Research Article

Collaboration between Public Sectors and Community Organizations to Inhibit the Insurgencies Occurring in the Unrest Areas in the Southernmost Provinces

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Abstract

The present study purposes to identify the consequences of collaboration between public sectors and community organizations and to study influential factors towards collaboration to inhibit insurgencies in the unrest areas in the southernmost provinces. There were sixteen key informants habituating organizations situated in both rural and urban areas that include leaders, committees, or members who are deployed as representatives of the organizations in the southernmost provinces, and ten people in a focus group. The research instrument was semi - structured interviews. It was found that three phases of collaboration between public sectors and community organizations in the southernmost provinces are: 1) pre-insurgency collaboration in conducting activities and projects due to government policies; 2) insurgent periods collaboration in coordination, following up, and communication; 3) post-insurgency, collaboration in habitation, healing, and assistance. Moreover, influential factors towards collaboration to inhibit insurgencies in the unrest areas in the southernmost provinces, e.g. trustworthiness and communication between public sectors and community organizations, participation in peace processes, community administration, identity expression, and policy appropriateness.

Keywords: collaboration; inhibit insurgencies; southernmost provinces

Introduction

The southernmost provinces have been experiencing extensive occurring violent situations since B.E. 2004. The circumstances resulted from society, the economy, racist history, and the identity of local people. It therefore led to conflict in local and national administration. It has had the ripple effect as an international problem (Nakata, 2010; Jaikaew, 2010; Cheow, 2003; Rabasa and Chalk, 2012; Smith, 2004). Insurgencies constantly appear due to the commitment of the terrorists who have a different ideology from the government, along with the conflict and rage pertaining to benefit the pressure groups. Moreover, religious dissension seems far more severe, which leads to hindering the population to enhance their quality of life, and the interference from other countries. Besides, there are other factors provoking worse situations; resulted from the higher support and power of terrorism. The circumstances surrounding the recently unrest that occurred in the southernmost provinces indicate that the government policy to suppress the violence is not yet successful. Consequently, lives and possessions of the local people are insecure, which causes instability of the democratic government to administer the country peacefully. The government constantly make every effort to solve the problems by forming administration systems for specific areas, and making concession with the terrorist leaders. The public sectors hold the strategies bestowed by the King to solve the problems through "Understand, Approach, and Develop," which is in accordance with Chaijaroenwatana, Kajornboon, Siammai and Jongrungrote (2008). They addressed that government has been trying to solve the problem by developing policies, strategies, and measures that allow pertinent organizations to engage in the conflict resolution. The government also established institutions and ad hoc agencies in B.E. 2000; namely Southern Border Provinces Administration Centre (SBPAC), and Strategy Administration for Peace in Southern Border Provinces Centre. They have to deal with unsolved problems. According to the Budget Policy and Planning Office, National Police Agency (n.d.), the insurgency in the

southernmost provinces is not such an isolated problem that cannot be solved by a single unit because the problem is complex that is far different from others. The problem involves areas, societies, cultures, and conflict over religious identities.

The concept of collaboration is a process to stimulate the organizations to work together by having common goals to enhance the potentials of single organizations. It can probably difficult to achieve. Moreover, building collaboration include seeking alternatives to solve problems under limitations, for instance body of knowledge, budget, competition and so forth. (Agranoff and McGuire, 2003) The southernmost provinces are diverse in terms of race and culture, which lead to conflict pertaining to religions, races, languages, and historic comprehension of terrorists to use as an excuse to incite people to violate the communities. This is a result of misconduct of the officers, poverty, discriminatory justice, and competing for resources from powerful outsiders which contribute to conflicts and sedition. These circumstances has led to breaking point tension. (Manyin, Chanlett-Avery, Croin, Niksch and Vaughn, 2004; Smith, 2004; Croissant, 2005; Keet, 2005; Vaughn, Chanlett, Dolven, Manyin, Martin and Niksch, 2009; Connor, 2009) It jeopardizes the collaboration between the people, community organizations, societies, and the public sectors. Likely, McGuire (2006) identified that building collaboration helps the government to solve problems encountered which are unsolved effectively such as poverty, resource exploitation, etc. Then, the mechanism to solve this problem has to be different and flexible to expedite the collaboration establishment among them.

