

STRUCTURAL EQUATION MODEL OF CAUSAL FACTORS PREDOMINATING THE COLLABORATION BETWEEN PUBLIC SECTORS AND COMMUNITY ORGANISATIONS TO INHIBIT THE INSURGENCY IN THE UNREST AREAS OF THE SOUTHERNMOST PROVINCES

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Abstract

The current study aims to investigate 1) the collaborative condition between public sectors and community organisations to inhibit the insurgency in the unrest areas of the southernmost provinces and 2) the causal factors which are influential on collaboration between public sectors and community organisations to decrease the violence in southernmost provinces. The sampling groups comprised of community organisations namely leader, committees, or members who are assigned as the representatives of the organisations in southernmost provinces including urban and rural areas. 200 participants were selected by using simple random sampling. The findings led to the following consequences. 1) The collaborative condition between public sectors and community organisations to suppress the insurgency in southernmost provinces took place by coalition among organisations in accordant with the objectives of the government in an attempt to promote peaceful living. 2) Influence line showed statistical significance at .05, and the measure of agreement was acceptable. The last model was calculated as $\chi^2 = 583.73$, $df = 283$, $\chi^2/2 = 2.06$, $CFI = 0.91$, $RMR = 0.06$ and $RMSEA = 0.07$. Trustworthiness between public sectors and community organisations is most likely to influence the insurgency inhibition in the unrest areas of the

southernmost provinces which is equal 0.77 and followed by communication between public sectors and community organisations at 0.40.

Keywords: casual factors, collaboration, public sectors, community organisations, Southernmost Provinces

Introduction

Southernmost provinces have been extensively occurring violent situations since B.E. 2004. The circumstances resulted from society, economy, racist history, and 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 & Chalk, 2012; Smith, 2004). Insurgency is constantly appeared due to the commitment of the terrorists who have different ideology from the government, along with the conflict pertaining to benefit among the pressure groups as well as rages. Moreover, religious dissension seems far more severe which leads to hindering population to enhance quality of life and interfering from other countries. Besides, there are other factors provoking worse situations resulted from the higher support and power of terrorism. The circumstances recently occurred in the unrest areas of the southernmost provinces indicate that the government policy to suppress the violence is not yet successful. Consequently, lives and possession of 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 administering system for specific areas, and making concession with the terrorist leaders. The public sectors holds the strategies bestowed by the King to solve the problems "Understand, Approach, and Develop" which is in accordant with Chaijaroenwatana, Kajornboon, Siammai and Jongrungrrote (2008). They addressed that government has been trying to solve the problem by developing policies, strategies, and measures which allow pertinent organizations to engage in the conflict resolution. In B.E. 2543, the government also established institutions and adhocracies 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 Budget Policy and Planning Office, National Police Agency (n.d.), the insurgency in southernmost provinces is not such a isolated problem which cannot be solved by a single unit because the problem is complex which is far different from other units. The problem is involved with

areas, society, culture, and conflict over religious identity. The attribute of the southernmost provinces consist of the diversity in terms of races, cultural lifestyles, and identity reflection of people who habitat far from the central authority. They seem to be neglected from the government to develop their quality of life and local community. They are treated unequally from the services of public sectors in terms of dignity as a human. Their own right and community's right are particularly prone to be exploited and limited which is expanding throughout the city and the rural. It leads to a number of problems such as racism, poverty, youth, widows, slums, drugs, resources, farmland, and Malaya community in southernmost provinces. Previously, government's mechanism was used to cope the main problems which weren't successful because the problem of diversity has been overlapping and neglecting and the lack of stakeholders who truly want to solve the problems. Whereas the pertinent groups, organisations, and institutions play important role, they are dependent and have power of thinking. They take part to get rid of conflict by collaborating with the government (Samakeetham, 2011) A group of people gather power to solve problems that they encounter together or do something together in order to achieve the mutual benefit for individual's or the group's sake. Mongkolnchaiarunya)1997(. They are able to form a process to develop the organisations in a community to become the civil society in the communities and the local areas) Puang-ngam, 2008). Hence, in order to decrease violence in southernmost provinces, the government should pay more attention to related organisations: public sectors and community organisation. They play the vital roles to work together in the discussion process or to suppress the severity and to solve the problems pertaining to insurgency occurred in southernmost provinces to restore the peace to the community in southernmost provinces. So, the current study focuses on casual factors influencing collaborative condition between public sectors and community organisation in order to inhibit the insurgency in the unrest areas of the southernmost provinces.

