;

- Community health funds as well as the use of village resources to continue to support community health workers; and

- Setting up a participatory planning and begetting system within local governments that allows a wide range of participation of villagers in decision-making processes and reflects their needs in local government's work plans and associated budgets.

One of the successful self-help mechanisms built in the UNJP-MHS is the revolving fund and sustainability model adopted by the Native Chicken Raising and Meat Processing sub-component of the Programme. The system is two-folds: first, the Provincial Livestock Office (PLO) receives 10% of adult chickens raised by recipient farmers, slaughter and processes them for sales and training in order to raise the revolving fund. The fund is utilized to maintain future activities, financially assist other farmers, or purchase some adult chickens from the farmers for meat processing.

The same chickens are also used to replenish the flock of weaker recipient farmers or stakeholders, e.g. schools, which lost their stocks. In the meantime, farmers continue to rear the remaining chicken (90% of the originally allocated chicken) for producing eggs and chicks, sell them in the market for income generation, and keep them for self-consumption (Figure 9).

If the farmers' groups or communities are capable of negotiating credit with local banks or credit unions, they may consider making use of small and medium enterprise (SME) loans as well as government soft loan schemes to borrow capitals at lower rates, as part of an effort to scale up the self-help groups to small or medium-sized businesses, or even up to local, regional or national associations or federations. Processors or buyers of farmers' products may give them input credit if their businesses can secure a stable consumer demand and a steady supply of products.

Figure 9 – Revolving fund and sustainability model adopted by the Native Chicken Raising and Meat Processing sub-component of the UNJP-MHS
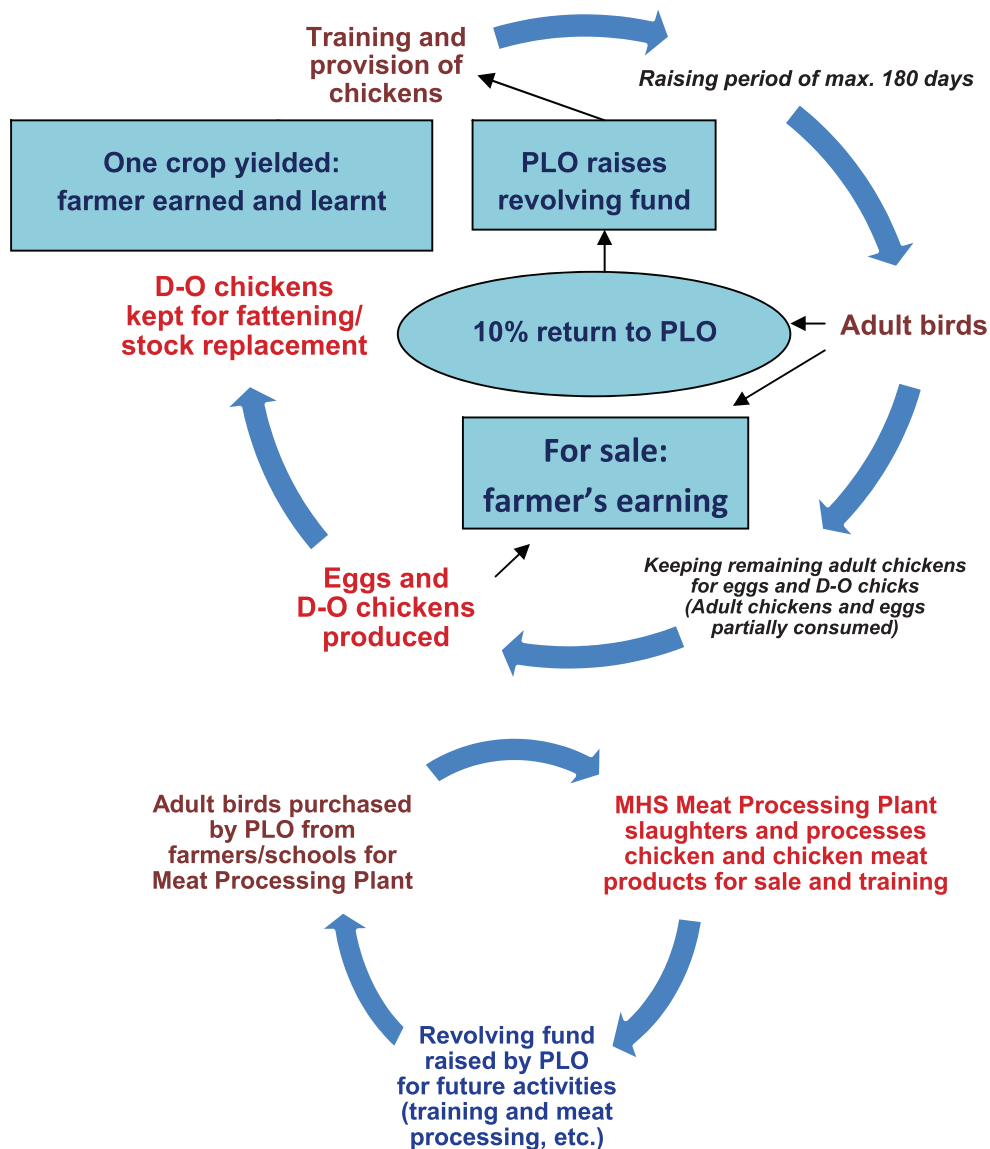
However, SME loans and other forms of investment loans should be applied for with caution. Interest burden on loans from money lenders – and needless to say, falling into delinquency – would impair the long-term development gain of the ILDHS programme within a short period of time.

C.8.2.1. Expansion and scaling up

One of the most important features of an ILDHS programme is the impetus to scale up from the initial pilot work, whether it is to be expanded to other regions of the country or scaled up to a higher administrative level. The timing at which a programme can be expanded or scaled up is determined by several aspects including: (i) past performance of the pilot programme, (ii) needs for similar assistance, (iii) resource availability, (iv) strong leadership and commitments from governments, and (v) the number and types of partners and collaborators. Amongst others, interventions should be made where there is a clear indication of government commitment and leadership with positive attitudes for resource mobilization since generally scaling up and expansion require additional field staff and resources.

The scaling up process also depends what is being scaled, whether it is a health sector such as building more health posts in other underserved sub-districts, or a renewable energy sector promoting the use of environmental friendly bioenergy from a district to other districts or to national service. In most cases, extending partnerships to new collaborators – donors, private sector actors, committed CBOs – will accelerate scaling up.

C.8.2.2. Donor-funded programme

When the programme was initially financed by an extra-budgetary fund, a phased approach to handover the programme to a provincial or local government is suggested. This was the case with the UNJP-MHS where a three-staged transition period was strategically adopted to ensure the sustainability and continuity of the programme. Major events in the transition period include: the departure of the Programme Manager, appointment of a National Programme Manager as the head of the PMU, mobilization of provincial resources – e.g. governor's CEO Fund – to finance the activities of the final programme year, assignment of two general service staff to the PMU including one secretary and one driver, production of this Framework as a guide for expanding and scaling up the programme, and more responsibilities for the provincial government and the Ministry of Interior to organise PSC and PAB meetings, respectively.

C.8.2.3. Government-financed programme

Timely programming of resources or resource mobilization plan is required for mobilising additional resources and external funds well before a pilot programme is terminated. Normally, prior to the termination of the programme, one to two year advance planning and programme is required in close coordination of the central line ministries.

C.9. Risks

What would be the challenges of implementing a multi-sectoral livelihood development and human security programme? Specific condition and environment in which the programme is undertaken, such as institutional setting, political and economic situations, leadership of responsible agencies and government offices, funding arrangement, local customs, practices and cultural values, all contribute to determining the kind and nature of the challenges. Some of the envisaged risks that would hinder programme implementation are:

- Difficulty to reach consensus amongst the stakeholders in various disciplines, especially when the number of participants is high and sensitive issues as land tenure are involved;

- Programme strategies and approaches that do not adequately reflect the needs of local communities and beneficiaries and end up as a top down or political decision, in particular where local enablers are looked the "privileged" or "authority";

- High transaction costs and coordination fatigue;

- Conflicts of interests and fights over territory between implementing agencies;

- Lack of common management practices, operational procedures and financial modalities, resulting in incoherent programme execution, reporting, monitoring, and evaluation;

- Frequent staff turnovers in implementing agencies and counterpart government offices, causing undue interruptions in programme implementation as well as weakening stakeholders' commitment and programme ownership;

- Language barriers and communication gaps with minority groups and migrants of own distinctive languages, cultures and customs; and

- Inaccessibility due to remoteness and other difficult geographical features that surround underserved and underprivileged populations.

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Appendix 1 – Human Security in Theory and Practice

Available from
http://hdr.undp.org/en/media/HS_Handbook_2009.pdf

APPENDIX 2 – THAILAND HUMAN DEVELOPMENT REPORT 2009

Available from
http://www.undp.org/content/dam/thailand/docs/NHDR2010.pdf

APPENDIX 3 – RAPID VILLAGE APPRAISALS IN TAMBONS MOK CHUM PAE AND THAM LOD

Available from
http://unjp.maehongson.go.th/files/rapid_rural_appraisal_in_muang_
pon_and_mae_suad.pdf

APPENDIX 4 – PARTICIPATORY RURAL APPRAISAL IN TAMBONS MOK CHUM PAE AND THAM LOD

Available from
http://unjp.maehongson.go.th/files/pra_report.pdf

APPENDIX 5 – KEY COMPONENTS OF THE ASSISTANCE RENDERED AND RESULTS ACHIEVED BY PROGRAMME OUTPUT

Output 1.1 – Sustainable Highland Agriculture and Income Generation (Targeted groups with support from local governments and civil society organizations are equipped with skills and capacity for sustainable integrated highland agriculture and engaged in income generating activities.)

Activity 1.1.1 – Carry out participatory surveys, needs assessment and assist local governments in planning for target groups

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A. *Rapid Village Appraisal (to select priority villages)*

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (sub-districts)	Target beneficiaries	Number of beneficiaries
Tham Lod	Villages of villages selected by the Appraisal	2,060 villages who live in the 4 villages selected by the Appraisal
Mok Chum Pae	Villages of villages selected by the Appraisal	3,048 villages who live in the 4 villages selected by the Appraisal

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 3 technical officers
- 1 programme manager
- 1 national expert
- 2 community activity coordinators
- 2 interpreters

Equipment deployed, if any:
- No equipment procured

Additional financial resources mobilized, if any:
- No additional financial resources

2.2. Inputs from provincial counterparts
- 3 government officials assigned to the Appraisal: two from the Provincial Agriculture and Cooperatives Office (PACO) and another from the Provincial Industry Office (PIO).
- 2 vehicles from the PACO

2.3. Inputs from local governments
- Participation of the Head of TAO (one from each TAO)
- 3-4 local government officials from each sub-district
- 2 vehicles from the TAOs

2.4. Inputs from target communities/beneficiaries
- Use of the village chief's house and a community meeting room for discussions
- Use of local temples for meetings
- Participation of farmers from 10-12 households and village chiefs in each village (total 15 villages)

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- N/A

3. IMPLEMENTING PARTNERS AND COLLABORATORS
- N/A

4. PRIMARY TOOLS USED
- Interviews of key informants using the participatory rural appraisal technique
- Literature reviews on the sub-districts and villages
- Collection and analysis of existing data, e.g. demographic data, ethnic minority composition

5. MAJOR OUTPUTS PRODUCED
- A preliminary review of the profiles of 16 villages in the two sub-districts
- 8 villages recommended as CWAs, or 4 villages in each sub-district
- A report of the Rapid Village Appraisal summarising the activities conducted and recommending 8 villages as target or priority villages of the UNJP-MHS

6. MAJOR OUTCOMES ACHIEVED
- The Provincial Steering Committee endorsed the selection of the 8 villages as priority target villages of the UNJP-MHS or CWAs.
- The decision helped conduct a participatory rural appraisal in the 8 villages.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- Many villages in the target area are inhabited by ethnic minority groups of own distractive languages and cultures. English and occasionally even standard Thai are not understood by the villagers. Translators between English and Thai and Thai and local minority languages were required to facilitate the communication between Appraisal teams and the villagers.

8. MAJOR LESSONS LEARNED
- Selection of priority villages is useful when the population of the target region is large and the duration and resources of the programme are limited.
- Selection criteria should be well defined and agreed upon by the stakeholders concerned prior to conducing a village appraise in order to avoid undue arguments over chosen villages.
- Similarly, the selection process should be transparent and avoid political interventions as much as possible.
- A programme such as the UNJP-MHS clearly benefits from jointly conducting a baseline survey and a participatory rural appraisal, selecting common target communities, developing a common work plan, etc. Well-coordinated works would lead to efficient use of limited resources as well.

B. Participatory Rural Appraisal (to conduct needs assessments and determine detailed work plans for technical assistance)

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (villages)	Target beneficiaries	Number of beneficiaries
San Kum Lue/Air Koh Muang Pam Wana Luang – Pa Morn	All villagers of the selected villages in Tham Lod sub-district	2,060 villagers
Mok Chum Pae Huay Kan Mae Sae Nga Tob Sok	All villagers of the selected villages in Mok Chum Pae sub-district	3,048 villagers

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 8 technical officers
- 1 technical assistant
- 1 programme manager
- 1 national expert
- 2 community activity coordinators

Equipment deployed, if any:
- No equipment procured

Additional financial resources mobilized, if any:
- No additional financial resources

2.2. Inputs from provincial counterparts
- More than 10 government officials involved in Objective 1 of the UNJP-MHS including the Provincial Office of the Office of the Governor, PACO and its line departments, Provincial Industry Office (PIO), the Provincial Tourism and Sports Office (PTSO), the Provincial Natural Resources and Environment Office (PNREO), and the Tourism Authority of Thailand

2.3. Inputs from local governments
- Participation of the Head of TAO (one from each TAO)
- 3-4 local government officials from each sub-district

2.4. Inputs from target communities/beneficiaries
- Use of the village chief's house and a community meeting room for discussions
- Use of local temples for meetings
- Participation of a large number of community people in each village (total 8 villages)

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- A group of 6 local experts knowledgeable and familiar with rural development, sociology and agronomy, especially in the North of Thailand

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: Mae Hong Son Community – Based Research Coordination Center

Expertise available or support provided: Participatory Rural Appraisal, rural development research

Major roles/responsibilities of the partner/collaborator:
- Design and implement a PRA study in eight selected villages in Mae Hong Son province
- Collect primary information from the selected villages to identify constraints, opportunities, capacity building needs and potential interventions
- Characterize the cropping patterns and constraints and potential for making improvements
- Characterize the livestock system including constraints and potentials for improvement
- Categorize households according their wealth and food security status
- Identify constraints and opportunities for food processing and other value adding activities
- Identify existing and potential market outlets and volumes sold
- Assess the severity of land degradation and deforestation and the identification of opportunities and solutions
- Identify existing producer groups/cooperatives and assessment of their performance and potential for further development
- Identify successful individual producers and assess their capacity to supply critical inputs to beneficiaries

4. PRIMARY TOOLS USED

- Interviews of key informants using the participatory rural appraisal technique
- Literature reviews on the sub-districts and villages
- Collection and analysis of existing data from government offices and TAOs

5. MAJOR OUTPUTS PRODUCED

- A thorough review of the profiles of the 8 selected villages in the two sub-districts featuring local agricultural practices, intuitional setting, rural finance, education, tourism opportunities, and so forth
- Recommendations on specific technical areas for interventions by the UNJP-MHS as well as local development assistance needs
- A report of the Participatory Rural Appraisal summarising the activities conducted, detailed village profiles, and recommendations on follow up actions

6. MAJOR OUTCOMES ACHIEVED

- Based on the findings and recommendations of the PRA, a detailed work plan for each village and farmers' groups were developed by taking the local communities' needs into account.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY

- As with the case of the Rapid Village Appraisal, the language barriers were a major obstacle of programme implementation in the field. However, a local research institution with a group of experts familiar with the local situations was mobilized to overcome the constraint.

9. MAJOR LESSONS LEARNED

- A PRA is time consuming and labour intensive. A well-elaborated, advanced planning – including the identification of a potential implementing partner that executes the PRA in the field – is required, provided that there may not be many NGOs, CBOs or research institutions that are conversant with local situations and capable to conduct a PRA.
- Participation of local community people is vital not only during the appraisal period but also in the post-PRA stage where the results of the PRA must be shared with the villagers for verification and their concurrence on the identified areas for technical assistance must be obtained.