The process of gaining collaboration comprises of six perspectives: 1) Forging initial agreement is an informal consensus related to elements of missions and collaborative process. The benevolence is that it is transparent. 2) Building leadership contributes to a various types of leaders: formal and informal. There are two types of leaders. Firstly, sponsors are considered as the most powerful people, who hold the authority and are capable of accessing resources, though they are not practically involved in the day-to-day work. The second type of supporters are the so-called "champions," who are determine to obtain collaboration by employing skills to strive for the goals. 3) Building legitimacy is necessary to draw internal and external resource support to build up a network. This includes trustworthiness amongst members by communicating within the network without restrain. 4) Building trust contributes to successful cooperation by linking people to work together and to gain trust by exchanging information, knowledge, and competency. 5) Managing conflicts take place when individuals of a group have differences in goals and expectations of partnerships. Conflict management is an integral part to establish collaboration and to equalize resources to all stakeholders.

6) Planning to collaborate in relation to concepts, consultancy, and formal planning, by focusing on clear missions, goals, and objectives. (Bryson, Crosby and Stone, 2006)

Hence, the present study shed light on the guidance to shape the policy to gain collaboration between public sectors and community organizations to inhibit the insurgencies in the southernmost provinces. This piqued the interests on investigation of suppressing the violence in the southernmost provinces.

Research objectives

The research focuses on the study of collaboration between public sectors and community organizations in the southernmost provinces.

1) To study collaborative conditions between public sectors and community organizations to inhibit the insurgencies in the southernmost provinces.
2) To investigate influential factors affecting collaborative conditions between public sectors and community organizations to inhibit the insurgencies in the southernmost provinces.

Literature Review

Dubrin and Ireland (1993) briefly defined collaboration as when two or more persons or organizations have a relationship and work together to achieve either the same goal or different goals by sharing resources, establishing the same guidelines and practices, being responsible to their performances and/or gaining advantages. The common practice must underlie the agreement and independence. According to the definition from New Webster's Dictionary of the English Language (Webster, 1985), Cooperation means the act of operating together or expressing for a mutual benefit. Coombs (1981) explained that "collaboration" and "cooperation" should be given a distinctive definition because "collaboration" conveys a broader and more profound meaning than "cooperation". "Collaboration" obviously infers goal setting and operating together.

Materials and Methods

This is a qualitative research with studies in the unrest areas such as Pattani, Yala, Narathiwat and four other districts in Songkhla. (Tepa, Saba Yoi, and Natawi). The sixteen key informants were selected from community organizations located in both urban and rural areas namely leaders, committees, or members who are deployed as representatives of the organizations. Moreover, ten participants took part in the focus group. The research instrument was semi-structured interviews. The content used was analyzed and examined by people who is involved in the incidences that the research was carried out for example scholars, people, government officers, community organizations and societies.

Result

The consequences of the collaboration between public sectors and community organizations to inhibit the insurgencies, revealed the following information:

The information obtained by in-depth interview

The collaboration as precursor to insurgencies should be prepared by giving knowledge, building comprehension pertaining to races, doctrines, history, rights and liberties, equalities, opportunities, and fairness.

The collaboration during the insurgencies should include coordination, following up, communication, discussion, and establishing comprehension by attempting to build impressions to gain collaboration for jointly suppressing the insurgencies.

The collaboration after the insurgencies compose of rendering rehabilitation, healing, assistance, security of lives and possessions. Public sectors should have associations with community organizations to collaboratively inhibit the insurgencies with persistence and determination, because fairness is the results of trustworthiness for teamwork.