Research Objectives

The research aims are; first, to study the collaborative condition between public sectors and community organisations to inhibit the insurgency in the unrest areas of the southernmost provinces; and second, to study the casual factors influencing collaboration between public sectors and community organisations to inhibit the insurgency in the unrest areas of the southernmost provinces.

Literature Review

Dubrin and Ireland (1993) briefly defined collaboration as when two or more persons or organisations have relationship and work together to achieve either the same goal or different goals by sharing resources, establishing the same guideline and practice, being responsible to their performance 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 broader and more profound meaning than "cooperation". "Collaboration" obviously infers goal setting and operating together. Whereas, "cooperation" merely means setting mutual objectives without intervention from each other. The concept of "Collaborative Governance" (Institute for Good Governance Promotion, 2007) indicates that the entire transformation of the old government's functional structures is needed to change the direction of government's administration. All public sectors merely focus on working to strive for the objectives and goals, so they neglect other tasks without indicators to express their success. The working phenomenon heavily focusing on indicators cause a massive impact on related organisations. Today, it was found that the proliferation of tasks is constantly growing in an organisation because work problems are more complex and cumbersome. Due to the combination of complex problems and other problems, it leads to new problems which are difficult to tackle by a single unit or an organisation. Therefore, in order to solve the problems mentioned to be more effective, the related organisations should adjust their working procedures to be more flexible. They should aim to work together among the organisations in terms of network collaboration among several organisations and sectors (Roengtam & Pantasen, n.d. (Jantrasurin (2000) defined "cooperation" as a situation in which people work together for a mutual benefit. There are three concepts. First, cooperative collaboration means working together without a prior relationship. The sustainable relationship will take place when trustworthiness begins while working together. Second, partnership collaboration means working closely as a partnership although they have no prior relationship or commitment. Each partner has equal right and responsibility legally and practically. Collaboration as partnership establishes unity because of equality, mean score of concept, mean score of skills, keep pace with an increase of partnership development. Third, alliance collaboration means

closely working together as allies is associated with bonding, relationship, or commitment among allies. Individual pride takes place as per characteristics and qualification of the individual to develop together which result in voluntary and sustainable collaboration. The important thing of working in the organisations is that each organisation works together for the maximum profit of the organisation (Jantrasurin, 2000). If collaboration occurs between organisations, the advantage is that resources are used effectively for the maximum profit, reducing the duplication of work, and preventing the interference from each other. Additionally, the initiation of new projects will be more convenient because the members don't have to hesitate to use the resources from other organisations. Sometimes, the members have no clue that the resources occupied by others so it will reduce the barriers to working (Chatreewisit, 1996). Robbins and Finley (1998) emphasised that collaboration must gain from all members to help each other in order to achieve the mutual benefit and maintain the team's benefit. Besides, Martin (1999) defined collaboration that it is not a working process but building a human relationship to work together. Lucas (1998) echoed the definition written by Robbins and Finley (1998). He defined collaboration in an organisation as working together between individuals due to their own or the organisation's need to take responsible together, to collaborate between individuals, to build a working network, and to establish the collaborative group. Members are able to analyse and criticise themselves. They feel that they gain trustworthiness from each other. This meaning is in relation to Thongwiwat and Malakul Na Ayudhya (1998). They defined that collaboration is a commitment between individuals and groups. So, individual and group must have collaborative skills. This skill can be developed and practiced which results in collaboration with each other. Collaborative skills for an individual and a group are categorised into four skills: communicative skill or skill of effectively perceiving information, interrelationship skill, leadership skill, and skill of eliminating conflict. It means the ability of getting rid of problems pertaining to conflicts which are inevitable when people work together. Therefore, collaboration is defined that not only is collaboration limited to the relationship between individuals or organisations, but also from every single member who are related, along with collaboration between organizations. It can be conclusive that collaboration means thinking, building, gaining benefit, solving problems, and evaluating the consequences as a result of decision making together by depending on collaboration, aptitude, assurance, trustworthiness, and reliability so that collaborative development will be taken place. In an attempt to establish collaboration in southernmost provinces to inhibit the insurgency, the process of thinking, analysing, operating, and

evaluating together is essential to trigger one's feeling to be really into the problems and to take part as a vital role in the community. It results in the inspiring power of people in the community. It will raise people awareness that the insurgency is a serious problem for everyone and leads to establish collaboration among southernmost provinces onward.