C. Governance: Participatory and Evidence-based Planning and Budgeting

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (sub-districts)	Target beneficiaries	Number of beneficiaries
Tham Lod	Local government officers and all Tambon residents	Approximately 30 representatives from communities and local government officers
Mok Chum Pae	Local government officers and all Tambon residents	Approximately 30 representatives from communities and local government officers

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.6. Inputs from the UN agency

Human resources:
- 1 programme specialist
- 1 project officer

Equipment deployed, if any:
- No equipment procured

Additional financial resources mobilized, if any:
- No additional financial resources

2.7. Inputs from provincial counterparts
- 1 government official assigned to assist with monitoring and technical advice in implementation of the model for participatory planning and budgeting. The delegation of this role has shifted from DLA to the Governor's Office and back to DLA

2.8. Inputs from local governments
- 2 government officials (1 per Tambon) assigned to coordinate between the KPI, TAOs and communities
- TAO's in Mok Chum Pae and Tham Lod (or CWA) took responsibility for sending out invitations and making logistics arrangements for workshops and trainings organised in relation to capacity building on participatory and evidence-based planning and budgeting
- The TAOs in CWA committed funds to the implementation of action plans developed through capacity building on participatory and evidence-based planning and budgeting, and have committed to channel 10% of raised income into the revolving funds established
- PAO made their hall available for trainings and workshops on participatory and evidence-based planning and budgeting

2.9. Inputs from target communities/beneficiaries
- Use of the village chief's house, of two village temples (Ban Mae SaNga, Ban Tham Lot), sanitary health centres (Ban Rak Thai) for meetings
- Target communities/beneficiaries took responsibility for establishing action plans for improving their livelihoods though capacity building in accordance with participatory needs assessment
- Target communities/beneficiaries took responsibility for organizing their own capacity-building trainings

2.10. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Expertise and staff time of 7 staff members from King Prajadhipok's Institute
- 1 local coordinator from the Skills Development Centre assigned to assist with coordination between various agencies and the KPI
- Provision of training rooms by the Community College, the Skills Development Centre, for the activities of the KPI
- Provision of trainers by ICT, Rajamangala University, Skills Development Centre, and the Community College for activities implemented by the KPI

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: King Prajadhipok's Institute

Expertise available or support provided: Participatory and evidence-based planning and budgeting

Major roles/responsibilities of the partner/collaborator:
- Assist local government in providing support to communities for income generating activities through local development planning and participatory budgeting methods
- Provide assistance to local government in guiding communities in the implementation of income generating activities as planned under the above and other related activities
- Carry out training for relevant local government staff and representatives from local communities on methods to consolidate and analyse various sources of data related to access, accessibility and delivery of social services

- Support pilot activities on local government implementation of social service delivery in partnership with local communities

4. PRIMARY TOOLS USED
- Baseline survey and participatory rural appraisal to assess the current situation on sub-district and village capacity and local needs for development assistance needs

5. MAJOR OUTPUTS PRODUCED
- 60 TAO and community members trained on participatory and evidence-based planning and budgeting
- TAO staff trained on IT for use in evidence-based planning
- A guideline for how to implement a local government planning cycle using participatory and evidence-based planning and budgeting tools
- An analysis of policies and practices with regards to the TAO planning, including recommendations for how to better align practices with policies, cycle in the context of decentralisation and using the framework of human security

6. MAJOR OUTCOMES ACHIEVED
- Best practices on participatory planning and budgeting reflecting an inclusive process and mainstreaming of human security developed and adopted as a model for future planning in two common working areas

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- Initially, the procedures of provincial approval of the recruitment of consultants/contractors were unclear. However, while it caused some delay, these issues were eventually clarified.
- Since the project has a wide range of activities, and it is not possible to know in detail what each activity will entail in the initial planning stages, the potential for overlapping or related activities being planned without coordination was there. However, these related activities were identified at an early enough stage to coordinate with relevant parties before implementation.

8. MAJOR LESSONS LEARNED
- In a joint programme with many involved parties, it would be more useful to have strong coordination from Objective and overall programme level, than to break down the coordination structure to Output level. This would facilitate stronger integration and coordination of all the different components.
- A programme like the UNJP-MHS would benefit from identifying some major joint activities in the planning stages to be budgeted for and implemented on a project-wide basis, including baseline survey, selection of target communities, participatory rural appraisal in target communities, work plan development in target communities, mid-term review, evaluation.

Activity 1.1.2 – Carry out institutional capacity building, clarify institutional arrangements and roles, and develop partnership mechanisms for target groups

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A. *Sustainable Highland Agriculture*

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (sub-districts)	Target beneficiaries	Number of beneficiaries
Tham Lod	Selected farmers and farmers' groups	255 farmers
Mok Chum Pae	Selected farmers and farmers' groups	210 farmers

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.11. Inputs from the UN agency

Human resources:
- 1 technical officers

Equipment deployed, if any:
- No equipment procured

Additional financial resources mobilized, if any:
- No additional financial resources

2.12. Inputs from provincial counterparts
- Staff from the PACO and its line departments
- Use of their office vehicles and office space

2.13. Inputs from local governments
- Participation of the Head of TAO (one from each TAO)
- 3-4 local government officials from each TAO

2.14. Inputs from target communities/beneficiaries
- Use of the village chief's house and a community meeting room for discussions
- Use of local temples for meetings
- Participation of a large number of community people in each village (total 8 villages)

2.15. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- N/A

3. IMPLEMENTING PARTNERS AND COLLABORATORS
- N/A

4. PRIMARY TOOLS USED
- Interviews of key informants using the participatory rural appraisal technique
- Literature reviews on the sub-districts and villages
- Collection and analysis of existing data from government offices and TAOs

5. MAJOR OUTPUTS PRODUCED
- Self-reliant farmers' groups were formed according to types of crops that were identified requiring assistance during the PRA, including: Karen chili, upland rice, crop diversification, Arabica coffee, mushroom, and improved rice seeds.

6. MAJOR OUTCOMES ACHIEVED
- Provision of technical assistance and inputs centred around these farmers' groups, and the modality of support became a model to replicate in other areas by the PACO.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- To provide support from Bangkok for setting up farmers' groups in an uninterrupted way was challenging and indeed unrealistic. To build a trust in the UNJP-MHS of the community leaders and farmers in the field of sustainable highland agriculture, a FAO Technical Field Facilitator was stationed in Mae Hong Son who provided day-to-day technical support to farmers' groups and served as a liaison between the UN, the Government of Mae Hong Son, and local communities.

8. MAJOR LESSONS LEARNED

- Forming farmers' groups alone is not sufficient for ensuring the sustainability of the UNJP-MHS. The farmers need sound agricultural skills and knowledge and new technologies suitable for the local environment as appropriate, as well as a financial mechanism to allow for a stable flow of funds that the farmers can avail themselves of. Setting up a revolving fund for a group or a community fund is one of exit strategies that should be considered for sustainability and self-reliance.

B. *Governance: Participatory and Evidence-based Planning and Budgeting*

Items 1 through 5, 7 and 8 are the same as those in Activity 1.1.1. Section C.

6. MAJOR OUTCOMES ACHIEVED

- 60 TAO and community members are now capable of identifying community needs by themselves through the participatory planning and budgeting process and of mainstreaming activities related to human security in future planning and programming at sub-district and village levels.

C. *Support for Displaced People*

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (temporary shelter)	Target beneficiaries	Number of beneficiaries
Mae La Oon temporary shelter and surrounding Thai villages, Sob Moei District	Displaced persons / refugees from Myanmar. Thai villagers	60 to 90 displaced persons per year

20 Thai villagers per year with replacements for turn over between years. Expected total will be 300 direct project beneficiaries. |

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 3-4 UNHCR staff have provided oversight and programme support to ZOA Refugee Care, the implementing partner, and to the Joint Programme project in general. This support has included field level communication and oversight from national field staff based in Mae Sariang; and project design, budgeting and monitoring by international and national programme staff based in Bangkok.

2.2. Inputs from national, provincial and district counterparts
- The Ministry of Interior has provided the overall permission to implement the project activities in the Mae La Oon temporary shelter.
- Involvement of and consultation with government authorities have been key to ensuring the success of the project. These included the Mae La Oon camp commander, Mae Sam Lap Sub-District, Sob Moei Sub-District, Tak Agricultural College, Royal Forestry Office, the Royal Project Foundation and District Livestock Department.
- Plots of land for use by the refugees were provided by Mae Sam Lap Sub-District.

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: ZOA REFUGEE CARE

Expertise available or support provided: Project Implementation

Major roles/responsibilities of the partner/collaborator:
- Project management and implementation with the aim to enhance the economic capacity of and productivity of displaced persons in Mae La Oon temporary shelter, and of Thai villagers from the surrounding areas.
- With qualified Thai institutions and other experts, organize technical trainings on project activities, including mushroom growing, soil preparation, agriculture crop protection, mineral and compost usage, fish raising, pig, poultry and rabbit rearing. Other trainings have included small business management.
- Rent land near to the temporary shelter, and oversee land and soil preparation; construction of project buildings.
- Assist participants in selling and marketing of products.
- Oversee provision and accounting for stipends for project participants.

4. PRIMARY TOOLS USED
- Hands-on training on agricultural skills and technology
- Provision of inputs including plots of agricultural lands, seeds, piglets, fish, etc.
- Use of a participatory decision making process and the creation of a self-supporting committee to plan and oversee the activities

5. MAJOR OUTPUTS PRODUCED
- Project staff have been recruited and trained on project activities, and are effective in implementation of project activities.
- Within the temporary shelters, and in collaboration with other NGOs promoting livelihood activities in the area, Livelihood Camp Committees (LCCs) have been formed to maintain oversight of livelihood projects in the camps. ZOA has provided support to the LCCs, including in training and capacity building. LCCs are composed primarily of residents of the temporary shelters.
- ZOA also linked the agricultural project with its educational entity by introducing a 'Green School Project.'

6. MAJOR OUTCOMES ACHIEVED
- UNJP-MHS activities in the temporary shelter are implemented and monitored jointly by UNHCR, ZOA and LCCs.
- Recipient farmers and refugees equipped with skills and knowledge required for crop cultivation and livestock and now capable of producing agricultural produces and selling them in selected markets
- Links developed with other agricultural projects for displaced persons from Myanmar also run by ZOA in Tak province, in the Mae La and Umpiem temporary shelters

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- The farm areas in the Mae La Oon temporary shelter were struck by flooding in August 2011. The top-soil had been covered in sand, resulting in lower productivity.
- ZOA introduced a cultivation of watermelon, pumpkin and peanut which are plants ideal for sandy soil into the farm. Additionally, bio fertilizer is regularly used to improve soil quality.
- By June 2012, the farm has recovered up to 60% production.

8. MAJOR LESSONS LEARNED
- The remoteness of the camp and of the project site makes it difficult for the produce and meat products to reach sizeable markets. The target market has therefore been camp-based, or in Thai

villages. While remoteness has to some extent protected the project from competition by large scale commercial Thai producers, it has also limited the scope for production. Production plans were adjusted according to the demand from the localized markets.

- Encouraging participants to form 'collectives or co-operative groups' has allowed for peer support, including potentially reducing drop-out rates. It has also changed the sense of the project to be a joint-enterprise, rather than toiling individually in the fields. This has enhanced motivation among participants.

Activity 1.1.3 – Provide technical assistance, training and provision of inputs to target groups

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A. *Karen Chili Production*

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (villages)	Target beneficiaries	Number of beneficiaries
Tob Sok	Farmers	80
Mok Chum Pae	Farmers	50
Muang Pam	Farmers	40

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 1 technical assistant
- 1 national consultant (part time)

Equipment deployed, if any:
- Seeds (20 kg)
- Variety: Kariang
- Fertilizers (15-15-15): 3 tons
- Two trainings (production technologies): Total 80 farmers
- Simple agricultural tools
- Training materials
- Technical assistance

Additional financial resources mobilized, if any:
- No

Others:
- No

2.2. Inputs from provincial counterparts
- 1 government official assigned to assist with technical coordination with the UN
- Provision of the facilities for conducting trainings
- Office space allocated by the Provincial Office to run daily project activities
- Logistic support given at times of field missions
- Support regular monitoring of field activities

2.3. Inputs from local governments
- Land allocated and preparation for chilli gardening
- Construction of fencing
- Effectively engaging communities to support the programmes

2.4. Inputs from target communities/beneficiaries
- Facilities to organize farmers groups and regular meetings
- Ensure the active participation of communities in production programmes
- Sensitizing and mobilizing groups to support chilli production
- Organizing awareness raising events to storage chilli

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Expertise and staff time of different government agencies to provide training on various components
- Development of training materials

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: Provincial Agriculture Extension Office

Expertise available or support provided:
- Technical supports on production and processing technologies were provided
- Training of group members in management and value addition
- Formation and strengthening of women's groups
- FFS Training programme for chilli production

Major roles/responsibilities of the partner/collaborator:

At activity monitoring level
- Identify, map and collect (when possible) all relevant information/data on chilli production and processing
- Formation of groups
- Advise on indicators to monitor the progress
- Conduct awareness raising activities on information management including workshops for provincial
- Training on production and storage

At technical training level
- Develop chilli production training materials in local languages
- Organize various training programmes for the communities

4. PRIMARY TOOLS USED
- PRA to identify local and farmers need
- Mobilize farmers in group in targeted villages
- A series of awareness raising events at community levels on the importance of Karen chilli production through group approaches and community driven
- Arrange technical training programmes on production and storage of Karen chilli

5. MAJOR OUTPUTS PRODUCED
- Selected beneficiaries now know how to produce and storage Karen chilli through community approach.
- The production of chilli increased substantially due to technological interventions from the project
- Increased interest among the farmers to grow more chilli
- Incomes of the farmers increased
- A revolving fund also set up to continue similar activities in future with their own resources

6. MAJOR OUTCOMES ACHIEVED
- Communities are able to increase their farm incomes through the production of Karen chilli by using improved technologies.
- Group formation to work together in future is an achievement of the project

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- Initially it was difficult to mobilize people to grow Karen chilli with community approach.

8. MAJOR LESSONS LEARNED
- Farmers are interested to change their livelihoods through community based agriculture . However, they need long term support due to their poor financial conditions. They also need technical supports to increase their production and productivity of chilli.
- Mobilization of communities need time and hard efforts.

B. *Upland Rice Production*

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (village)	Target beneficiaries	Number of beneficiaries
Pa Morn	Farmers	30

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 1 technical assistant
- 1 national consultant (part time)

Equipment deployed, if any:
- Variety: Jao Khao/Jao lee saw/Jao Haw
- Seeds (600 kgs for 30 rai)
- Fertilizers (15-15-15: 600 kg & 21-0-0: 450 kg)
- Supply of agricultural tools
- Two trainings (1. quality seed production, and 2. productivity increase)

Additional financial resources mobilized, if any:
- No

Others:
- No

2.2. Inputs from provincial counterparts
- 1 government official assigned to assist with technical coordination with the UN
- Provision of the facilities for conducting trainings
- Office space allocated by the RRC to run project activities
- Logistic support given at times of field missions
- Support regular monitoring of field activities

2.3. Inputs from local governments
- Land allocated for upland rice cultivation
- Construction of fencing
- Effectively engaging communities to support the programmes
- Monitoring

2.4. Inputs from target communities/beneficiaries
- Use of the community lands
- Active participation of project beneficiaries in activities
- Sensitizing and mobilizing communities to grow rice in upland conditions
- Organizing awareness raising events to communities on nutritive values of upland rice varieties

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Expertise and staff time of 3 staff members of the RRC
- Development of training materials

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: Rice Research Centre

Expertise available or support provided:
- Experts on upland rice production

Major roles/responsibilities of the partner/collaborator:

At activity monitoring level
- 1 government official assigned to assist with technical coordination with the UN
- Provision of the facilities for conducting trainings
- Office space allocated by the Provincial Office to run daily project activities
- Logistic support given at times of field missions
- Support regular monitoring of field activities

At technical training level
- Develop training curriculum on upland rice production
- Organize series of trainings related to upland rice production

4. PRIMARY TOOLS USED
- Community based approach in upland rice production
- Needs assessments through a PRA
- A series of awareness raising events at community levels on the importance of upland rice production and its contribution to nutritional improvement

5. MAJOR OUTPUTS PRODUCED
- Communities are now aware on the production of upland rice by using improved technologies.
- Technical capacity to produce upland rice increased
- Women groups are involved in rice production and processing

6. MAJOR OUTCOMES ACHIEVED
- Production of upland rice as community level increased contributing to their food security and livelihoods
- They realized it can be used as income generating activities to enhance their livelihoods.
- Communities are aware of the benefit from group organization, i.e. working together.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- No major constraints were encountered.

8. MAJOR LESSONS LEARNED
- Production of upland rice by adopting improved technologies can local rice production to a greater extent and thus enhance their food security as they are mainly rice eater
- Community based approach is a suitable mechanism to reduce production costs.

C. *Increased Productivity through Crop Diversification*

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (villages)	Target beneficiaries	Number of beneficiaries
Pa Morn	Farmers	69
Wana Laung	Farmers	56
Maung Pam	Farmers	60

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- No

Equipment deployed, if any:
- 4 fruit trees (peach, plum, macadamia and coffee Arabica)
- Varieties Local
- 70 seedlings of each fruit tree per *rai*
- Fertilizers: 50 kg/*rai*

Additional financial resources mobilized, if any:
- No

Others:
- No

2.2. Inputs from provincial counterparts
- 1 government official assigned to assist with technical coordination with the UN
- Provision of the facilities for conducting trainings
- Office space allocated by the Agriculture Research Development Centre (ARDC) to run project activities
- Logistic support given at times of field missions
- Support regular monitoring of field activities

2.3. Inputs from local governments
- Land allocated and preparation for fruit trees planting
- Fencing arrangement
- Effectively engaging communities to support the programmes

2.4. Inputs from target communities/beneficiaries
- Local facilities for conducting training sessions and workshops
- Active participation of communities in fruit gardening
- Sensitizing and mobilizing parents to support the fruit gardening
- Organizing awareness raising events to communities on the importance fruit on nutrition

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- No

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name:
- ADRC

Expertise available or support provided:
- No

Major roles/responsibilities of the partner/collaborator:

At monitoring level
- Need assessment made based on a PRA
- Group selection made based on the baseline survey report
- Regular monitoring by the ADRC
- Advise on indicators to monitor the progress
- Conduct awareness raising activities on importance of fruit production

At technical training level
- Develop training curriculum on fruit tress provided
- Organize training for the project beneficiaries

4. PRIMARY TOOLS USED
- Improved technologies for fruit production
- Regular trainings on related technical issues
- A series of awareness raising events at community levels on the importance of fruit production conducted
- Sensitisation meeting on using fruits in regular meals conducted

5. MAJOR OUTPUTS PRODUCED
- A series of training programmes arranged to enhance technical capacity of the communities
- Increased community preference for and consumption of a variety of fruits.

6. MAJOR OUTCOMES ACHIEVED
- Farmers are convinced to grow fruit trees in addition to food security crop like rice and vegetables.
- Women farmers are the main contributors for nursing the fruit trees.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- No major constraints were encountered

8. MAJOR LESSONS LEARNED
- Mobilizing farmers to grow fruit trees in their land is time consuming as they are reluctant to do it because of perennial nature of crops.