Influential factors towards collaboration between public sectors and community organizations to inhibit the insurgencies were exploited

A focus group was utilized to study the dominating collaboration factors. The study found successful factors to solve problems in the southernmost provinces to inhibit the insurgencies in terms of quality and quantity. In order to reduce the insurgencies and their causes in these areas, workable measures must be obtained by public sectors, community organizations, and societies. They should provide surveillance in dangerous spots and pressurize the opposition by: 1) Building collaboration from trustworthiness between community organizations and public sectors. The confidence of the community organizations towards the public sectors leads to effective teamwork. 2) Communication between community organizations and public sectors by using disruptive technology to obtain new information between them. 3) Participation in the peace processes to avenue the collaboration in discussion stages that act as guidance for solving the problems. 4) Community administrations constitute collaboration between them to allocate duties and working roles in alignment with public sectors. 5) Identity expression to build collaboration by means of respect and acceptance of religion differences to work together in both public sectors and community organizations, and 6) Policies appropriateness.

Discussion

Collaborative conditions between public sectors and community organizations to inhibit the insurgencies in the unrest areas of the southernmost provinces have discovered that the government has been trying to come up with methods to gain constant collaboration among local people after they realized that they could not fix the problems by using the armed forces as in the past. They analyzed how to gain collaboration from local people who live in the religious path. They are considered as the good people and are mentoring to prevent crimes in local areas. Communities collaborate with the government very well because they understand the circumstances better than the government officials who are often changed at positions back and forth. The officials operate in the areas temporarily, while local people whose purposes are to solve the problems come together in order to live and earn in these areas which their ancestors established. Therefore, collaboration is one of the best ways to cope with the problems in the southernmost provinces. It correlates with Lank (2006) defined collaborations have taken place when more than one organization practically work together to jointly achieve one or more goal that lead to, and reach one or more consensus, and Agranoff and McGuire (2003), who identify that Jurisdiction-Based Management Model means the collaboration by allowing public and private organizations who have different objectives to collaborate and to achieve the goal creatively. In addition, their mission has to be concretely completed. Naturally, this type of collaboration requires dependence on each other, along with sharing resources, regardless the interrelationship among organizations. The organizations must adjust themselves to achieve the same goal.

Influential factors towards collaboration between public sectors and community organizations to inhibit the insurgencies comprise of trustworthiness between government and communities, communications, peace processes, community administrations, identity expressions, appropriate policies, and environments. These factors are influential towards the successful collaboration between public sectors and community organizations to decrease the violence in the unrest areas of the southernmost provinces. The success leans on several factors. As per the collaborative operations, it takes place when people are working together. The idea is on par with Vangen and Huxham (2010). They gave the summary of the factors effecting collaboration, namely: learning, setting common goals, similarities, member structures, communications, cultures, transparency, working guidelines, compromising, confidence, social capital, resources, leaders, responsibilities, decisions, equalities, risks, and correlations. Mattessich *et al.* (2001) indicated the affinity between the following factors and the success of collaboration. 1) Environments. 2) Attributes of members such as thoughtfulness, trustworthiness, and good relationships with others. 3) Processes and structures. 4) Communications. 5) Objectives of groups. 6) Resources (human, capital, sufficient time, and talented leaders).