Methodology

The present study was a mixed method research by utilising Exploratory Sequential Design (Creswell & Clark, 2011). The sampling groups of this study were organizations in the communities of the southernmost provinces. It was divided into two groups: rural community, and urban community which covered Pattani, Yala, Narathiwat, and other four districts in Songkhla such as Tapa, Chana, Sabayoi, and Natawi. The data were collected into three phases:

1. Phase 1: Study of collaborative condition between public sectors and community organisations to inhibit the insurgency in the unrest areas of the southernmost provinces. Qualitative research was designed to investigate the collaborative condition and factors between governments and communities to inhibit the insurgency in the unrest areas of the southernmost provinces. The key informants were 16 representatives from both of rural and urban communities. In-depth interview was designed as semi-structure interviewed.
2. Phase 2: Study of casual factors of collaborative condition between governments and communities to inhibit the insurgency in the unrest areas of the southernmost provinces. This was a quantitative research. The sampling groups were leaders, committees, or members who are the representatives of the communities. Random sampling group was used to select 200 participants. Research instruments were questionnaires which the content was statistically analysed. The alpha coefficient was at 0.98. The application was used to analyse the statistical data such as frequency, percentage, mean, standard deviation, skewness, and kurtosis. In order to obtain variables' distribution, the statistical analysis tools were Maximum Likelihood Estimate, Pearson's Product Moment, and Structural Equation Model.
3. Phase 3: Verifying casual factors of collaboration between public sectors and community organisations to inhibit the insurgency in the unrest areas of the southernmost provinces. This was a qualitative research by using a focus group to collect data from 10 informants. The research tool was semi-structure interview. The interview questions were analysed the content.

Results

There were qualitative and quantitative consequences of the study of collaboration between public sectors and community organisations to inhibit the insurgency in the unrest areas of the southernmost provinces as follows:

1. The qualitative results of Phase 1 revealed that the public sectors collaborated with community organisations in an attempt to inhibit the insurgency in the unrest areas of the southernmost provinces to discuss with peace method and process. It suggested that government and community should establish collaboration by working, meeting, discussing, and doing activities together which lead to good feeling to each other. Once collaboration is established, it is the result of development between government and communities to decrease the violence in the unrest areas. The collaboration takes place depending on factors which are influential on the decrease of insurgency. Hence, the study found that there were factors predominating the collaboration between government and community for the insurgent inhibition derived from both view of community and public sectors. They should seriously and sincerely collaborate to solve the problems. The factors which are dominant over the collaboration between government and community are divided into six factors: violent decrease, trustworthiness, participation in peace process, community administration, identity expression, appropriate policy, and social structure.

2. According to the consequences of quantitative research in phase 2, the research studied the casual factors for collaboration between public sectors and community organisations to inhibit the insurgency in the unrest areas of the southernmost provinces by analysing the variables' distributions from the questionnaires including average, standard deviation, skewness, and kurtosis. It revealed that the general statistics of variables of the collaboration between public sectors and urban community to decrease the violence in the unrest areas were moderate excluding the factor of identity expression at high level. As per the majority of data distribution, the skewness shows negativeness or left skewed distribution. It indicated that the variables were higher than the average by having skewed distribution from -0.834 to -0.075, and kurtosis at from -0.075 to 1.194. The general statistics of observable variables show the average of major variables to inhibit the insurgency in the unrest areas were at moderate except the factor of identity expression at high level. Regarding the data distribution, the majority of skewness was negative and skewed distribution was on the left. It indicated that these observable variables were

higher than the average. The skewness was from -0.570 to 0.255 and kurtosis was from -0.349 to 0.271. Owing to Byrne (2010) and Kline (2010), the standard of skewness and kurtosis should be less than 2.0 and 7.0 respectively. It concluded that observable variables did not deviate from standard distribution. Maximum Likelihood Estimate was utilised to analyse the method appropriateness. With regard to the relation between observable variables of the single variables or latent variables, it was found that coefficient correlation of the observable variables were used to measure coefficient correlation from the following consequences: identity expression (0.11-0.70), identity expression (0.12-0.54), appropriateness of the policy (0.13-0.71), community administration (0.12-0.78), peace process (0.12-0.81), trustworthiness between public sectors and community organisations (0.11-0.78), communication between public sectors and community organisations (0.11-0.73), and insurgency inhibition (0.11-0.63).