D. *Arabica Coffee Production*

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (village)	Target beneficiaries	Number of beneficiaries
Huay Kan	Women's group members	20

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 1 technical assistant

Equipment deployed, if any:
- 2 trainings on production activities
- Seedlings 1,200 saplings
- Variety: Arabica Catimor
- Fertilizer: 3 tons

Additional financial resources mobilized, if any:
- No

Others:
- No

2.2. Inputs from provincial counterparts
- 1 government official (part time) assigned to assist with technical coordination with the UN
- Provision of the facilities for conducting trainings
- Office space allocated by the ARDC to run the project activities
- Logistic support given at times of field missions
- Support regular monitoring of field activities

2.3. Inputs from local governments
- Land allocated and preparation for coffee plantation
- Fencing arrangement
- Effectively engaging communities to support the programmes

2.4. Inputs from target communities/beneficiaries
- Labour services
- Community meetings to monitor performance of the trees regularly

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Expertise and staff of local institutions to conduct training
- Development of training materials, including baseline survey formats

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: ARDC

Expertise available or support provided:
- Experts on coffee production and processing and maintaining of plantations

Major roles/responsibilities of the partner/collaborator:

At activity monitoring level
- No major follow up required in the first year of plantation

At technical training level
- Develop training curriculum on coffee production
- Organize training for the community on coffee production and processing

4. PRIMARY TOOLS USED
- Awareness raising events to motivate farmers to grow coffee as income generating crop
- Participatory rural appraisal used to identify needs and selection of project beneficiaries
- A series of awareness raising events at community levels on the importance of coffee production and processing arranged
- Sensitisation meeting on the importance of coffee for income generation arranged

5. MAJOR OUTPUTS PRODUCED
- Coffee plantation at project site established

6. MAJOR OUTCOMES ACHIEVED
- Outcomes will be visible after four year of plantation.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- Poor maintenance of plantation

8. MAJOR LESSONS LEARNED
- Mobilization of community is difficult due to long duration of the crop.

E. Mushroom Production

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (villages)	Target beneficiaries	Number of beneficiaries
Tob Sok	Farmers group	20 farmers
Mok Chum Pae	Farmers group	20 farmers

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 1 technical assistance

Equipment deployed, if any:
- 2 trainings (production)
- 200 bags/farmers
- Varieties: Nang Fah or Nang Rom.

Additional financial resources mobilized, if any:
- No

Others:
- No

2.2. Inputs from provincial counterparts
- 1 government official (part time) assigned to assist with technical coordination with the UN
- Provision of the facilities for conducting trainings
- Office space allocated by the ARDC to run regular project activities
- Logistic support given at times of field missions
- Support regular monitoring of field activities

2.3. Inputs from local governments
- Selection of project beneficiaries
- Distribution of inputs
- Keeping data record
- Effectively engaging communities to support the activities

2.4. Inputs from target communities/beneficiaries
- Housing facilities to produce mushroom
- Women family labour
- Organizing awareness raising events to communities on nutritional value of mushroom

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Expertise and staff time of local institutions to provide training on mushroom production and utilization and also marketing
- Development of training materials

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: ARDC

Expertise available or support provided:
- Experts on mushroom production, processing, utilization and marketing

Major roles/responsibilities of the partner/collaborator:

At activity monitoring level
- Identification of project beneficiaries
- Group formation
- Training arrangement on production, processing, utilization and processing of mushroom

At technical training level
- Develop training curriculum on mushroom production, processing, utilization and marketing
- Organize training for the communities

4. PRIMARY TOOLS USED
- Local materials to produce mushrooms
- Participatory rural appraisal techniques adopted to assess needs of the community and also to select project beneficiaries
- A series of awareness raising events at community levels on the importance of mushroom production, processing, utilization and marketing conducted
- Sensitisation meeting on the importance of balanced diets by using mushrooms arranged

5. MAJOR OUTPUTS PRODUCED
- Beneficiaries are producing mushrooms.
- Nutritional status of their diets enhanced
- Earning money by selling surplus mushrooms

6. MAJOR OUTCOMES ACHIEVED
- Families are getting more nutritional foods which helping in balancing their diets.
- Communities are now aware of the importance of healthier diets.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- No major constraints were encountered.

8. MAJOR LESSONS LEARNED

- Farmers are very responsive to adopt this technology.
- Mushroom production can be increased further in the project site if more trainings on processing and marketing can be managed in future.

F. *Improved Rice Seeds Production*

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (village)	Target beneficiaries	Number of beneficiaries
Mok Chum Pae	Farmers	20

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 1 technical assistant

Equipment deployed, if any:
- Seeds: 200 kg
- Variety: KDML105
- Fertilizers: (16-20-0): 500 kg
- Simple agricultural tools
- Fertilizers(46-0-0): 300 kg
- Establishment of farmers field school
- Two trainings (seed production)
- Training materials

Additional financial resources mobilized, if any:
- USD 10 000 through TeleFood project to support this programme

Others:
- No

2.2. Inputs from provincial counterparts
- 1 government official (part time) assigned to assist with technical coordination with the UN
- Provision of the facilities for conducting trainings
- Office space allocated by the RRC to run regular project activities
- Logistic support given at times of field missions
- Support regular monitoring of field activities

2.3. Inputs from local governments
- Land and beneficiaries selection
- Assist in purchasing Inputs
- Arrange irrigation facilities
- Effectively engaging communities to support the programmes

2.4. Inputs from target communities/beneficiaries
- Crop lands and facilities for conducting training sessions and workshops
- Active participation of the community in jasmine rice production activities
- Organizing awareness raising events to motivate on importance of seeds production for their livelihood security

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Expertise and staff from local institutions and executive agencies
- Development of training and other materials

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name:
- RRC

Expertise available or support provided:
- Experts on seed production

Major roles/responsibilities of the partner/collaborator:

At activity monitoring level
- Identify project beneficiaries, land and preparation
- Mobilization of inputs
- File monitoring

At technical training level
- Develop training curriculum on jasmine rice seed production
- Organize training on seed preservation and marketing

4. PRIMARY TOOLS USED
- Improved agronomic practices
- Ensuring irrigation facilities
- Monitoring of field performance
- Training arrangement

5. MAJOR OUTPUTS PRODUCED
- More than 4 t/ha quality seeds produced
- Farmers' income raised
- Local demand of quality jasmine rice seeds met to a greater extent

6. MAJOR OUTCOMES ACHIEVED
- Incomes of farmers increased due to selling of quality seeds of jasmine which has very good market demand.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- No major constraints were encountered

8. MAJOR LESSONS LEARNED
- Farmers are interested in adopting income generating technologies, provided that adequate technical and financial ensured.

G. Native Chicken Raising and Meat Processing

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (sub-districts)	Target beneficiaries	Number of beneficiaries
Mok Cham Pae	Farmers and schools	30 farmers and 2 schools
Tham Lod	Farmers and schools	31 farmers and 3 schools
Muang Pon	Farmers	15 farmers
Mae Suad	Farmers	14 farmers
Mae La Noi	Schools	1 school
Sao Hin	Schools	3 schools

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 1 livestock officer
- 1 locally recruited staff for field coordination

Equipment deployed, if any:
- 1 de-feathering machine
- 1 vacuum packing machine
- Cooking utensils (gas stove sets, etc.)
- Tables and chairs for training class
- 1,000-litre water tank
- 2 deep freezers
- 3 polyethylene/stylo foam boxes (300 litres' capacity each)
- 19-litre boiler

Additional financial resources mobilized, if any:
- N/A

Others:
- Royal Model Farm Project/SUPPORT Foundation under H.M. The Queen allows processed chicken products to be sold through its outlets.
- Private sector (Betagro Group of Companies) will support chicken meat and processed products to be sold at the Betagro shops in Muang and Pai districts.
- BETAGRO will also support cold-chain transport of chicken meat and processed products from Mae Hong Son to Meat Processing and Training Center in Chiang Mai (for canned products processing).

2.2. Inputs from government counterpart (Department of Livestock Development – DLD, Ministry of Agriculture and Cooperatives)
- Full use of Mae Hong Son Meat Processing and Training Center and Ban Tha Pong Daeng, Muang district for training and chicken meat/meat products processing
- 3 government officials from the PLO and 4 workers assigned and employed, respectively: 2 workers assist in native chicken raising activity; the other 2 work at the Meat Processing and Training Center and assist in hygienic chicken slaughtering and chicken meat products processing activity.
- 1 4WD car provided by the Department of Livestock Development (DLD), in addition fuel and maintenance costs for use in these 2 activities

- Matching funds to purchase 9,000 native chickens for 2nd batch supply to all 90 farmers and schools
- Logistic support given at times of field missions

2.3. Inputs from local governments
- Technical back-stopping and logistic supports

2.4. Inputs from target communities/beneficiaries
- Use of the village chief's house, TAO's conference room for conducting training sessions on native chicken raising

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- (see others under bullet No 2.1)

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: PLO

Expertise available or support provided: Chicken husbandry and health

Major roles/responsibilities of the partner/collaborator:
- Identify beneficiary farmers and schools after PRA and village surveys by the PMU
- Training beneficiary farmers and school teachers on chicken raising (production and health)
- Organize training on hygienic chicken slaughtering and chicken meat products processing – together with a FAO regional office livestock officer and meat products experts from DLD headquarters
- Provide technical back-stopping and logistical supports to the farmers and the schools

4. PRIMARY TOOLS USED
- Participatory rural appraisal to identify the target villages, characterise local (livestock/chicken production) systems, and identify/select the beneficiary farmers and schools
- Use of village livestock volunteers to assist in native chicken raising activity

5. MAJOR OUTPUTS PRODUCED
- 90 farmers/schools (30 from Mok Cham Pae, 31 from Tham Lod, 15 from Muang Pon and 14 from Mae Suad) were trained on native chicken raising and 60 farmers/school teachers (from Mok Cham Pae, Tham Lod and Muang Pon) on hygienic chicken slaughtering and chicken meat products processing.
- 90 chicken barns will be established with 100 chicks supplied to each farmer/school. DLD/PLO will provide the 2nd batch of chickens (100 birds) to each of these 90 farmers/schools (until mid-2013).
- Revolving funds will be set up to assist the farmers to sustainably raise income and for sustainable run of the Meat Processing and Training Center at Ban Tha Pong Daeng.

6. MAJOR OUTCOMES ACHIEVED
- Beneficiary farmers earned their incomes from sales of native chickens.
- Chicken meat is available as source of protein food at village level for farmers' families, communities and schools (complementing H.M. The Queen's Royal Food Bank and H.R.H. Princess Sirindhorn's Agriculture for School Lunch Projects/Programmes.
- Mae Hong Son's first hygienic chicken slaughtering facility was established at the Meat Processing and Training Center at Ban Tha Pong Daeng, thus, enhance food safety practice.
- Three groups of farmers/school teachers were trained on hygienic chicken slaughtering and chicken meat products processing.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY

- Difficult transportation due to remoteness of the working areas (areas outside Muang district)
- Quick turn-over of the Provincial Livestock Officers (3 persons during the project duration up till July 2012)

8. MAJOR LESSONS LEARNED

- Difficult road transport and heavy rain affected the timely deliveries of the project inputs and the related field activities.
- Communication problem: some beneficiary farmers use ethnic/minorities' own dialects/languages and cannot understand Thai language well enough thus bring about some (occasional) misunderstanding.

H. *Support for Displaced People*

Items 1 through 4, 7 and 8 are the same as those in Activity 1.1.2. Section C.

5. MAJOR OUTPUTS PRODUCED

- Preparation of 20 *rai* land (approximately 7.9 acres) for agricultural and animal husbandry activities
- Construction of small scale building for e.g. mushroom growing; animal shelters (e.g. 4 shelter huts, 1 storage building, 1 animal building for poultry, 1 building for pigs)
- Delivery of training programmes for all project participants, as outlined above
- On-the-job feedback and coaching with technical inputs and support to project participants in carrying out agricultural activities
- Marketing and selling of produce at local and camp based markets
- 40 school students from Mae La Oon temporary shelter (aged 14-16) received trainings on crop and vegetable planting at the farm during school holiday in April-early June 2012.

6. MAJOR OUTCOMES ACHIEVED

- Over 200 project participants have already received training on agricultural and animal husbandry, as well as business skills.
- Project participants have an enhanced ability to be self-reliant in Thailand or have sources of income which supplement humanitarian assistance received in the temporary shelters.
- Refugees and farmers have skills that they may use when they decide to return voluntarily to Myanmar in the future, making such a return more likely to be sustainable.
- Project participants and the 'Green School Project' youths have increased access to a diversified diet from in-camp sources, with a greater nutritional content.

Output 1.2 – Agro-processing and Rural Entrepreneurship Development (Women's groups, older persons and other targeted groups have increased skills and capacity for agro-processing, including forestry, fisheries-based, etc., marketing and other associated support services and are engaged in income generating activities.)

Activity 1.2.1 – Carry out assessments and identification of priority areas

1. TARGET AREAS AND BENEFICIARIES

A. *Agro-processing and Income Generation*

Target areas / communities (sub-districts)	Target beneficiaries	Number of beneficiaries
Mok Chum Pae	Food-processing women's group	30 persons
Tham Lod	Food processing women's group	30 persons

B. *Rural Entrepreneurship Development*

Target areas / communities (sub-districts)	Target beneficiaries	Number of beneficiaries
Mok Cham Pae	Rural Enterprises Development Part I for local Business Development Service (BDS) providers	5
	Rural Enterprises Development Part II for local operators: Mok Cham Pae Soybean group	8
	Mechanic Skills Training	16
	Training workshop on Marketing Management (soybean group)	16
Tam Lod	Rural Enterprises Development Part I for local BDS providers	5
	Mechanic Skills Training	16
	Training on textile product development, marketing and study visit programme in Chiang Mai, Phrae and Lampoon province	10
Pa Bong	Rural Enterprises Development Part II for local operators: Ban Pa Pu Evaporated Cane Sugar group	9
	Training on agro-processing for sugarcane sub-sector: Ban Pa Pu Evaporated Cane Sugar group	25
	Study visit programme of sugarcane sub-sector in Singburi and Petchburi province	19
	Training workshop on marketing management (soybean group)	4
	Training workshop on marketing management (sugarcane group)	22
Pang Mu	Training on Agro-processing for soybean sub-sector: Pang Mu Bean (Pear Lor) group and Pang Mu Soybean (Tua Nao) group and provision of equipment	30
	Training on agro-processing for sugarcane sub-sector	6
	Study visit programme of soybean sub-sector in Chiang Mai and Phayao province	20
	Training workshop on marketing management (soybean group)	11
Huay Hom	Study visit programme of coffee sub-sector in Chiang Rai and Chiang Mai province	23
	Training workshop on marketing management (coffee group)	28

Target areas / communities (sub-districts)	Target beneficiaries	Number of beneficiaries
Muang Pon	Rural Enterprises Development Part II for local operators: Ban Muang Pon Sua Tai group	5
	Training on textile product development, marketing and study visit programme in Chiang Mai, Phrae and Lampoon province	10
La Koh	Rural Enterprises Development Part I for local BDS providers	1
	Rural Enterprises Development Part II for local operators: Ban Le Kho Handicraft group	3
	Training on agro-processing for sugarcane sub-sector	5
Jong Kam	Training workshop on marketing management (soybean group)	4
Mae Sa Rieng	Training on agro-processing for garlic sub-sector	25

2. INPUTS – FINANCIAL AND/OR IN-KIND

A. *Agro-processing and Income Generation*

2.1. Inputs from the UN

Human resources:
- 1 senior officer
- 2 locally recruited individuals or training support
- 1 national consultant – food processing
- 1 national consultant – food packaging

Equipment deployed, if any:
- N/A

Additional financial resources mobilized, if any:
- US$ 10,000 through 1 TeleFood projects to support the construction of one small kitchen facility in each Tambon.

2.2. Inputs from provincial counterparts
- Engagement of the staff of the PACO, its line departments, and the PIO

2.3. Inputs from local governments
- Engagement and active participation of the TAO staff in CWAs

2.4. Inputs from target communities/beneficiaries
- Active participation of villagers and beneficiaries in the collection of baseline information on crops produced in the CWAs and in a survey conducted on produce and product quality

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- N/A

B. *Rural Entrepreneurship Development*

2.1. Inputs from the UN

Human resources:
- 1 senior technical officer (as UNIDO Project Manager, not paid by the Project but regular UNIDO staff)
- 3 locally recruited – Project Coordinator and Assistants

Equipment deployed, if any:
- N/A

Additional financial resources mobilized, if any:
- N/A

2.2. Inputs from provincial counterparts
- Substantive inputs during trainings, consultation meetings, local forums including all the processes (planning, implementation and monitoring)
- Office space allocated by the PIO for UNIDO Field Assistant
- Logistic support given during field missions
- Substantive inputs provided for the UNIDO supported activities

2.3. Inputs from local governments
- N/A

2.4. Inputs from target communities/beneficiaries
- N/A

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Elaborated in Section 3

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: Dr. Paitoon Chetthamrongchai (Kasetsart University)
Dr. Prapatchon Jariyapan (Chiang Mai University)

Expertise available or support provided: Data collecting for market survey analysis

Major roles/responsibilities of the partner/collaborator:
- Review and analyse an overall agribusiness development such as production, marketing, consumption and policy of Mae Hong Son province
- Review and identify competitive market opportunities, market potential and threats for agribusiness of Mae Hong Son as well as exploring potential of product diversification/development to meet changes in demand
- Analyse market chains and proposing concrete actions in R&D in order to increase competitiveness for operators in agribusiness in the province

Name: National Food Institute (NFI)

Expertise available or support provided:
- Develop value chain analysis (VCA) and training on agro-processing

Major roles/responsibilities of the partner/collaborator:
- Map and collect relevant data/baseline information for analysis of strategic interventions/assistances to be provided to beneficiaries
- Access potential/area of interventions for product development to be more competitive in the market
- Provide a training course specifically on agro-processing to strengthen skills and capabilities of beneficiaries
- Develop a network of local groups of operators in supported sub-sectors

Name: Thailand Textile Institute (THTI)

Expertise available or support provided:
- Develop VCA and training on product development, marketing and facilitating study visit programme for textile sub-sector

Major roles/responsibilities of the partner/collaborator:
- Map and collect relevant data/baseline information for analysis of strategic interventions/assistances to be provided to beneficiaries
- Access potential/area of interventions for product development to be more competitive in the market
- Provide a training on product development specifically on design to strengthen skills and capabilities of beneficiaries
- Develop a network of local groups of operators

4. PRIMARY TOOLS USED
- Survey of food processing capacity in Mae Hong Son
- Value Chain Analysis
- Participatory and result-oriented planning, processes, and strategies

5. MAJOR OUTPUTS PRODUCED
- Baseline information obtained on crops produced in the villages in the CWAs
- A survey on produce and product quality in Mae Hong Son conducted.
- The potential for village level crop processing assessed
- Value chain assessment conducted for the textile sub-sector, and the current situation of the textile sub-sector in Mae Hong Son accurately identified and examined

6. MAJOR OUTCOMES ACHIEVED
- Work plans for training of trainers and village level processing developed
- Value chain assessment served as a basis for firming up areas of interventions and tailored assistance
- Recommendations on how to improve products to be more marketable and competitive in the market
- Supply chains developed for 5 fruit and vegetable processed products produced in CWAs, i.e. banana chips, banana toffee, chili sauce and pickled garlic.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- In terms of programme management, having a base in the field, i.e. a local office is significant for the implementation and monitoring of field activities.
- Natural disaster such as floods and landslides affected and delayed activities in the field.