In addition, the study found that the structural relationship of casual factors on collaboration between public sectors and community organizations to inhibit the insurgencies in the unrest areas of the southernmost provinces is in concordance with the empirical data. 1) The first factor of the insurgence inhibition and considered as the most important goal, is to get rid of violence. It must be carefully operated though as the insurgencies are being suppressed in terms of quality and quantity by using peace processes. However, local people are the most powerful because they best know and understand the circumstances. It relates to Jitpiromsri (2006) who addressed this, as an important variable to inhibit the insurgencies that occur in the southernmost provinces is the process of insiders and the power of local people. 2) The factor of trustworthiness between public sectors and community organizations indicate that trustworthiness is very crucial for working together. Dependence is obtained from assurance, and trustworthiness will be a consequence of collaboration from both parties. The Office of the Civil Service Commission (2007), identifies that the Organization for Economic Co-operation and Development, heavily pays attention to people's trustworthiness of the public sectors by considering the ethics of public administrators as the foundation for trustworthiness gained by the population. McAllister (1995) mentioned that the culture of trustworthiness causes individuals to have confidence and intention to commit to promises, and others' decisions. Working together leans on cultural norms. 3) Factor of communication between public sectors and community organizations is a vital factor to help people to work together with understanding. Community organizations have to communicate with public sectors. Communication must be a two-way communication. No party is to command. Both of them have to pass the information through to each other and the information must be pertinent to each other too. According to Gibson and Hanna (1992), communication is the act of the sender to transfer information, news, emotion, feeling, thought, and truth to the receiver. 4) Factor of the peace negotiations triggers participation in peace processes which is demanded by everybody to restore peace and harmony to the southernmost provinces. As the local people, everybody has to participate as part of the operation. Accordingly, collaboration is divided into five levels: (1) inform, (2) consult, (3) involve, (4) collaborate, and (5) empower. While Cohen and Uphoff (1980) categorized collaboration into four levels: (1) Decision Making, (2) Implementation, (3) Benefit, and (4) Evaluation. (5) Factors of community administration should be productive in order to work effectively together. (6) Factors of identity expression in the southernmost provinces should receive more attention because it is very essential for specific identity, honoring, respect to different religions and diverse traditions. The identity of the southernmost people can be expressed in terms of lifestyles, communication, and culture. They believe and strictly behave in accordance with their religion. Malay is a medium used to communicate, which reveals their identity and difference from other southern dialects. (Connor, 2009; Croissant, 2005; Keet, 2005; Manyin, Chanlett-Avery, Cronin, Niksch and Vaughn, 2004; Smith, 2004; Vaughn, Chanlett-Avery, Dolven, Manyin, Martin and Niksch, 2009). (7) Factors of the appropriate policy have to reach consensus to inhibit the insurgencies together. All policies must be informed to the local people. Then, the policy will be implemented effectively. Higgins and Vincze (1986) emphasized that policy is a broad guidance, which is formed to set the certain objectives and strategies. 8) Factors of environment is especially regarded. The southernmost provinces are rich in terms of resources, accumulating historical identity, and expressing local identity. According to Hoy and Miskel (1991), environment refers to internal and external organizations that have potentiality or influence towards all or partial of the organizations. They also defined the environment as of a two-way relationship; that environment is beyond analysis and effects internal elements.

Conclusion

The insurgencies in the southernmost provinces has a dim and distant past. The antecedents of the insurgencies comprised of historic diversity pertaining to races, religions, cultures, languages, identities between Siam and Kerajaan Patani. They have been treated unfairly because of their identity. The policies and operations of the officers impeded Islamic lifestyles. This led the terrorists to resort to violent actions to express their opposition. Therefore, by a combined attempt to solve the problems in the areas by gaining collaboration from the people, community organizations, societies, and government organizations in the local areas is to create stable and peaceful areas together. Teamwork relies on knowledge, comprehension, social immunization, coordination, communication, rehabilitation and healing. The success of rendering assistance to the victims of the incidences, and decreasing the violence, stem from trustworthiness and communications between public sectors and community organizations, identity expression, and policy appropriateness.

Suggestions

The consequences of this study shed light on the solutions of collaborations between public sectors and community organizations to inhibit the insurgencies in the unrest areas in the southernmost provinces. These avenues to successful strategies development in the southernmost provinces depend on adopting appropriate policies that are correlated to problems pertaining to local areas. The in-depth policies are implemented persistently by depending on the people's power to utilize different methods in relation to situations

that act as a catalyst for solutions and peace in the southernmost provinces. The integral part constitutes collaboration between public sectors and community organizations by means of "peace talks". This contributes to comprehension and confidence in the public sectors to constantly think and analyze the policies to seek solutions.

Future study. The insurgencies in the southernmost provinces have not been diminished yet. However, the inhibition of insurgencies are pronounced in terms of quantity and quality. Hence, the investigation as to "The Peace Process Built by Collaboration" should be executed effectively by means of collaboration among organizations, units, and pertinent alliances.

Acknowledgement

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