According to Bartlett's Test of Sphericity, it was used to statically measure the hypothesis whether the correlation matrix equates identity matrix. It showed the statistical result at 3402.66 and P value was $< .001$. It indicated that correlation matrix between observable variables from the sampling groups differed from identity matrix significantly at .01. Lastly, according to Kaiser-Meyer-Olkin (KMO) was equal to 0.90 which is closed to 1. It means that these variables showed the coefficient correlation. They are appropriate to utilise the model to examine the concordance of the empirical data in the future.

Regarding confirmatory factor analysis and structural equation model, eight latent variables were tested. Initially, it was found that structural equation model did not correlate with empirical data. So, the structural equation model was adjusted by allowing the relationship of some deviation of observable variables based on fundamentals, concepts, theories, related researches, and statistical correlation. Upon adjusting structural equation model of collaboration factors between public sectors and community organisations to inhibit the insurgency in the unrest areas of the southernmost provinces, the deviation correlated with empirical data at a good level. When the structural equation model was considered with the statistical analysis results, the influence line was also adjusted according to the possibility of the statistical analysis results including the possibility of the theories. The adjustment was to allow the relationship of the deviation between observable variables. The consequence of the adjustment underlies the said procedures. Hence, the researchers obtained the structural equation model of the collaboration between public sectors and community organizations in the

unrest areas of the southernmost provinces correlated with empirical data according to the statistical data in Table 1.

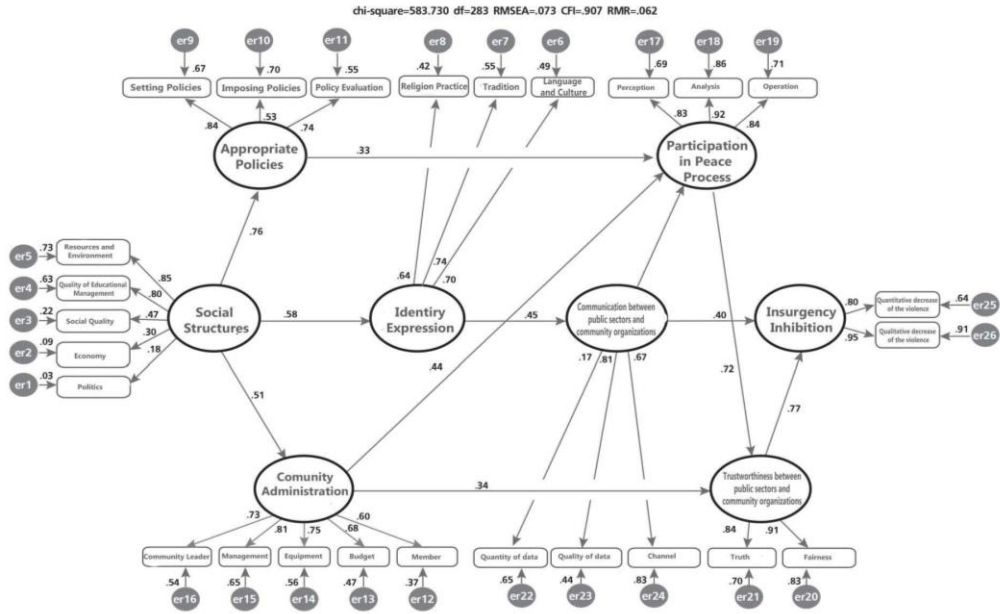
Table 1: Statistics of the Concordant Examination of Structural Equation Model

Index	Criteria	Before Adjustment		After Adjustment	
χ^2	p-value > 0.05	665.40	Pass	583.73	Pass
Df		286		283	
CMIN/ df	< 3.00	2.33	Pass	2.06	Pass
CFI	≥ 0.90	0.88	Fail	0.91	Pass
RMR	during 0.05-0.08	0.05	Pass	0.06	Pass
RMSE A	during 0.05-0.08	0.08	Pass	0.07	Pass