8. MAJOR LESSONS LEARNED
- Participatory, consultative process is key for selection, prioritization and validation of sub-sectors during the first year of programme implementation in 2010
- Promotion of ownership of the processes and strong involvement of stakeholders in the project implementation are important
- Constant dialogues and exchange of information to create synergies with other UN agencies and counterparts in a joint programme/initiative requires strong coordination and leadership
- Active participation of local beneficiaries and promoting partnership with counterparts are significant to achieve sustainable development

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Activity 1.2.2 – Organize and carry out skills training and technical assistance and implement pilot activities

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1. TARGET AREAS AND BENEFICIARIES

In addition to the target areas and beneficiaries shown in Activity 1.2.1, the following groups and villagers were supported by the UNJP-MHS to help become self-reliant by setting up revolving funds.

Target areas / communities / villages	Target beneficiaries	Number of beneficiaries
Mae Saw	Newly formed credit group	20
Mae La Ga	Newly formed credit group	30
Mae Law	Newly formed credit group	25
Mae Had	Newly formed credit group	68
Mae Pae Yai	Newly formed credit group	35
Muang Pam	Newly formed credit group	16
Wana Luang	Newly formed credit group	80
Pa Morn	Newly formed credit group	36
Mok Chum Pae	Newly formed credit group	30
Huay Kan	Newly formed credit group	20
Mae Saenga	Newly formed credit group	26
Tob Sok	Newly formed credit group	75
Muang Noi	Existing credit group	126
Huay Doue	Existing credit group	30
Huay Tong	Existing credit group	284
Sob Moei (PanTaMitr)	Existing credit group	84
Huay Pu Loei	Existing credit group	135
Nam Som	Existing credit group	68
Huay Hee	Existing credit group	30
Bann Dong	Existing credit group	106
La Oop	Existing credit group	418
Huay Hom	Existing credit group	71
Thawee Kun	Existing credit group	115
Huay Kai Pa	Existing credit group	99
Tung Pa Ka	Existing credit group	57
Mae Lab	Existing credit group	127
Ta Song Kuae	Existing credit group	56
Dang Sangarn	Existing credit group	300

2. INPUTS – FINANCIAL AND/OR IN-KIND

A. *Agro-processing and Income Generation*

2.1. Inputs from the UN

Human resources:
- 1 senior officer
- 2 locally recruited individuals or training support
- 1 national consultant – food processing
- 1 national consultant – food packaging

Equipment deployed, if any:
- 2 solar tunnel dryers
- Simple processing equipment
  - Pots, chopping boards, knives, woks, colanders, and chopping equipment
  - Tripod burners for cooking
- Packaging materials
  - Plastic bags
  - Bottles

Additional financial resources mobilized, if any:
- US$ 10,000 through 1 TeleFood projects to support the construction of one small kitchen facility in each Tambon.

2.2. Inputs from provincial counterparts
- Provision of the facilities of the Skill Development Centre for the implementation of training on food processing

2.3. Inputs from local governments
- Provision of land for the construction of a small processing facility and a platform for the installation of a tunnel solar dryer (Mok Chum Pae)

2.4. Inputs from target communities/beneficiaries
- Active participation of the communities and beneficiaries in training sessions and workshops

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- N/A

B. Rural Entrepreneurship Development

2.1. Inputs from the UN

Human resources:
- Same as Activity 1.2.1

Equipment deployed, if any:

Total funds disbursed so far for equipment, tools provided to beneficiaries of UNIDO's activities:

- 1 crushing machine for Ban Pa Pu evaporated cane sugar group in Pa Bong sub-district
- 1 packaging machine for groups of operators in all UNIDO's supported sub-sectors
- Mechanic Skills Training – 1 set of basic tools and equipment as common facilities for villagers in Mok Cham Pae and Tam Lod sub-district (1 set per sub-district)
- 1 set of basic equipment for soybean processor groups in Pang Mu sub-district for producing fermented soybean cracker
- 1 coffee grinder for coffee operator groups in Huay Hom sub-district
- 1 coffee huller for coffee operator groups in Mae Hee sub-district
- 1 deodorizer machine for fried garlic production in Mae Sa Rieng sub-district

Additional financial resources mobilized, if any:
- Ministry of Industry (Office of the Cane and Sugar Board) earmarked US$ 170,000 for the sugarcane sub sector and also committed to provide a continue support to our local beneficiaries after the termination of the UNJP-MHS.

2.2. Inputs from provincial counterparts
- Substantive inputs during trainings, consultation meetings, local forums including all the processes (planning, implementation and monitoring)
- Office space allocated by the Provincial Industry Office for UNIDO Field Assistant
- Logistic support given during field missions
- Substantive inputs provided for the UNIDO supported activities

2.3. Inputs from local governments
- Substantive inputs during trainings, consultation meetings, local forums
- Use of TAO premises in Tam Lod and Mok Cham Pae for conducting training sessions on Mechanic Skills Training for youth/fresh graduates

- A storage room contributed by the TAO in Tam Lod and Mok Cham Pae and their supervision of tools and equipment supported by UNIDO (part of Mechanic Skills Training)

2.4. Inputs from target communities/beneficiaries
- Substantive inputs during trainings, consultation meetings, local forums
- Use of beneficiary's house for training sessions conducted on Agro-processing of evaporated cane sugar and soybean
- Use of village temple for organizing Action Planning Workshop of Development of Industrial Village
- Active participation in all capacity building programmes

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Elaborated in Section 3

C. *Rural Financing*

2.1. Inputs from the UN agency

Human resources:
- 1 technical officer
- 1 micro banker

Equipment deployed, if any:
- 1 notebook computer to backstop record keeping, accounting and reporting at service points
- 1 portable printer
- FAO-GTZ MicroBanking software to operate service points
- 1 license of Microsoft Server 2008 R2

Additional financial resources mobilized, if any:
- N/A

2.2. Inputs from provincial counterparts
- Engagement of the CPD in programme implementation and monitoring

2.3. Inputs from local governments
- Engagement and proactive participation of the TAO staff in CWAs

2.4. Inputs from target communities/beneficiaries
- Active participation of the communities and beneficiaries in training sessions and workshops

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- N/A

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: National Food Institute (NFI)

Expertise available or support provided: Develop VCA and training on Agro-processing

Major roles/responsibilities of the partner/collaborator:
- Map and collect relevant data/baseline information for analysis of strategic interventions/assistances to be provided to beneficiaries
- Access potential/area of interventions for product development to be more competitive in the market

- Provide a training course specifically on agro-processing to strengthen skills and capabilities of beneficiaries
- Develop a network of local groups of operators in supported sub-sectors

Name: Kenan Institute Asia (KIA)

Expertise available or support provided: Rural Enterprises Development

Major roles/responsibilities of the partner/collaborator:
- Providing an orientation workshop on Rural Enterprises Development for local government officers, BDS providers and group of operators in supported sub-sectors
- Analysing the results and information gathered from all stakeholders into strategic planning for development sustainable of Rural Enterprises Development in the province

Name: Thailand Textile Institute (THTI)

Expertise available or support provided: Develop VCA and training on product development, marketing and facilitating study visit programme for textile sub-sector

Major roles/responsibilities of the partner/collaborator:
- Map and collect relevant data/baseline information for analysis of strategic interventions/assistances to be provided to beneficiaries
- Access potential/area of interventions for product development to be more competitive in the market
- Provide a training on product development specifically on design to strengthen skills and capabilities of beneficiaries
- Develop a network of local groups of operators

Name: Micro-Enterprise Development Foundation (MEDF)

Expertise available or support provided: Rural and micro financing, financial management and accounting of agricultural cooperatives and credit unions

Major roles/responsibilities of the partner/collaborator:
- Establish up to nine new saving groups and strengthen 16 existing savings as well as credit revolving groups.
- Provide training to the groups to be capable of running their own internal operations, using the internet based MBWin record keeping, accounting and reporting system, and applying the rules and procedures for the operation of group revolving funds.

4. **PRIMARY TOOLS USED**
- Capacity building workshops and hands-on training to transfer skills and knowledge to target populations
- Training of Trainers to strengthen women's groups, producers, entrepreneurs, and market linkages between rural and urban areas
- Advocacy and awareness raising of good business practices and entrepreneurship, BDS (micro and small business development service), value chain approach, sustainable approach to small-scale, rural-based enterprise development, changing traditional methods to appropriate technologies, etc.
- Brainstorming meetings with key informants and village leaders
- Participatory workshop and training on micro financing, accounting, and business practices

5. **MAJOR OUTPUTS PRODUCED**
- At least 30 trainers were trained in processing and packaging of fruits and vegetables for sale.
- At least 60 individuals were trained in the village level processing and in the packaging of fruits and vegetables produced in Mae Hong Son.

- 1 training manual for Trainers of Food Processing
- 1 training manual for practitioners in village level food processing
- The Skills Development Centre is now equipped with the knowledge base to implement training on fruit and vegetable processing.
- 30 local operators trained on food safety, improving operation and developing new product
- A number of local operators equipped with basic concept and knowledge of rural entrepreneurship and micro business management
- 19 local operators from Pang Mu sub-district participated in the programme and learned to develop new products made by their well-known local product as an ingredient. They also have skills on how to produce fermented soybean cracker.
- A total number of 85 participants, consisting of 35 operators from soybean sub-sector, participated in the training on how to develop marketing of local products to tourism marketing, how to enhance local wisdom with creative marketing in developing new products or improving the existing ones.
- Local production of fermented soybean cracker supported after the training implemented. Self-reliance was also promoted in the community.
- 25 local operators from Pa Bong, La Koh, Pang Mu sub-district trained to improve quality of their products and production process
- A number of local operators equipped with basic concept and knowledge of rural entrepreneurship and micro business management
- A total number of 85 participants consisting of 28 operators from coffee sub-sector participated in the training on how to develop marketing of local products to tourism marketing, how to enhance local wisdom with creative marketing in developing new products or improving the existing ones. Also for government officials to act as market facilitators and service providers to help promoting local products.
- 25 local operators in Mae Sa Rieng sub-district trained on improving their operation of existing product (fried garlic) and equipped with new skills of producing garlic powder as another source of income
- A number of local operators equipped with basic concept and knowledge of rural entrepreneurship and micro business management
- 20 local operators from Tam Lod (10) and Muang Pon (10) sub-district learned how to create a new design through technique of hand embroidery with natural thread and beads in contemporary style and technology of finishing technique for local woven fabric, modification, basic testing for silk and cotton, dyeing of cotton, silk and control quality of the colour.
- 20 local operators are equipped with basic concept and approach of marketing management and learned to develop their marketing promotion/strategy to access new markets and/or adapt their products to suit market's need. Groups of operators are exposed and observe textile business operations in other provinces from successors.
- 30 representatives from local BDS providers participated in the training and enhanced their skills and knowledge on rural enterprises development.
- 27 representatives from local BDS providers and local operators shared and discussed on lessons learned and progress of local communities with future interventions proposed to achieve sustainability on Rural Enterprises Development in the province.
- 34 representatives from local BDS providers participated in the training and equipped with basic approach on how to act as market facilitators and business development service providers to help promoting local products.
- 2 training courses organized in Mok Cham Pae and Tam Lod sub-district; a total number of 32 participants trained on repairing services in the area of solar call panel, small machine for agriculture and motorcycles
- A number of local villagers benefited from common tools and equipment provided for repairing of any engines as necessary.
- All of the FAO targeted villages provided with introductory knowledge on the benefit of having their own saving group in the village
- Saving groups set up in 5 out of all 16 FAO targeted villages: Muang Pam, Pa Morn, Sob Moei (Pan ta Mitr), Dong Sangarn, and Mae Pae Yai
- A study trip organised for Mae Had and Mae Law to demonstrate the success of Mae Saw
- 5 MEDF staffs trained on MBWin at the ESP level

6. MAJOR OUTCOMES ACHIEVED

- Women trained in agro-processing have begun producing products for sale in their villages for livelihoods improvement
- At least 1,500 additional individuals trained in food processing across Mae Hong Son province by the Skills Development Centre that gained experiences and adequate skills and knowledge from the UNJP-MHS through close collaboration between the two entities
- 19 local operators from Pang Mu sub-district earned additional incomes by producing fermented soybean crackers.
- Similarly, the community people and local operators in other villages referred to in Section 5 above enjoy additional incomes from producing new or improved local products and, in general, benefit from increased productivity and enhanced production efficiency.
- 4 out of the FAO saving groups' financial records had been migrated to the MBWin system for more effective and efficient financial management.
- Of all 22 MEDF's existing targeted groups, there are 14 saving groups that were migrated to MBWin system, making all together 19 MBWin users amongst the existing MEDF targets groups.
- 2 saving and credit groups, i.e. Ban La Oop and Huay Thong, officially received the license to operate as agricultural cooperatives. Two other groups are in the process of being licensed: Muang Noi and Ban Dong in Huay Hom sub-district. This very important milestone was achieved in collaboration with the Provincial Cooperative Office of the CPD.
- After training on MBWin, 5 MEDF staffs are now performing daily operation on MBWin with least supervision.
- Support provided to both existing and new saving and credit groups, ensuring the sustainability of the Joint Programme
- Based on the FAO/MBWin remote server, activities expanded to cover Chiang Mai and Chiang Rai, aiming to convert all MEDF saving groups (60 for 70 groups) into MBWin server by 2016.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY

- Same as Activity 1.2.1
- Due to certain uncertainty, a few villages might not be able to pay for the services of MEDF in the future due to unforeseen circumstances that affect the income of saving groups. If their available financial assets fall below 1,000,000 baht, then they will not be able to pay for the MEDF services fee, and therefore they will have to drop out from the MBWin user list. In this case, it is suggested that an extension on the payment be granted to the five new FAO saving groups that may not be financially able to fulfil this obligation within the expected time frame.

8. MAJOR LESSONS LEARNED

- Food processing offers tremendous potential for livelihoods development and for dietary diversification.
- Participatory, consultative process is key for selection, prioritization and validation of sub-sectors during the first year of programme implementation in 2010.
- Promotion of ownership of the processes and strong involvement of stakeholders in the project implementation are important.
- Constant dialogues and exchange of information to create synergies with other UN agencies and counterparts in a joint programme/initiative requires strong coordination and leadership.
- Active participation of local beneficiaries and promoting partnership with counterparts are significant to achieve sustainable development.
- Patient, step-by-step approach to the capacity building of local beneficiaries on micro-financing, accounting and business practices, is required, despite the time consuming process.
- Careful planning, village situation analysis, and needs assessment are thus required.

Activity 1.2.3 – Carry out capacity building and formulate support mechanisms

1. TARGET AREAS AND BENEFICIARIES

Same target areas and beneficiaries supported by the Rural Entrepreneurship Development sub-component of the UNJP-MHS

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN

Human resources:
- Same as those listed under Rural Entrepreneurship Development of Activity 1.2.1

Equipment deployed, if any:
- N/A

Additional financial resources mobilized, if any:
- N/A

2.2. Inputs from provincial counterparts
- Substantive inputs during trainings, consultation meetings, local forums including all the processes (planning, implementation and monitoring)
- Office space allocated by the PIO for UNIDO Field Assistant
- Logistic support given during field missions
- Substantive inputs provided for the UNIDO supported activities

2.3. Inputs from local governments
- Engagement and proactive participation of the TAO staff in CWAs

2.4. Inputs from target communities/beneficiaries
- Active participation of the communities and beneficiaries in workshops, awareness raising events and study tours/visits

2.5 Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Elaborated in Section 3.

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: Institute of Small and Medium Enterprises Development

Expertise available or support provided: Data collecting for Business Directory/Training on SME development

Major roles/responsibilities of the partner/collaborator:
- Collect and consolidate data of locally owned businesses in the province into Business Directory for investment and tourism promotion
- Conduct series of training on Marketing for local government officers, BDS providers and group of operators in supported sub-sectors

4. PRIMARY TOOLS USED
- Capacity building workshops and training, including study tours, on public-private sector partnership, skills and knowledge transfers, and strengthening networks to exchange best practices in highland agricultural production and other income generating activities
- Business directors to link rural SMEs with opportunities in other areas, especially urban areas.

5. MAJOR OUTPUTS PRODUCED

- 19 local operators from Pa Pu village, Pa Bong sub-district participated in the programme. Partnership among operators of sugarcane sub-sector in Mae Hon Son, Singburi and Petchburi province established for exchanging knowledge and potential business partnership. Participants learned more on practical knowledge from successors.
- 23 participants including representatives from local BDS providers and operators in coffee sub-sector participated in the programme and attended the training in Chiang Rai (*Doi Chang* coffee) and Chiang Mai province (*WAWEE* coffee) to enhance their knowledge and improve production process. Huay Hom coffee was also tested in laboratory and resulted fair quality in terms of taste, flavour and smell.
- 32 participants including local government officials and operators from Pa Pu village and neighbouring villages in Pa Bong sub-district attended the workshop and developed a concrete actions plan.
- 20 participants from Pa Pu Village and neighbouring villages participated in the programme to explore new technique/management system from success industrial villages in other provinces including learning new ideas, theories, troubleshooting to be applied to their own businesses and communities. Network established with local communities in visiting provinces.
- A comprehensive Mae Hong Son Business Directory in both Thai and English providing detailed information of key economic sub-sectors (soybean, sesame, coffee, chilli and sugarcane) including tourism aspect and services provided for business and investment promotion.
- 110 participants including 22 local operator groups of UNIDO's supported sub-sectors (sugarcane, soybean, coffee, textile & handicraft) and also under support of Provincial Industry Office, 21 local companies from Chiang Mai, Lampoon, Lamphang province. A venue provided for promoting local products and exploring new business partnership.

6. MAJOR OUTCOMES ACHIEVED

- Networks of local micro and SME businesses strengthened
- Best business practices exchanged in highland agricultural production and other income generating activities as a model to be replicated in other areas and regions
- Linkages made with private sector associations in Chiang Mai and at national level

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY

- Same as Activity 1.2.1

8. MAJOR LESSONS LEARNED

- Participatory, consultative process is key for selection, prioritization and validation of sub-sectors during the first year of programme implementation in 2010.
- Promotion of ownership of the processes and strong involvement of stakeholders in the project implementation are important.
- Constant dialogues and exchange of information to create synergies with other UN agencies and counterparts in a joint programme/initiative requires strong coordination and leadership.
- Active participation of local beneficiaries and promoting partnership with counterparts are significant to achieve sustainable development.

Output 1.3 – Ecotourism Development (Eco-tourism opportunities are identified and initiatives formulated with support from local authorities.)

Activity 1.3.1 – Carry out survey and assessment of development potentials

A needs assessment for Output 1.3 was conducted under the framework of the PRA carried out jointly for Objective 1 of the UNJP-MHS. However, to complement the PRA results, an additional baseline survey was conducted by FAO, UNDP UNESCO, the CBT-I, and the PTSO.

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (villages)	Target beneficiaries	Number of beneficiaries
Muang Pon and Muang Pon	All villagers	Approximately 200 households • 1 Temple • 1 local school • 10 homestay operators • 20 members of Women/Food Processing Group • 1 Sub-district Administrative Organization (SAO)
Muang Pam and Tham Lod	All villagers	• Approximately 100 households • 11 community leaders • 30 herbalists/spiritual leaders • 50 ecotourists (during February – April 2013) • 27 students (Grade 3-6) • 4 school teachers • 7 homestay operators • 1 NGO (CBT-I local facilitator)
Mae Hong Son town	Tourism operators	• 2 tour operators • 5 souvenir shops • 3 restaurants • 5 hotels/resorts • 5 community-based ecotourism operators • 1 college (Mae Hong Son Community College)
	Provincial Policy Makers	• 9 Mae Hong Son Provincial authorities including POTS. • 2 Sub-district Administrative Organizations (Vice-president of Muang Pon Sao and the President of Muang Pam Sao). • 7 community leaders from Satun and Songkhla.

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 3 programme specialists
- 1 project officer
- 1 national consultant engaged on the environmental aspect of eco-tourism

Equipment deployed, if any:
- No equipment procured

Additional financial resources mobilized, if any:
- No additional financial resources

2.2. Inputs from provincial counterparts
- 1 government official assigned to assist with technical coordination with the UN on eco-tourism
- A Task Force on Eco-tourism established by the PTSO and approved by the Governor

2.3. Inputs from local governments
- A TAO member in Muang Pon has been assigned to engage with the process of implementation taken forward by the CBT-I

2.4. Inputs from target communities/beneficiaries
- Proactive participation in workshops and training sessions as well as information and knowledge sharing with other community people

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- CBT-I contributed US$ 35,156 to complement the ecotourism development activities of the UNJP
- Expertise and staff time of 8 staff members from the CBT-I
- Expertise from 6 staffs and 2 community leaders

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: CBT-I

Expertise available or support provided: Eco-tourism development

Major roles/responsibilities of the partner/collaborator:
- Conduct a baseline survey of the ecotourism sector in Mae Hong Son province to allow a more targeted and efficient delivery of the joint programme, responding to the needs and expectations of both local government and communities
- Conduct cultural mapping to gather a body of knowledge and information on ethnic culture and natural resources that can be applied to benefit target UNJP communities
- Strengthen the capacities of Ecotourism and Community Based Tourism groups, TAOs and private sectors for the sustainable, profitable management of tourism resources
- Catalyse the expertise of the provincial taskforce on sustainable tourism in order to develop a methodology to identify and promote sustainable and ecotourism suppliers
- Facilitate linkages and partnerships between private sectors and local communities
- Develop "LOCAL COMPASS" sustainable tourism maps and information which will allow tourists to identify Mae Hong Son's most responsible tourism operators and to have an authentic, responsible experience, which benefits local people and the environment

4. PRIMARY TOOLS USED
- Baseline survey technique to assess the current situation on ecotourism and community-based tourism
- Cultural mapping to gather a body of knowledge and information on ethnic culture and natural resources that can be applied to benefit target communities

5. MAJOR OUTPUTS PRODUCED
- "Baseline Study on Ecotourism Development in Mae Hong Son" completed
- Cultural mapping conducted to gather a body of knowledge and information on ethnic culture and natural resources that can be applied to benefit 2 target communities

6. MAJOR OUTCOMES ACHIEVED

- Baseline Study on Ecotourism Development in Mae Hong Son paved the way for developing action plans for Muang Pon and Muang Pam Villages.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY

- Initially, the procedures of provincial approval of the recruitment of consultants/contractors were unclear. However, while it caused some delay, these issues were eventually clarified.
- There were some difficulties when several UN agencies tried to join forces and work jointly, particularly in overcoming the differences in our operational systems. The outcome was that it was necessary to avoid trying to spend money together, and rather make separate contracts with those eligible to implement activities for us.

8. MAJOR LESSONS LEARNED

- In a joint programme with many involved parties, it would be more useful to have strong coordination from Objective and overall programme level, than to break down the coordination structure to Output level. This would facilitate stronger integration and coordination of all the different components.

Activity 1.3.2 – Carry out strategic planning exercises with local authorities and communities

1. TARGET AREAS AND BENEFICIARIES

- Same as Activity 1.3.1 Section 1

2. INPUTS – FINANCIAL AND/OR IN-KIND

- Same as Activity 1.3.1 Section 2

3. IMPLEMENTING PARTNERS AND COLLABORATORS

- Same as Activity 1.3.1 Section 2

4. PRIMARY TOOLS USED

- A series of participatory planning consultations at both provincial and community levels
- Workshops to identify local stakeholders, including tour operators and local businesses, and to decide on the best approaches to the implementation of planned actions

5. MAJOR OUTPUTS PRODUCED

- A Provincial Taskforce on Eco-Tourism established and active
- Indicators for Mae Hong Son Green Map developed
- 37 business and institutions registered on the Green Map
- Cultural mapping activities completed in the 2 target villages i.e. Muang Pam and Muang Pon Villages

6. MAJOR OUTCOMES ACHIEVED

- The institutional mechanism developed such as the Provincial Taskforce on Eco-Tourism as well as innovative frameworks of community-based tourism, i.e. Green Map and cultural mapping, all facilitated identifying and involving local enablers, stakeholders and target beneficiaries in the process of ecotourism development.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY

- Same as Activity 1.3.1 Section 7

8. MAJOR LESSONS LEARNED

- Same as Activity 1.3.1 Section 8

Activity 1.3.3 – Provide technical assistance, training and provision of inputs for implementation of action plans

1. **TARGET AREAS AND BENEFICIARIES**
   - Same as Activity 1.3.1 Section 1

2. **INPUTS – FINANCIAL AND/OR IN-KIND**
   - Same as Activity 1.3.1 Section 2

3. **IMPLEMENTING PARTNERS AND COLLABORATORS**
   - Same as Activity 1.3.1 Section 2

4. **PRIMARY TOOLS USED**
   - Workshops on the building of capacity of local stakeholders as well as their skills and knowledge of community-based or eco-tourism tourism
   - Hands-on training on eco-friendly, energy saving tools and equipment

5. **MAJOR OUTPUTS PRODUCED**
   - Capacity building provided to strengthen the capabilities of community-based tourism groups, TAOs and the private sector for sustainable tourism management and operations in 2 target villages, including: training for tour guides and local hosts on basic English for hospitality, culture and nature interpretation; product designing, packaging and marketing for agro-processing occupational groups; sharing community successes in conservation, sustainable agriculture and livelihoods with tourists via tours; and liaising with the private sector to facilitate linkages and promote eco-tourism
   - The LOCAL COMPASS process initiated with support from the PTSO
   - Sustainable tourism city maps and related information developed allowing tourists to have an authentic, responsible experience, which benefits local people and the environment
   - Linkages and partnerships facilitated between the private sector and communities engaging in eco-tourism
   - Capacity building and support provided for 2 target communities for the integration of environmental management and renewable energy in community-based eco-tourism activities

6. **MAJOR OUTCOMES ACHIEVED**
   - 2 new local ecotourism initiatives developed and implemented by communities or locally-based organizations
   - 8 contributing stakeholders from government, private sector and civil society involved in an ecotourism task force and policy processes
   - 100 households trained and benefiting from eco-tourism
   - 10 Mae Hong Son service providers supporting ecotourism initiatives in target communities

7. **MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY**
   - Same as Activity 1.3.1 Section 7

8. **MAJOR LESSONS LEARNED**
   - Same as Activity 1.3.1 Section 8

Output 2.1 – Sustainable Natural Resources Management (Sustainable practices on natural resource management, forest conservation and livelihood activities are assessed, documented, demonstrated and disseminated through community participation together with local governments and civil society organizations)

Activity 2.1.1 – Carry out needs assessment and prioritizing of provincial interventions

A needs assessment for Output 2.1 was conducted under the framework of the PRA carried out jointly for Objective 1 of the UNJP-MHS. The participatory surveys undertaken in Activity 2.1.2 also served in part the objectives of Activity 2.1.1 in identifying beneficiaries' needs and areas for interventions by the UN and the Government of Mae Hong Son.

Activity 2.1.2 – Carry out local participatory surveys and action planning exercises based on outcomes from the 2.1.1 exercise

1. TARGET AREAS AND BENEFICIARIES

A. *Sustainable Natural Resources Management*

Target areas / communities (villages)	Target beneficiaries	Number of beneficiaries
Mok Chum Pae	All villagers who depend upon natural resources for livelihoods	Approximately 400 households
Mae Sa Nga	same as above	200 households
Huay Kan	same as above	200 households
Tob Sok	same as above	40 households
San Kum Lue/Air Koh	same as above	170 households
Wana Luang	same as above	270 households
Pa Morn	same as above	100 households
Muang Pam	same as above	140 households

B. *Renewable Energy*

Target communities / villages / schools	Target beneficiaries	Number of beneficiaries
Under "Capacity Building Program"		
– Tham Lod – Mok Cham Pae – Mae Suad – Mae Yuam	Villagers	• 466 people
	Local government officers and community leaders	• 19 local government officers • 37 community leaders and
	Local technicians and local government officers	• 24 local technicians • 12 local government officers
Under "Demonstrated Activities"		
Pico hydro systems installed		
Pang Ung, Sub-village of Huai Ma Kua Som Sub-district	Villagers and government agencies	• 32 households • 1 small military camp • 1 local government office
Kong Oom, Sub-village of Mae Lo Sub-district	Villagers, pupils and teachers	• 60 households • 1 school with 30 pupils and 2 teachers

Target communities / villages / schools	Target beneficiaries	Number of beneficiaries
Solar PVs installed		
Sob Mae Po, Sub-village of Tha Ta Fang Sub-district	Villagers	• 7 households
Pa Morn School	Pupils and teachers	• 40 students • 3 teachers
Mae Pae Yai School	Pupils and teachers	• 90 students • 4 teachers
Pang Ung, Sub-village of Huai Ma Kua Som Sub-district	Villagers	• 32 households
Oom Loh	Villagers	• 108 households
Na Doi	Villagers	• 84 households
Biogas from animal dung		
Air Koh	Villagers	• 6 households & 2 schools
Mae Had	Pupils & teachers	• 1 school with 132 students and 2 teachers
Biomass gasifier cooking stoves installed		
Tham Lod	Villagers	• 3 households
Huai Pong On	Villagers	• 3 households
Tha Ta Fang Mae Kong Kha	Villagers	• 3 households
Mae Suad	Villagers	• 3 households

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 2 technical officer
- 1 international consultant

Equipment deployed, if any:
- N/A

Additional financial resources mobilized, if any:
- N/A

2.2. Inputs from provincial counterparts
- Professional and administrative staff time of the PNREO

2.3. Inputs from local governments
- 4 government officials from 4 targeted sub-districts assigned to assist with technical coordination with the UN on renewable energy
- Logistic support given at times of field missions
- Assistance given by the TAO to coordinate with village chiefs and beneficiaries in the targeted areas

2.4. Inputs from target communities/beneficiaries
- Very active participation of villagers including village leaders in needs assessment

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Professional and administrative staff time, secretariat facilities, and communication facilities (telephone, fax, e-mail, computers, etc.) to conduct baseline surveys

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: Chiang Mai University – Biology Department, Faculty of Science,

Expertise available or support provided: Natural resources and environmental management; land tenure analysis including forestry and environmental laws; rural sociology

Major roles/responsibilities of the partner/collaborator:
- Carry out needs assessments and prioritizing of provincial interventions, viz. reviewing existing government programmes and strategies, and conducting policy dialogues with stakeholders, and assess current practices related to natural resource management
- Undertake local participatory surveys and action planning exercises based on the above outcomes, viz. conducting participatory survey and analysis of present and past forms of environment and natural resource management, conducting mapping and land classification exercises with community and local government and analysing existing laws regulating land rights, allocation, titling and land use planning, and reviewing and formulating local environment and natural resource management action plans for selected communities
- Implement action plans, viz. assisting in the implementation of local environment and natural resource management plans in selected sites through provision of technical assistance and training, and carrying out capacity building for local communities and local governments

Name: E for E

Expertise available or support provided: Renewable energy

Major roles/responsibilities of the partner/collaborator:
- Conduct an analysis of gaps and needs in the areas of renewable energy and identify geographical and technical areas of need to enable prioritization of limited resources. The analysis includes both a document review and a field survey
- Design a work plan addressing those gaps and needs, and includes a set of key activities, a timeframe and a management plan
- Implement the proposed work plan activities within the required timeframe.

4. PRIMARY TOOLS USED
- Participatory rural appraisal technique to assess the current situation on the utilization of natural resources by villagers and on the energy demand and use at the community level

5. MAJOR OUTPUTS PRODUCED
- Analyses of laws regulating land rights, allocation and titling were conducted to help focus on the contentious issues
- Case study samples completed for alternative options for shifting cultivation such as carbon offsetting projects, payments for environmental services, and ecotourism
- Profiles of the target villages and schools completed focusing on possible areas for assistance in renewable energy

6. MAJOR OUTCOMES ACHIEVED
- Capacity of local communities and governments built on beekeeping, bamboo farming, bamboo charcoal manufacturing, medicinal plant use and cultivation, and agro-forestry
- An exit strategy formulated for the provincial unit concerned to take over the tasks upon finalization of the UNJP-MHS was drawn up
- Detailed work plans for assistance in renewable energy developed and approved

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY

- The success of implementation would depend considerably on the cooperation provided by the local provincial officers. With this in view, several meetings and workshops were organized to inform the officers of the activities, and their concerns were addressed. Additional funds were set aside for undertaking work jointly so the capacity of the staff can be strengthened as part of the programme.

8. MAJOR LESSONS LEARNED

- Considerable time and extensive discussions are required in order to engage local provincial officials to allow them to understand the nature of the work, and the need for their support
- Provincial officials emphasize the participation of local experts. But this is a sensitive issue, and effort should be given to mollify the concerns of these officials and ensure the project's funds do meet these needs.

Activity 2.1.3 – Implementation of action plans from 2.1.2 exercise

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1. TARGET AREAS AND BENEFICIARIES

- Same as Activity 2.1.2 Section 1

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- Same as Activity 2.1.2 Section 2

Equipment deployed, if any:
- A solar home system, maintenance tools, and spare parts in Mae Yuam, Tham Lod, and Mae Suad, respectively (total 3 sets)
- A 7-kw pico hydro system in Mok Cham Pae
- A 5.5-kw pico hydro system in Mae Suad
- A 520-wp solar PV battery charging station in Mae Yuam
- A 2.18-kwp solar PV system in Tham Lod and Mae Suad, respectively
- Charge controller sets provided to Mok Cham Pae and Mae Suad (2 sets for each sub-district: total 4 sets)
- Biomass cooking stoves in Tham Lod (3 sets), Mok Cham Pae, Mae Yuam, and Mae Suad (3 sets for each sub-district: total 12 sets),
- Biogas production systems (balloon type) in Tham Lod (8 sets), Mae Yuam (4 sets), and Mae Suad (1 set) – total 13 sets

Additional financial resources mobilized, if any:
- No additional financial resources

2.2. Inputs from provincial counterparts
- 2-3 government officials assigned to assist with technical coordination with the UN on sustainable natural resources management and renewable energy

2.3. Inputs from local governments
- Same as Activity 2.1.2 Section 2
- TAO premises for conducting workshops

2.4. Inputs from target communities/beneficiaries
- Very active participation of villagers including village leaders in knowledge sharing and capacity building training

- Use of village chief's houses, village temples, or churches for conducting training sessions and workshops
- Lands and labours provided by the beneficiaries for installation of demonstrated projects
- Operators assigned by the communities to operate and maintain the demonstrated projects as well as to collect data for project monitoring

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Advocacy materials, including video clips, produced by Thai Oil Company to promote the use of renewable energy and to protect the environment
- Expertise and staff time of 12 staff members from the Energy for Environment Foundation
- Thai Oil Public Company:
  - 2,000,000 Thai baht contributed to complement the renewable energy activities of the UNJP
  - Advocacy materials, including video clips, produced to promote the use of renewable energy and to protect the environment
- Expertise on hydro power from Department of Alternative Energy Development and Efficiency
- Expertise on biogas system from Lampang Provincial Livestock Office
- Expertise on solar home system repair from Lamphun Technical College

3. IMPLEMENTING PARTNERS AND COLLABORATORS
- Same as Activity 2.1.2 Section 3.

4. PRIMARY TOOLS USED
- Hands-on training on bamboo charcoal manufacturing and the use and repairing of renewable energy equipment and tools
- Mapping and land classification with a Geographic Information System (GIS) and remote sensing technology
- Survey on medicinal plant use by ingenious ethnic groups

5. MAJOR OUTPUTS PRODUCED
- More than 70 villagers in Mok Chum Pae and Tham Lod Sub-districts trained on bamboo charcoal production
- A publication on medical plans knowledge and use in White Karen villages
- Pico-hydro power plants established and operational in 2 target villages
- Energy efficient cooking practices introduced as demonstration sites in 3 villages
- PV Battery Charging Stations revitalized in 2 villages and replaced in 1 village
- Solar PV system installed and operational in the schools of 2 villages
- Demonstration sites of biogas from animal dung for cooking purposes at household level were built and operational in 2 villages.
- Demonstration sites of charcoal production from rice husk were built and operational in 1 village.