According to the structural equation model, it is concordant with empirical data shown in Figure 1. It reveals that observable variables have statistical significant at .001. Due to the latent variable of social structure, the observable variable of resources and the environment has the highest standardised factor ($\lambda = 0.85$, $p < .001$) and predictive power of coefficient correlation at 0.73. The latent variable of identity expression reveals the observable variable of tradition with the highest standardised factor ($\lambda = 0.74$, $p < .001$) and predictive power of coefficient correlation at 0.61. While the latent variable of appropriate policy shows the observable variable of applicable policy with the highest standardised factor ($\lambda = 0.84$, $p < .001$) and predictive power of coefficient correlation at 0.70. Regarding the latent variable of community administration, the observable variable of management has the highest standardised factor ($\lambda = 0.81$, $p < .001$) and predictive power of coefficient correlation at 0.65. The latent variable of participation in peace process demonstrates the observable variable of critical thinking with the highest standardised factor ($\lambda = 0.93$, $p < .001$) and predictive power of coefficient correlation at 0.86. The latent variable of trustworthiness shows the observable variable of the truth with the highest standardised factor ($\lambda = 0.91$, $p < .001$) and predictive power of coefficient correlation at 0.83. Whereas the latent variable of communication between community and government reveals the observable variable of the communication channel with the highest standardised factor ($\lambda = 0.91$, $p < .001$) and predictive power of coefficient correlation at 0.83. The latent variable of the insurgency inhibition demonstrates the observable variable of the decrease of violence in terms of

quality with the highest standardised factor ($\lambda = 0.95$, $p < .001$) and predictive power of coefficient correlation at 0.91.

Figure 1: Structural Model of Casual Factors of the Collaboration between Public Sectors and Community Organizations is Concordant with Empirical Data



3. Regarding the result of qualitative research in phase 3, casual factors of collaboration between public sectors and community organisations to inhibit the insurgency in the unrest areas of the southernmost provinces were to be verified. The study found that the factors of causality of collaboration between public sectors and community organisations to inhibit the insurgency in the unrest areas of the southernmost provinces include insurgency inhibition, trustworthiness between government and community, communication between government and community, participation in peace process, community administration, identity expression, appropriate policy, and social structure. They all are correlated in terms of quality and quantity.

Discussion

As per the study of casual factors of the collaboration between public sectors and community organisation to inhibit the insurgency in the unrest areas of the southernmost provinces, there are some following interesting discussions:

1. Collaborative conditions between public sectors and community organizations to inhibit the insurgency in the unrest areas of the southernmost provinces. It is discovered that the government has been trying to come up with the methods to gain collaboration among local people constantly after they realised that they could not fix the problems by using the armed forces in the past. They analysed how to gain collaboration with 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 circumstance better than the government officials who have often changed the positions back and forth. The officials operate in the areas contemporarily. While local people whose purposes are to solve the problems come together in order to live and earn in these areas where their ancestors established. Therefore, collaboration is one of the best ways to cope the problem in southernmost provinces. It is correlated with Agranoff and McGuire (2003) who identify that Jurisdiction-Based Management Model means the collaboration by allowing public and private organisations who have different objectives to collaborate and to achieve the goal creatively. Also, their mission has to be concretely completed. Naturally, this type of collaboration requires dependence from each other, along with sharing resources regardless the interrelationship among organisations. The organisation must adjust themselves to achieve the same goal.

2. Casual factors to inhibit the insurgency: trustworthiness between government and community, communication, the peace process, community administration, identity expression, appropriate policy, and environment. These factors are influential towards the successful collaboration between public sectors and community organisations to decrease the violence in the unrest areas of the southernmost provinces. The success leans on several factors. As per the collaborative operation, it is taken place when people are working together. Some variables impact some variables which are influential in collaboration. Due to Vangen and Huxham (2010), influential factors on collaboration consist of learning, goal setting, similarity, the structure of members, communication, culture, accountability, operational approaches, compromise, confidence, social capital, power, resources, leader, responsibility and decision making, equality, and risk. These factors are similar to influential factors identified by Mattessich and Monsey (2001). His collaborative factors which are in relation to achievement comprises of 1) environment, 2) member characteristics such as understanding and confidence, good relationship among members, being aware of collaboration,

and accepting different opinions, 3) process and structure 4) communication 5) group objectives and 6) group resources such as personnel, capital, sufficient time, and effective leader.