6. MAJOR OUTCOMES ACHIEVED
- White Karen villagers in younger generations aware of the importance of conservation of native plans and better usage of medical plants with their increased knowledge
- Trained villagers now capable of producing bamboo charcoal production without UN and government interventions
- 3 renewable energy best practices shared with local organizations and communities
- Enhanced productivity due to a stable electricity supply from the pico-hydro power plants
- Improved classroom study environment with new electricity supply from the solar PV system
- Improved community access to electricity through renewable energy sources
- Improved livelihood of local communities through the renewable energy application
- Decreased deforestation through the promotion of energy efficiency practices and application of renewable energy options
- Increased capacity building of local communities on the issue of renewable energy through awareness, knowledge and skill development

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY

- Initially, the procedures of provincial approval of the recruitment of consultants/contractors were unclear. However, while it caused some delay, these issues were eventually clarified.
- Since the UNJP-MHS has a wide range of activities and it is difficult, if not possible, to know in detail what each activity entails in the initial planning stages, potentials for overlapping or related activities being planned without sufficient coordination across different Objectives. However, the related activities were identified at an early stage to coordinate closely with relevant parties before implementation.

8. MAJOR LESSONS LEARNED

- Participatory approaches are needed to receive full cooperation of all stakeholders.
- There is a need to emphasize and demonstrate more widely the benefits of sustainable management of natural resources.
- Capacity building should be an integral part of the UNJP-MHS. Proactive participation of local people and their strong interest in learning new knowledge and skills, contributed substantially to strengthening the capacity of local communities.
- In a joint programme with many involved parties, it would be more useful to have strong coordination from Objective and overall programme level, than to break down the coordination structure to Output level. This would facilitate stronger integration and coordination of all the different components.
- Training is an effective means for awareness raising when it is combined with technology innovation suitable for the need of the community.
- Strong collaboration between community members, local leaders and local government officials as well as increased community awareness of renewable energy issues contributed to a success of the programme.
- Support from both public and private sector was also indispensable in solving problems concerned with renewable energy and sustainable natural resources management..
- In order to materialize and bridge technological gaps with the local way of life, the factors to success include: (i) a collective decision and participation of community members, (ii) a revival of history and memory in the tradition, (iii) capacity building in application and adaptation local technology, (iv) flexibility and adaptability of technology, and (v) there is a need for creating a learning platform through available mechanisms such as schools.

Output 3.1 – Data Collection, Integration, and Management (Collection, analysis, maintenance and utilization of the data and strategic information for decision making related to social services for vulnerable groups strengthened.)

Activity 3.1.1 – Carry out trainings for relevant local government staff and representatives from the targeted communities on methodologies for data collection and analysis related to access, accessibility and delivery of social services (education, health and welfare)

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (sub-districts)	Target beneficiaries	Number of beneficiaries
Tham Lod sub-district	Local government officers and all community people	Approximately 3,400 persons
Mok Chum Pae sub-district	Local government officers and all community people	Approximately 6,400 persons

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN

Human resources:
- Total 7 technical officers from 7 UN agencies, i.e. FAO, IOM, UNESCO, UNFPA, UNDP and WHO
- 1 programme assistant in Bangkok
- 1 programme coordinator in the field
- 2 programme assistant in the field

Equipment deployed, if any:
- No equipment procured

Additional financial resources mobilized, if any:
- No additional financial resources

2.2. Inputs from provincial counterparts
- 2 government officials on statistics assigned by the Provincial Statistics Office (PSO) to assist with overall technical coordination with the UN
- Government officials from the Provincial Health Office (PHO) also supported the delivery of activities and coordination, especially when conducting health surveys.
- Office space allocated by the PHO for the IOM staff

2.3. Inputs from local governments
- 1-2 local government officials from each TAO
- Staff time of district health officials
- District health officials, community health workers and community health volunteers participated in the UNJP-MHS.

2.4. Inputs from target communities/beneficiaries
- Staff time of community health workers and community health volunteers
- Participation of villagers in health surveys

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Expertise and staff time of 13 staff members from Assumption University

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: Assumption University

Expertise available or support provided: Data auditing

Major roles/responsibilities of the partner/collaborator:
- Identify, map and collect (when possible) all relevant information/data/existing analytical reports for the work conducted in Objective 3 from provincial, district and sub-district levels as well as from the UN agencies involved in the project
- Study the data collected and provide strategic directions for strengthening the information management strategy in the province including proposing an information flow from data providers to analysts to decision makers
- Review the data collected and identify information relevant for measuring progress made under objective 3 and identify any gaps in the data
- Conduct awareness raising activities on information management including workshops for provincial, and possibly district-level information managers in data usage

Name: PHO and District Health Office (DHO)

Expertise available or support provided: Technical knowledge of baseline data collection, analysis and maintenance

Major roles/responsibilities of the partner/collaborator:
- Develop a database and information system
- Organise a capacity building workshop on pre-Knowledge Attitudes and Practices (KAP) surveys

4. PRIMARY TOOLS USED
- Desk analysis and a brief site survey in order to identify potential for activities that integrates renewable energy and environmental management into the proposed eco-tourism activities in pre-selected sites in Mae Hong Son.
- Training on KAP surveys
- Methodology development for data collection on community-based surveys

5. MAJOR OUTPUTS PRODUCED
- A report on a community-based household survey with information on provincial social service related statistics, including the following:
  - mapping of available information
  - recommendations for formulating an information management strategy in the province including an information flow to assist with data integration and analysis and decision making
  - recommendations on which data to be used for measuring the progress and performance of the joint programme, taking account of the indicators already defined for monitoring and evaluation purposes
- 25 health staffs, 11 CHWs and 12 CHVs trained on data collection for pre-KAP surveys, and a Pre-KAP survey completed
- Existing data on social services mapped, gaps in information identified and recommendations for improvements provided

6. MAJOR OUTCOMES ACHIEVED
- The community-based household survey provided the UN and the Government of Mae Hong Son with an in-depth understanding of the complex information and database (systems) available

at provincial and local levels as well as a basis for formulating a detailed work plan for follow-up actions.

- 25 health staffs, 11 CHWs and 12 CHVs capable of conducting pre-KAP surveys

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY

- Initially the procedures of provincial approval of the recruitment of consultants/contractors for Output 3.1 of the UNJP-MHS were unclear. However, while it caused some delays, these issues were eventually clarified.
- Secondary data were insufficient and difficult to use, and data updating was time consuming.

8. MAJOR LESSONS LEARNED

- While most of the technical departments adopt similar data collection and processing methods, their databases and information systems are rather independently managed and not integrated at all. It is therefore very challenging and requires a long-term commitment to share the data and information amongst the departments effectively and to make them more useful for the analyses of issues of an interdisciplinary nature.
- In the meantime, data collection methodologies at the local government level must be adjusted in a flexible and practical manner in order to best serve local planning and needs.

Activity 3.1.2 – Improve databases and information systems, particularly in reviewing and updating the health information systems that are extended for the vulnerable groups

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Sections 1 through 3, and 8 are the same as those defined in Activity 3.1.1.

4. PRIMARY TOOLS USED

- Workshops to raise awareness on information management and utilization as well as on community-based database/information systems
- Data collection through targeted, specialized surveys
- Hands-on training on computer systems and software

5. MAJOR OUTPUTS PRODUCED

- Awareness-raising activities on information management and utilization implemented with provincial and possibly district-level information managers
- A field-based needs assessment and situation analysis carried out through group meetings with key stakeholders in the target community, i.e. Mok Chom Pae, and through discussions with the Provincial Social Development and Human Security Office (PSDHSO), the PSO, and the PHO
- A consultative meeting held at national level on the establishment of a community-based database/information system in Mae Hong Son in collaboration with the National Statistics Office where representatives from line ministries, relevant government offices from Mae Hong Son, the Civil Society Networks and NGOs participated
- Additional baseline data collection on health of older persons carried out by the PHO in Muang District
- A progress reporting and monitoring system developed jointly by IOM and the PHO
- Training on Website Creation and Data Usage conduced for TAO staff

6. MAJOR OUTCOMES ACHIEVED

- New frameworks set up and an environment surrounding information bases and data systems substantially improved with the overall capacity of data analysts and users enhanced
- TAO staff now capable of creating official websites for the TAOs to publish Public Relations information and advertise local products

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY

- Secondary data were insufficient and difficult to use, and data updating was time consuming.
- A long-term commitment is required to improve information and data systems and bases.

Activity 3.1.3 – Collect and analyse data to support program design and monitoring and evaluation.

Sections 1 through 3, and 8 are the same as those defined in Activity 3.1.1.

4. PRIMARY TOOLS USED
- Household survey and community mapping on the overall health related knowledge and practices, access to public primary care and health information services, the situation of children and women, environmental health and community sanitation
- Hands-on training on data collection and analysis
- Stock-taking of existing information systems and data bases

5. MAJOR OUTPUTS PRODUCED
- Community mapping carried out by the health officials of targeted Health Centers and migrant CHWs in targeted villages
- Community-based surveys (household survey and community mapping) conducted in all 17 clusters of targeted village
- Maps on 24 themes produced for sub-districts and village levels
- Training for migrant CHWs on data collection carried out
- Education surveys conducted providing date and indicators for non-formal education and indicating basic minimum needs at all school levels, especially targeting drop-outs and those who are not in school
- A data audit conducted for social data in Mae Hong Son and information collected in 17 provincial and sub-district offices and analysed to identify bottlenecks, overlaps and recommendation for improvement of data flow

6. MAJOR OUTCOMES ACHIEVED
- At least 20 government officials using the skills acquired from training on data utilisation
- Improved knowledge and skills of the PHO staff on essential data collection and survey on community health

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- Same as Activity 3.1.2 Section 7

Output 3.2 – Non-formal and Information Education (Enrollment, attendance and completion rates through formal and non-formal education for all, especially among girls and women living in remote areas are further improved; and schools and learning centers' capacity enhanced.)

Activity 3.2.1 – Carry out institutional capacity building of teachers and local government authorities, strengthen partnership mechanisms and develop sectoral strategies and learning curricula

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1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (villages)	Target beneficiaries	Number of beneficiaries
Informal and non-formal education		
San Kum Lue/Air Koh, Wana Luang, Pa Mon, and Muang Pam villages in Tham Lod sub-district	Disadvantaged youth and adults of CLCs and OPCs	200
Mok Chum Pae, Mae Sae Nga, Huay Kan, and Tob Sok villages in Mok Chum Pae sub-district	same as above	115
Sao Hin, Po Saw, and Sala Chiang Tong villages in Sao Hin sub-district	same as above	513
Mae La Noi, Tung Sarapee, Mae La Mong, and Huang Rin in Mae La No sub-district	same as above	5082
Advocacy and awareness raising on education through community radio broadcasting		
Entire province	Radio listeners in the province	Estimated 10,000 people
Capacity building and school governance		
Muang district, Pang Ma Pa District, Mae La Noi District, Khun Yuam district, Mae Sarieng and Mae Lan Noi	Selected educational personnel who are the implementers and leaders of this UNJP	40

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN

Human resources:
- 1 programme specialist
- 1 programme assistant
- 1 national consultant

Equipment deployed, if any:
- N/A

Additional financial resources mobilized, if any:
- N/A

2.2. Inputs from provincial counterparts
- Professional and administrative staff time of the Non-Formal and Information Education Office (NFIEO) and of the Provincial Office

2.3. Inputs from local governments
- Administrative staff time of TAOs

2.4. Inputs from target communities/beneficiaries
- Participation of villagers in courses and training opportunities offered by CLCs and OPCs

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc)
- Expertise and professional staff time of 1 staff member of the North Non-Formal Education Center in Lam Pang Province

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: North Non-Formal Education Center in Lam Pang Province

Expertise available or support provided: Non-formal and informal education

Major roles/responsibilities of the partner/collaborator:
- Provide the Non-Formal and Information Education Office in Mae Hong Son with technical guidance and advice on the implementation of the Joint Programme
- Assist in the organization of study strips
- Facilitate communication, networking and participation among communities, schools, learning centres, and other stakeholders (including local governments, NGOs and private sector).

5. PRIMARY TOOLS USED
- Needs assessments and situation analysis through school surveys
- Study trips of teachers and school administrators
- Radio broadcasting in local ethnic languages to advocate and promote school enrolment of dropout and disadvantaged groups

6. MAJOR OUTPUTS PRODUCED
- A provincial education board established to oversee the Joint Programme and a provincial working committee to implement the project
- Learning materials developed (e.g. life skill activities) and learning activities improved to match the needs of disadvantaged groups
- Developed capacities through study trips to Bangkok, Chiang Rai, Bhutan of selected school teachers and administrators on most up-to-date and innovative education
- A community survey of potential 5,000 beneficiaries conducted to assess a learning need, which is very useful for both education and statistic office in order to design suitable activities to enhance their livelihoods
- Awareness raised through radio broadcasting, the importance of education as well as the details of learning courses and school enrolment programmes in local ethnic languages, including life-long learning habits
- Awareness raising campaigns on the right to education which suit to local context (e.g. rallies, street drama, interaction with community and parents etc.) launched

7. MAJOR OUTCOMES ACHIEVED
- Increased enrolment of those who dropped out and disadvantaged groups in schools and learning centres in 2013
- Enhanced capacity of school administrators and teachers to deliver quality learning for those who dropped out and disadvantaged groups at CLCs and OPCs

8. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- Internal government politics in nominating participants for study trips hampered the implementation process. A few participants who were not relevant to Output 3.2 were nominated by the government. It is important that the participants share their new knowledge and experience gained from the visit to their network.

- Poor Thai language proficiency of students with ethnic backgrounds is a major cause of dropout and low performance in education attainment. Thus, multilingual education has been suggested to school administrators.
- As the Provincial Office became a new direct counterpart government unit for educational activities, its main responsibility is to assist in facilitating greater enrolment by utilizing local radio stations to encourage attendance in local schools and CLCs. This Office has also been appointed as the lead in transferring the Joint Programme from the UN to the Mae Hong Son Government. Due to this transition, the educational activities faced delays in implementation. It is recommended that the Office should assign this task to a specialised agency under their supervision, i.e., the Department of Publication Relations.

8. MAJOR LESSONS LEARNED

- The close relation between the NFIEO in Mae Hong Son and UNESCO Bangkok was very effective to implement all activities, which also contribute to develop capacity of the officials in the department.
- To provide education opportunity for all, the quality education must be ensured through empowering teachers. It is also the key to increase the student attendance rate.
- The Ministry of Education should get involved more through monitoring and visiting the project sites. Officials from the Ministry of Education could give advice and support to local officials. Through the involvement of the Ministry of Education, the possibility to sustain and expand the project is enhanced.
- An institutional arrangement determines the overall performance of the project. In the case of facilitating greater enrolment by utilizing local radio stations to encourage attendance in local schools and CLCs, the Provincial Office should delegate project management responsibilities to a specialised technical agency or unit – i.e., the Department of Publication Relations – under their supervision.
- One of the biggest concerns is communication and the language barrier. Since Thai is not students' first language and there are different ethnic groups that have different levels of language fluency, students face difficulties in comprehending lessons and they either drop out or perform less. Recommendations on multilingual education can be made to responsible government officials in an effort to find solutions.

Output 3.3 – Improved Primary Healthcare Services (Primary health care services provided and health related knowledge improved, particularly on RH, communicable diseases control (CDC) and prevention, and environmental health (EH) among vulnerable groups in underserved areas of Mae Hong Son.)

Activity 3.3.1 – Carry out awareness raising on community health

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (sub-districts)	Target beneficiaries	Number of beneficiaries
Tham Lod	All villagers in San Kum Lue/ Air Koh, Wana Luang, Pa Mon, and Muang Pam villages	Approximately 1,180 persons
Mok Chum Pae	All villagers in Mok Chum Pae, Mae Sae Nga, Huay Kan, and Tob Sok villages	Approximately 1,000 persons
Sao Hin	All villagers in Sao Hin, Mae Po Saw, and Chiang Tong villages	Approximately 1,040 persons
Mae La Noi	All villagers in Mae La Noi, Tung Sarapee, Mae La Mong, and Huang Rin villages	Approximately 1,800 persons

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 3 technical officer at headquarters
- 1 programme coordinator in the field
- 3 programme assistants

Equipment deployed, if any:
- Medical supplies and equipment for Health Posts
- Two-way radios to support a referral system

Additional financial resources mobilized, if any:
- N/A

2.2. Inputs from provincial counterparts
- Government officials from the PHO, district health offices, and other relevant agencies for delivery of activities
- Office space allocated by the PHO to host a Border Health Programme team
- Logistic support given at times of field missions

2.3. Inputs from local governments
- Proactive participation of district health officials, CHWs, and CHVs in the implementation of the UNJP-MHS
- Logistical support including the use of government vehicles

2.4. Inputs from target communities/beneficiaries
- Engagement of the TAO staff and the provision of their support for the field activities of the UNJP-MHS including the collection and analysis of survey questionnaires regarding the access to health services
- 13 CHWs

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- N/A

3. IMPLEMENTING PARTNERS AND COLLABORATORS
- N/A

4. PRIMARY TOOLS USED
- Hands-on training and workshops on capacity building and knowledge/skill transfers
- In-service training for provincial and local government officials
- Sensitization and awareness raising through campaigns, media, and meetings/workshops

5. MAJOR OUTPUTS PRODUCED
- 4 health campaigns conducted on pap smear for cervical cancer and another on polio
- Information, Education and Communication (IEC) materials distributed by CHWs on various health topics to villagers during their home visits and medical consultations at Health Posts
- Health information disseminated through community radio by CHWs/CHVs
- Health information broadcasted via a radio station, helping: (i) establish a "Underprivileged Fund" to support for referral systems; (ii) set up new Health Posts and renovate existing one; and (iii) establish mobile clinics in one remote village
- Behavioral Changes and Communication (BCC) training conducted for youth and community leaders

6. MAJOR OUTCOMES ACHIEVED
- Increased level of knowledge, awareness and practices on priority health topics, i.e., RH, CDC, and EH, amongst migrants, displaced,/stateless persons and ethnic minorities
- Health-seeking behaviours promoted for the underprivileged populations in accessing public Primary Health Care (PHC) services

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- Difficulties in coordination and communication between the UN staff and local government officials, which resulted in misunderstanding and wrong expectation by the target beneficiaries about the assistance to be provided from the UN.
- Coordination among the different activities being implemented in this area by various partners was difficult. Parts of this challenge was overcome through further discussion and agreement on the sharing of resources and capacity to put together a coordinated and streamlined delivery of the activities..
- Seasonal and geographical obstacles were apparent in reaching the target areas. This challenge could be somewhat overcome through proper planning and coordination among relevant agencies and the PMU in Mae Hong Son.

8. MAJOR LESSONS LEARNED
- Close consultation during programme planning and implementation with local authorities is one of the key successes of the UNJP-MHS. The programme goals and interventions should be designed from the gaps identified by/in close consultation with the local authorities in order to ensure smooth programme implementation and sustainability.
- Identifying appropriate stakeholders for programme implementation would benefit to all, i.e. UN agencies, local authorities, beneficiaries, etc. Therefore stake holder mapping should be taken into consideration while designing programme activities.
- The UNJP-MHS modality is an alternative solution for mobilization of limited resources provided to local authorities but require streamlining programme intervention and operational guideline among UN agencies.
- The language barrier should be well taken into account as it affects the effectiveness of capacity building. Villagers even in the same communities use different languages and thus communication with them requires patience and knowledge transfer takes a long time. A long-term commitment is needed accordingly.

- The level of basic knowledge of training participants must be also well considered as it affects knowledge transfer.
- There were difficulties experienced in communicating with Mae Hong Son officials as the majority of the UN staff are in Bangkok. In order to ensure continued communication and foster a good understanding of the programmes, it is recommended that the relevant agencies have physical presence in the province.
- Prioritization amongst the different activities of the provincial offices sometimes delayed the implementation of the UNTF activities. Integrating the UNJP-MHS activities into the "normal" work plan of the provincial offices could help in this respect, as well as proper and inclusive planning procedures.

Activity 3.3.2 – Clarify institutional roles and arrangements, establish mechanisms for community participation, and create mechanisms for networking, and monitoring and evaluation

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Items 1 through 4, 7 and 8 are the same as those in Activity 3.3.1.

5. MAJOR OUTPUTS PRODUCED
- Border Health Project Committee established by the Governor of Mae Hong Son, consisting of representatives from administrative organizations, government health authorities (PHO and 7 DHOs) and health service providers, i.e. hospitals and targeted health centres
- 13 Health Posts established – either newly constructed or renovated – with the participation of targeted communities, and migrant CHWs assigned to the Health Posts under the supervision of government health officials
- Project coordination centres established in the PHO and in each DHO in project targeted areas
- A network of CHWs and CHVs established in 15 villages

6. MAJOR OUTCOMES ACHIEVED
- A necessary institutional mechanism set up and human resources, e.g. CHWs and CHVs, mobilized to operationalize the Border Health Project

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Activity 3.3.3 – Carry out training and institutional capacity building for local government related to health services provision and community health workers and volunteers

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Items 1 through 4 are the same as Activity 3.3.1.

5. MAJOR OUTPUTS PRODUCED
- Training on tuberculosis (TB) organized for 37 health staffs and 12 CHWs
- Capacity building workshops conducted on reproductive health including Maternal and Child Health, CDC, and EH services to underserved communities for Health Centre workers at the managerial level
- 3 trainings conducted for CHVs on health related issues including such topics as diarrhea, sanitation, dengue fever, malaria, HIV/AIDS, ante-natal care, warning signs in pregnancy, breast feeding, immunization, TB, mother and child health
- Training materials produced on RH, CDC and essential health care services for CHWs and CHVs
- Policy advocacy materials developed on RH including MCH, CDC, and essential health care
- Policy advocacy workshops undertaken on primary health care for Health Centre workers.

6. MAJOR OUTCOMES ACHIEVED
- Overall capacity of CHWs and CHVs on the delivery of primary health care services strengthened through training and on-site provision of advice from health officials to CHWs and CHVs during field monitoring visits undertaken by DHOs and Health Centres
- Migrant Health Team meetings being conducted monthly at provincial and district levels

Activity 3.3.4 – Provide health care and services on key areas of primary health care

Items 1 through 4 are the same as Activity 3.3.1.

5. MAJOR OUTPUTS PRODUCED
- Two-way radios procured for Health Posts and Health Centres to support a referral system
- Basic medical equipment and supplies provided
- Operational Health Posts newly established or renovated, and Health Centres enhanced

6. MAJOR OUTCOMES ACHIEVED
- Villagers in 15 communities now receiving primary healthcare services from CHWs and CHVs trained by the UNJP-MHS without having to travel a long distance to a district hospital
- Enhanced outreach activities through mobile clinics, including home visits, provision of primary care services at Health Posts in remote areas, and strengthened exiting referral systems to provide health services to underserved populations.

Output 3.4 – School Health, Gardening and Lunch (Children's nutritional status is improved through expanded school gardening, lunch programmes and growth monitoring within the context of school health programme.)

Activity 3.4.1 – Carry out baseline surveys on children's nutritional status

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (primary schools)	Target beneficiaries	Number of beneficiaries
Lum Nam Wittaya School	Primary school and kindergarten children, teachers and parents	86 pupils and 9 teachers
Po Saw School	Primary school and kindergarten children, teachers and parents	369 pupils and 20 teachers
Sa La Chiang Thong School	Primary school and kindergarten children, teachers and parents	140 pupils and 7 teachers
Sao Hin School	Primary school and kindergarten children, teachers and parents	96 pupils and 8 teachers
Mae La Noi School	Primary school and kindergarten children, teachers and parents	158 pupils and 10 teachers

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 1 technical officer
- 1 national consultant for baseline survey

Equipment deployed, if any:
- N/A

Additional financial resources mobilized, if any:
- N/A

2.2. Inputs from provincial counterparts
- 3-4 government officials from Education Service Area 1 and 2 Offices (ESOs) to assist with a baseline survey
- Logistic support including 3 vehicles given at times of field missions

2.3. Inputs from local governments
- 1-2 local government officials from each TAO

2.4. Inputs from target communities/beneficiaries
- Use of school facilities for conducting needs assessments and interviews of school teachers, community leaders, and parents of pupils

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- N/A

3. IMPLEMENTING PARTNERS AND COLLABORATORS
- N/A

4. PRIMARY TOOLS USED
- Participatory rural appraisal to profile the target villages, characterise local (agriculture) systems, and identify specific needs of the target schools
- Collection and analysis of data from schools, e.g. anthropometric data

5. MAJOR OUTPUTS PRODUCED
- Profiles of target schools revealing children's nutrition status and health situations, teachers and schools' needs for improvement, and recommendations on areas for interventions
- Anthropometric data of school children collected from ESOs 1 and 2

6. MAJOR OUTCOMES ACHIEVED
- Based on the findings and recommendations of the baseline survey, a detailed work plan for each school was developed by taking each school's needs into account.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- Schools in the South of Mae Hong Son become inaccessible due to heavy rain, increased river level, and resultant flooding. Well-coordinated, advanced plan was required prior to visiting the schools and for elaborating an inputs delivery plan.

8. MAJOR LESSONS LEARNED
- As is the case with the PRA conducted by Objective 1 of the UNJP-MHS, the participation of local community people and school teachers is vital not only during the survey but also in the post-survey stage where the results of the survey must be shared with the teachers, villagers and school administrators for verification and their concurrence on the identified areas for technical assistance must be obtained.

Activity 3.4.2 – Provide technical assistance, training and provision of necessary inputs

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1. TARGET AREAS AND BENEFICIARIES
- Same as Activity 3.4.1 Section 1

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 2 technical officer
- 1 programme coordinator
- 3 programme assistant

Equipment deployed, if any:
- Agriculture inputs such as vegetables and fruit seeds, mushrooms, livestock (chicken, piglets, frogs, fish)
- Water pumps for irrigation, including water tanks, water cans
- Cooking utensils
- Cultivating equipment, such as spades, long-handed hoes and etc.

Additional financial resources mobilized, if any:
- US$ 10,000 through TeleFood project to 2 schools in Tham Lod Sub-district

Others:
- Renovation of school canteen

2.2. Inputs from provincial counterparts
- 3-4 government official assigned to assist with technical coordination with the UN
- Provision of the facilities for conducting trainings
- Office space allocated by the PHO to host a border health programme team
- Logistic support given at times of field missions
- Support regular monitoring of field activities

2.3. Inputs from local governments
- Land allocated and preparation for vegetable gardening
- Construction of animal shelters
- Construction of fish and frog raising ponds
- Effectively engaging communities to support the school lunch programmes
- Support for school teacher training

2.4. Inputs from target communities/beneficiaries
- Use of school facilities, for conducting training sessions and workshops
- Active participation of teachers in school garden activities
- Organizing awareness raising events to communities on nutrition

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Expertise and staff time of 3 staff members of the Mahidol University
- Development of training materials

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: Mahidol University

Expertise available or support provided:
- Nutrition education, including food preparation and recipes using

Major roles/responsibilities of the partner/collaborator:
- Conduct training on nutrition and develop a knowledge base in the target communities

At activity monitoring level
- Identify, map and collect (when possible) all relevant information/data on nutrition
- Study the data collected and develop baseline survey analysis
- Review the data collected and identify information relevant for measuring progress made in the schools and identify any gaps in the data
- Advise on indicators to monitor the progress
- Conduct awareness raising activities on information management including workshops for provincial, and possibly district-level information managers in data usage
- Training on data management

At technical training level
- Develop training curriculum on nutrition
- Organize training to the schools on nutrition, combined with cooking demonstration

4. PRIMARY TOOLS USED
- Agriculture-based integrated nutrition approach in schools
- Hands-on training on livestock rearing
- A series of awareness raising events at community levels on the importance of school garden activities and its contribution to nutritional improvement of children
- Sensitising meeting on the importance of balanced diets at schools for children's growth, education and health

5. MAJOR OUTPUTS PRODUCED

- Teachers and students were thought of how to grow a variety of foods – vegetables, fruits, legumes, and raising small animals – and do this with a good diet in mind.
- The project demonstrated to school teachers, children and their families how to extend and improve a diet with local-grown nutritious foods.
- Increased children's preference for and consumption of a variety of vegetables and fruits
- The school canteens were rehabilitated to allow healthier environment for children to enjoy their meals.

6. MAJOR OUTCOMES ACHIEVED

- Health and nutrition knowledge in the communities have been significantly improved, and the communities are aware of the importance of healthier diets.
- The schools became ready for the implementation of the school lunch programme with minimum technical inputs from the UN and the Government of Mae Hong Son.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY

- Some schools are accessible during the dry season only. Thus, a well-elaborated work plan is required for technical assistance and inputs provision.

8. MAJOR LESSONS LEARNED

- Mobilization of communities to have their support and assistance, especially for construction of animal shelters, fish and frog raising ponds, is important.
- Synthesising parents also on food gardening and healthy diet can contribute to the success.
- Motivation of children by introducing practical hands-on learning and earning by doing induce a much higher retention rate than "chalk and talk".
- The culture and life style in each community affects household food preparation.

Activity 3.4.3 – Implement school lunch programme

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1. TARGET AREAS AND BENEFICIARIES

- Same as Activity 3.4.1 Section 1

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 2 technical officer
- 1 programme coordinator
- 3 programme assistant

Equipment deployed, if any:
- Same as Activity 3.4.2 Section 2

Additional financial resources mobilized, if any:
- Same as Activity 3.4.2 Section 2

Others:
- N/A

2.2. Inputs from provincial counterparts
- 3-4 government official assigned to assist with technical coordination with the UN

2.3. Inputs from local governments
- Effectively engaging communities to support the school lunch programmes

2.4. Inputs from target communities/beneficiaries
- Active participation of teachers in school garden activities
- Sensitizing and mobilizing parents to support the vegetable gardens, including animal raising activities at the schools
- Growth and nutrition status monitoring and follow-up actions by CHWs and CHVs to be fed into the baseline survey

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- N/A

3. IMPLEMENTING PARTNERS AND COLLABORATORS
- N/A

4. PRIMARY TOOLS USED
- Growth and nutrition status monitoring and follow-up actions by CHWs and CHVs
- Regular visits to the schools by school administrators for monitoring and reporting

5. MAJOR OUTPUTS PRODUCED
- Enhanced school meals with micronutrient-rich vegetables and fruits
- A revolving fund was also set up to assist the schools to be able to continue of activities beyond the project. The schools will be able to purchase necessary seeds and agriculture inputs to sustain the gardens.

6. MAJOR OUTCOMES ACHIEVED
- Schools are providing pupils with more nutritious food and balanced diet through an improved school lunch programme. They are also generating extra incomes out of it to expand the school farms and purchase more fruit seeds.
- Communities are aware of the importance of healthier diets.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- Nutrition knowledge learned from schools is underutilized at home. Continued support to the communities by the Mae Hong Son Government is required.

8. MAJOR LESSONS LEARNED
- Same as Activity 3.4.2 Section 8

Output 3.5 – Improved Environmental Health (Improved Environmental Health (EH) including water and sanitation in underserved communities)

Activity 3.5.1 – Provide technical assistance to relevant counterparts

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (sub-districts)	Target beneficiaries	Number of beneficiaries
Tham Lod	All villagers in San Kum Lue/ Air Koh, Wana Luang, Pa Mon, and Muang Pam villages	Approximately 1,180 persons
Mok Chum Pae	All villagers in Mok Chum Pae, Mae Sae Nga, Huay Kan, and Tob Sok villages	Approximately 1,000 persons
Sao Hin	All villagers in Sao Hin, Po Saw, and Chiang Tong villages	Approximately 1,040 persons
Mae La Noi	All villagers in Mae La Noi, Tung Sarapee, Mae La Mong, and Huang Rin villages	Approximately 1,800 persons

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN agency

Human resources:
- 3 technical officer at headquarters
- 1 programme coordinator in the field
- 3 programme assistants

Equipment deployed, if any:
- N/A

Additional financial resources mobilized, if any:
- N/A

2.2. Inputs from provincial counterparts
- Government officials from the PHO, ESO and other relevant agencies for the delivery of activities
- Office space allocated by the PHO to host a border health programme team
- Logistic support given at times of field missions

2.3. Inputs from local governments
- Engagement of district health officials and the TAO staff in the implementation of the UNJP-MHS
- Basic construction and logistical support from villagers

2.4. Inputs from target communities/beneficiaries
- Use of human resources and physical space for the implementation of the UNJP-MHS
- Engagement of CHWs and CHVs

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- N/A

3. IMPLEMENTING PARTNERS AND COLLABORATORS
- N/A

4. PRIMARY TOOLS USED
- Use of training materials from central and other institutions on health care service delivery
- Transfer of technical knowledge, capacity and experience from the PHO on environmental health

5. MAJOR OUTPUTS PRODUCED
- Training material on environmental health developed
- A number of community health workers and community health volunteers in 15 communities have been trained on environmental health including issues around water and sanitation, to compliment the IOM funded activities on establishing water and sanitation systems in the identified villages.

6. MAJOR OUTCOMES ACHIEVED
- Villagers in 15 communities are now able to enjoy enhanced water and sanitation measures with better knowledge on the environmental health issues.
- Technical capacity of community health workers and volunteers built on environmental health and disease control in the target communities
- Some villagers are now aware of the attitude and behaviour change towards using a sanitation system.
- Villagers avoid strong smells of water from water tanks.

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- Difficulties in coordination and communication between the UN staff and local government officials, which resulted in misunderstanding and wrong expectation by the target beneficiaries about the assistance to be provided from the UN. In order to ensure continued communication and foster a good understanding of the programmes, it may be advisable that the relevant agencies have physical presence in the province.
- Coordination among the different activities being implemented in this area by various partners was difficult. Parts of this challenge was overcome through further discussion and agreement on sharing of resources and capacity to put together a coordinated and streamlined delivery of the activities.

8. MAJOR LESSONS LEARNED
- Close consultation during programme planning and implementation with local authorities is one of the key successes of joint programme. Programme goals and interventions should be designed from the gaps identified by/in close consultation with local authorities in order to ensure smooth programme implementation and sustainability.
- Identifying appropriate stakeholders for programme implementation would benefit to all (UN agencies, local authorities, beneficiaries, etc.), therefore stakeholder mapping should be taken into consideration while designing programme activities.
- The UNJP-MHS modality is an alternative solution for the mobilization of limited resources provided to local authorities but require streamlining programme intervention and operational guideline among UN agencies.
- Expanding basis knowledge on environmental health to adjacent villages is key to sustainable livelihoods at the community level.
- Prioritization among the different activities of the provincial offices sometimes delayed the implementation of the UNJP-MHS activities. By integrating the UNJP-MHS activities into the "normal" work plan of the provincial offices could help in this respect, as well as proper and inclusive planning procedures.
- Seasonal and geographical obstacles were apparent in reaching the target areas. This challenge could be somewhat overcome through proper planning and coordination among relevant agencies and the PMU in Mae Hong Son.

Activity 3.5.2 – Improve essential small-scale water and sanitation infrastructure

1. TARGET AREAS AND BENEFICIARIES
- Same as Activity 3.5.1 Section 1

2. INPUTS – FINANCIAL AND/OR IN-KIND
- Same as Activity 3.5.1 Section 2

Equipment deployed, if any:
- Water tanks, water filters, latrines, and community incinerators

3. IMPLEMENTING PARTNERS AND COLLABORATORS
- N/A

4. PRIMARY TOOLS USED
- Provision of inputs, materials and equipment to improve water and sanitation infrastructure
- Training on the maintenance of the equipment and on the importance of environmental health

5. MAJOR OUTPUTS PRODUCED
- "Health Fund" established in target villages to support the installation of essential equipment.
- Water filters installed for improving mountain pipe water in 6 villages
- 2 water storage tanks installed in one of the remote villages which now has access to clean drinking water
- Latrine installed in 1 village
- 50 holds of waste established for improving waste management
- Training on environmental health conducted and activities carried out aiming to improve environmental sanitation and health in 2 villages
- A contest on clean home and good environmental health held with aim to promote home with clean and good sanitation
- An environmental management system model was demonstrated in a highland village.

6. MAJOR OUTCOMES ACHIEVED
- Community access to clean drinking water and sanitation improved through developing or rehabilitating water systems, implementing water treatment at points of use, and safely disposing health facility and home wastes by using low-cost technologies such as incinerators, latrine construction and bio-latrines

- Good collaboration and coordination established amongst UN agencies and government units to ensure a linkage between the water system construction and the capacity enhancement on dealing with water borne diseases

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- Same as Activity 3.5.1 Section 7

8. MAJOR LESSONS LEARNED
- Same as Activity 3.5.1 Section 8

Output 3.6 – Support for the Elderly (Improved access of older persons to economic security, health and social services)

> **Activity 3.6.1 –** Carry out participatory needs assessments and analysis for prioritizing development plans

This activity was conducted by UNFPA at its own fund prior to the operationalization of the UNJP-MHS but was programmed as an integral part of the Programme.

> **Activities 3.6.2 and 3.6.3 –** Carry out capacity development for government organizations, NGOs and civil society to strengthen institutional mechanisms and networking for effective implementation of the policies and programmes on older persons

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (sub-districts)	Target beneficiaries	Number of beneficiaries
Tham Lod	Older persons/senior citizens	Estimated 180 people
Mok Chum Pae	same as above	Estimated 250 people
Jong Kham	same as above	Estimated 370 people
Mae La Noi	same as above	Estimated 220 people
Huay Hom	same as above	Estimated 150 people

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN

Human resources:
- 2 technical officers

Equipment deployed, if any:
- N/A

Additional financial resources mobilized, if any:
- N/A

2.2. Inputs from provincial counterparts
- Engagement of the staff of the PSDHSO in the planning, implementation and monitoring of the Programme

2.3. Inputs from local governments
- Engagement and active participation of the TAO staff in various aspects of programme implementation

2.4. Inputs from target communities/beneficiaries
- Proactive participation of elderly villagers in workshops, meetings and training sessions, while playing a central role in the promotion and enhancement of their status in the society and improving their access to economic security and other social service

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Expertise and professional staff time of a number of implementing partners listed in the next section

3. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: HelpAge International (HAI); Faculty of Nursing, Chiang Mai University; Bureau of Empowerment for Older Persons, Ministry of Social Development and Human Security; Department of Health and the Institute of Geriatric Medicine, Ministry of Public Health; Social Security Office of the Ministry of Labour; Foundation for Older Persons' Development (FoPDEV); Highland Research and Development Institute (HRDI); and Royal Project Foundation (RPF)

Expertise available or support provided: Empowerment of older persons, economic and social security in the informal sector, policy advocacy

Major roles/responsibilities of the partner/collaborator:
- Amongst the partners, the HAI served as Project Management Agency and facilitated community-based interventions among the co-implementing partners.
- The PHO was responsible for the intervention on health issues in the selected implementing sites.
- The Provincial Labour Office worked on enhancing job and income security for older persons.
- FON of the Chiang Mai University coordinated research and development on health in selected implementing sites as well as the capacity building of health service providers, health volunteers, care givers and the support groups related to health care, services and issues.
- The Bureau of Empowerment for Older Persons, the Ministry of Social Development and Human Security worked on the motivation of the implementation of the Second National Plan on Older Persons and policy development at national level.
- The Department of Health together with the Institute of Geriatric Medicine, Department of Medical Services of the Ministry of Public Health worked on policy advocacy at national level and capacity development including technical support and guidance on research and development for health care and services.
- SSO worked at national level on the extension of social security to the informal sector.
- The Integrated Social Security for Older Persons, Bureau of Policy and Strategy, Office of the Permanent-Secretary, was responsible of the PAR on job and income security.
- The HRDI and the Royal Project Foundation (RPF) collaborated with the UNJP-MHS, aiming to scale-up and replicate good practices to other highland communities under the RPF.
- The FoPDEV worked with the media, organized special events and produced information, communication and education materials to raise public awareness in ageing issues.

4. PRIMARY TOOLS USED
- Situation analysis and needs assessments through participatory rural appraisals
- A series of trainings and workshops for capacity building of elders
- Participatory Action Research on job opportunities for older persons to enhance their income security
- Establishment of institutional mechanisms or frameworks, including the establishment of OPCs in target communities and the Association of OPCs to support OPC members

5. MAJOR OUTPUTS PRODUCED
- OPCs established in all targeted communities, and the Association of OPCs in Mae Hong Son inaugurated, providing technical support to and strengthening the capacity of the OPCs, while helping the OPAs with resource mobilization/fund raising
- A multi-purpose centre for older people officially opened and functioning to support older people's groups and network in Mae Hong Son
- Older Persons Watch volunteers trained and technical backstopping provided with linkages to relevant social welfare and service provision agencies as appropriate
- Old persons, OPAs members, community leaders, and volunteers trained on the rights of older persons, basic self-care, project proposal writing and access to funding/financial resources, media and IEC material production, and result-based management
- Workshops conducted to exchange knowledge and strengthen networking between the Association of OPCs in Mae Hong Son and Kanchanburi with the participation of implementing partners and policy makers at national level in international meetings

- Involvement of the Mae Hong Son Chairman of the Senior Citizen Council of Thailand in a workshop on strengthening networking of the OPAs in the Asian region
- A study visit to Japan conducted of key officials from the line ministries, key stakeholders and OPA leaders

6. MAJOR OUTCOMES ACHIEVED
- Capacity of the OPCs and OPAs significantly enhanced in addressing their economic and social security, health care and services, empowerment of older persons, and resource mobilization/ fund raising
- Networking as well as information and knowledge sharing strengthened within the OPCs in Mae Hong Son and beyond

7. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- Changes of the responsible staff or focal points at the PSDHSO hindered the implementation in some areas where the PSDHSO is concerned. Although the PSDHSO assigned its staff to participate in Joint Programme activities, the continuation of work and communications were affected.

8. MAJOR LESSONS LEARNED
- Collaborative work with multi-agencies under the Joint Programme takes much longer time to develop consensus on programme strategies and results.
- UNFPA's existing rules and regulations may not allow appropriate multi-lateral collaboration with several agencies, in particular when several implementing partners are involved.
- Continuous dialogues and active engagement of local administration agencies are often slow and time consuming. However, it is a pre-requisite to the success and sustainability of development projects of this kind.

Activity 3.6.4 – Carry out policy advocacy and public awareness raising

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Items 1 through 3, 7 and 8 are the same as those in Activity 3.6.2 and 3.6.3.

4. PRIMARY TOOLS USED
- Policy advocacy and awareness raising through special events and media at national, provincial and community levels
- Policy development and formulation
- Legislative and regulatory support to enhance the status of older persons

5. MAJOR OUTPUTS PRODUCED
- Policy advocacy and awareness raising conducted at national level leading to the empowerment of older persons and capacity building of the OPAs and volunteers, including advocacy on universal basic social pension and an extension of social security to the informal sector under Article 40
- A number of activities carried out to raise awareness on ageing issues at the individual, community, and national levels including: a short film contest on ageing issues, organization of the International Day on Older Persons, and liaison with the media both at the national and provincial levels in raising public awareness on ageing issues
- A methodology developed for the evaluation of economic impact of the existing social pension scheme
- Lessons learnt and good practices to enhance health, economic and social security and services for older persons shared with policy makers and key stakeholders at the community, provincial and national levels for policy formulation and scaling-up

6. MAJOR OUTCOMES ACHIEVED

- National Policy on LTC for older persons adopted as a result of the various efforts made which were expounded on in this Appendix
- An amendment made in Social Security Act to increase the benefits for the informal sector including pension
- Progressive rates approved by the government for universal basic social pension according to the age levels

Output 3.7 – Birth Registration and Citizenship (Children are registered at birth and increase their chances to obtain Thai nationality or legalized status according to Thai law through a strengthened provincial and local system.)

> **Activity 3.7.1** – Increase awareness and capacity-building on birth and citizenship registration of government officials, communities and NGOs

1. TARGET AREAS AND BENEFICIARIES

Target areas / communities (districts)	Target beneficiaries	Number of beneficiaries
Muang	Newly born children of stateless people, migrants, and their families	N/A (insufficient information available to estimate the number since the number of migrants is unknown)
Pang Ma Pa	same as above	N/A (same as above)
Mae Sariang	same as above	N/A (same as above)
Sop Moei	Same as above	N/A (same as above)

2. INPUTS – FINANCIAL AND/OR IN-KIND

2.1. Inputs from the UN

Human resources:
- 1 programme officer
- 1 programme assistant

Equipment deployed, if any:
- N/A

Additional financial resources mobilized, if any:
- N/A

2.2. Inputs from provincial counterparts
- Engagement of the staff of the Civil Registration and Security Sections of the Provincial Administration Office (PAO)

2.3. Inputs from local governments
- Engagement and proactive participation of the TAO and District Office staff in programme implementation

2.4. Inputs from target communities/beneficiaries
- Participation of villagers in trainings and workshops organised by the Fight Against Child Exploitation (FACE)

2.5. Inputs from implementing partners/collaborators (Research institutions, NGOs, private sector companies, other civil society organizations, etc.)
- Expertise and professional staff time of several members of the FACE

4. IMPLEMENTING PARTNERS AND COLLABORATORS

Name: FACE

Expertise available or support provided: Expertise and knowledge of laws, regulations and policies on birth registration and legal identify of stateless people

Major roles/responsibilities of the partner/collaborator:
- Provide training on birth registration and legal identify of people to district officers
- Disseminate information and work on real cases of birth registration and legal identify of the population of Mae Hong Son
- Provide in-field training to villagers and set up a call-in service

5. PRIMARY TOOLS USED
- Capacity building training and workshop for provincial and local government officials and community leaders

6. MAJOR OUTPUTS PRODUCED
- *Manual for Capacity Building on Birth Registration and Citizenship in Thailand* updated
- Trainings provided on the procedures for birth registration and acquiring legal status to local officials and community leaders
- In-field trainings and mentoring provided by the Development Center for Children and Community Network to 4 districts in order to deal with complex cases and conduct data analysis – pilot data collection conducted in 2 villages and 33 schools, and mobile classroom trainings provided in 15 schools
- A "call-in support system" set up to support district officer and village leaders
- 2 pilot projects conducted in 2 villages "My Information Open the Door to Legal Status" to collect essential information necessary for processing requests for citizenship and analysis by experts.

7. MAJOR OUTCOMES ACHIEVED
- 4 district offices now capable of classifying and processing submitted cases of birth registration
- Network of focal points on birth registration strengthened
- Expert advice and suggestion now available through a "call-in support system" via telephone to answer complex questions and provide guidance to government officials and communities: an average of 100 calls per month are made (from several provinces) or approximately 40 calls from within Mae Hong Son Province.
- To reflect a voice to advocate for better laws, regulations and policies, the Programme partners were appointed to be the members of *The National Committee to Solve the Problems for the People's Movement for the Justice Society* that then set up a sub-committee *Study Problems & Solution for the People's Rights and legal Status.*

8. MAJOR CONSTRAINTS ENCOUNTERED AND REMEDIAL ACTIONS TAKEN, IF ANY
- Several turnovers of provincial government focal points delayed the implementation of planned activities. However, close coordination and work arrangement could be made after patient follow up amongst UNESCO, the PAO, and the FACE.
- Due to the time and financial constraints of the Joint Programme, UNESCO, the PAO, and the FACE collaborated closely to develop a joint plan of activities with a focus on three areas of interventions: (i) assistance to district offices in the classification and process of papers submitted by stateless population; (ii) documentation of children; and (iii) call-in-advices and services to the target groups.

10. MAJOR LESSONS LEARNED
- Learning reinforcement methods (i.e. refresher trainings, in-field follow-ups, and call-in advice) are very important, especially in the case of complex legal issues such as those related to civil registration.

APPENDIX 6 – GUIDELINES FOR OPERATIONAL PROCEDURES, RECRUITMENT OF NATIONAL CONSULTANTS AND ORGANIZATION OF MEETINGS, WORKSHOPS AND TRAINING PROGRAMMES TO SUPPORT THE UN JOINT PROGRAMME IN MAE HONG SON

Available from
http://unjp.maehongson.go.th/files/
common_operational_guidelines_rev_july_2011_final_version.pdf

Appendix 7 – External Communication Strategy

Available from
http://unjp.maehongson.go.th/files/external_communication_strategy.pdf

Appendix 8 – Monitoring and Evaluation Framework of the UN Joint Programme in Mae Hong Son

Available from
http://unjp.maehongson.go.th/files/monitoring_and_evaluation_framework.pdf

APPENDIX 9A – FOOTSTEPS OF FOOD, FESTIVALS AND FUN! MUAMG PAEM, PANG MA PA, MAE HONG SON

Available from
http://maehongsongreenmap.wordpress.com/cbt/muang-paem-karen-community/

Appendix 9B – Footsteps of food, festivals and fun! Muang Pon, Khun Yuam, Mae Hong Son

Available from
http://maehongsongreenmap.wordpress.com/cbt/muang-pon-thai-yai-community/

APPENDIX 10 – A PHOTO COLLECTION: SELECTED KEY EVENTS AND ACTIVITIES OF THE UN JOINT PROGRAMME IN MAE HONG SON

The Signing Ceremony of the UNJP-MHS held on 12 January 2010 (© 2008 United Nations Thailand)

The First PSC Meeting, 22-23 April 2010

Rapid Village Appraisal conducted in Mok Chum Pae and Tham Lod Sub-districts

A result of mapping livelihood assets under the PRA

A group of target beneficiaries in one of the Common Working Areas

A provincial agriculture extension officer (left) demonstrates how to make organic fertilizers during *Karen* chilli production training

Improved jasmine rice varieties provided to farmers in Mok Chum Pae

Hands-on food processing training to support women's groups in Mok Chum Pae, Tham Lod and Muang Pon Sub-districts

Handover of the communal kitchen to the TAO of Tham Lod in support of women's groups for food processing and income generation

A training on textile product development and techniques in September and October 2012

A crushing machine and a packaging machine provided to support training activities at village level

Study visit programme of the soybean sub-sector to Phayao province and Chiang Mai province in September 2012

Agriculture activities on a rented farmland near the Temporary Shelter

Aquaculture of catfish in the Mae La Oon refugee camp

Preparing production of mushroom sawdust as a part of the mushroom growing training in the camp

Animal husbandry and disease prevention training in the camp

Many mountain off-roads in Mae Hong Son are passable only in the dry season

A pico hydroelectric power generation, or pico-hydro, system installed in Pang Ung,
Huai Ma Kua Som Sub-district

Twenty teachers and facilitators from primary schools and Community Learning Centres in Mae Hong Son took part in training in Bangkok to promote lifelong learning for all in their schools and communities in May 2012.

The first community based-learning materials of Mae Hong Son improved villagers' life
(© UNESCO/R. Manowalailao)

The Governor of Mae Hong Son (center) visited the training center.

Chicken slaughtering and chicken meat production process training

Native chicken canned meat products sold at a local festival in Mae Hong Son, generating incomes for the farmers involved

Cost-effective bamboo charcoal production training

Community Health Workers' Training organized by IOM and the PHO on July – September 2010

Mobile Clinic and Field Monitor Visit

New water storage tanks installed in Mai Lan Village providing villagers with access to clean drinking water

A teacher talks of an unsuccessful fish pond experience in 2010 with a dried-out pond.

A new pond constructed with assistance from the Joint Programme containing about 4,000 catfish

School children at Maung Pam School pose behind the vegetation grown by them under the School Gardening and Lunch Programme.

Native chicken reared and eggs under the School Gardening and Lunch Programme

For many children, it was the very first time to leave the village on a school execution to the city of Chiang Mai, thanks to the earnings from selling extra vegetables, chicken and eggs.

Establishment of the Older People's Clubs (OPCs) in the targeted communities

Training for Older Persons Watch volunteers, community leaders, OPC members on the rights of older persons stipulated in the Act of Older Persons

Awareness raising and capacity building on ageing issues to promote active and healthy ageing

Awareness raising through the community radio programme produced and run by older persons themselves

United Nations Task Force and Provincial Working Group on the
United Nations Joint Programme in Mae Hong Son