In addition, the study found that the structural relationship of casual factors on collaboration between public sectors and community organizations to inhibit the insurgency in the unrest areas of the southernmost provinces is concordance with empirical data. First, factor of the insurgent inhibition is considered as the most important goal to get rid of violence. It must be carefully operated though the insurgency are getting suppressed in terms of quality and quantity by using peace process. However, local people are the most powerful because they best know and understand the circumstance. It is related to Jitpiromsri (2006) who addressed that an important variable to inhibit the insurgency occurred in southernmost provinces is the process of insiders and the power of local people. 2) The factor of trustworthiness between public sectors and community organisations indicates that trustworthiness is very crucial for working together. Dependence is obtained from assurance, and trustworthiness will be a consequence of collaboration from both parties. Owing to Office of the Civil Service Commission (2007) identifies that Organisation for Economic Co-operation and Development heavily pays attention to people trustworthiness on public sectors by considering the ethic of public administration is a foundation of trustworthiness gained from population. McAllister (1995) mentioned that culture of trustworthiness causes individual to have confidence and intention to commit in accordant with the promise, and others' decision. Working together leans on cultural norms. 3) Factor of communication between public sectors and community organisations is a vital factor to help people to work together with understanding. Community organisations 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 sender to transfer information, news, emotion, feeling, thought, and truth to receiver. 4) Factor of peace process triggers participation in peace process which is demanded by everybody to restore the peace to southernmost provinces. As the local people, everybody has to participate as a 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) categorised collaboration into four levels: 1) Decision Making, 2) Implementation, 3) Benefit, and 4) Evaluation. 5) Factor of community administration should be

productive in order to effectively work together. 6) Factor of identity expression in southernmost provinces should pay more attention because it is very outstanding namely specific identity, honoring, respecting to different religions and diverse traditions. The identity of the southernmost people can be expressed from lifestyles, communication, and culture. They believe and strictly behave pertaining to their religion. Malayu is a medium used to communicate which reveal their identity and differ from other southern dialects)Connor, 2009; Croissant, 2005; Keet, 2005; Manyin, Chanlett-Avery, Cronin, Nicksch, & Vaughn, 2004; Smith, 2004; Vaughn, Chanlett-Avery, Dolven, Manyin, Martin, & Nicksch, 2009). 7) Factor of the appropriate policy has to reach the consensus to inhibit the insurgency together. All policies must be informed the local people. Then, the policy will be implemented effectively. Higgins and Vincze (1986) emphasised that policy is a broad guidance which is formed to set the certain objectives and strategies. 8) Factor of environment is especially regarded. 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 which have potentiality or influence towards all or partial of the organisations. They also defined the environment of two-way relationship that environment is beyond analysis and effects to internal elements.

1. Casual factors of collaboration between public sectors and community organisations to inhibit the insurgency in the unrest areas of the southernmost provinces. Due to the Islamic identity expression, they collaborate the public sectors to suppress the insurgency in accordance with the religious practice which is similar to other communities in southernmost provinces, i.e. discussion and consulting which are typical called "Talking Process" by the friendly confrontation between two parties. They will obtain the factual information occurred and helped the members to understand and collaborate with the government who tries to impart knowledge. The government suggests that operation must be developed to gain mutual benefit. They accompany each other to think, to diagnose and to find the solution for the problems which are in relation to work together effectively and efficiently. According to Denis and Hubert (2001), types of collaboration consist of 1) Solving the problem, analysing, and thinking together, 2) planning and making an agreement together, and 3) making the decision together. The steps of collaboration are correlated with operational procedures as a group dynamic which compares to the energy that the team physically and mentally dedicate to. Every member utilises his or her knowledge and experience with

the following steps: 1) Problem identification is the first step of working. Have members to find causality of the problems? The form is needed to identify the problems. 2) Data are gathered and collected by the team by concerning the precise data in order to find the actual causes of the problems. Data gathering is obtained from interview, questionnaires, or meeting due to the requirement of organisations. 2.1) Diagnosis occurred after data gathering. The team has to diagnose the data and summarise the main points categorized into three types of problem: solvable problem, problem solved by other organisations, and unsolvable problem. Then, the problems will be gone through to see if they impact the effectiveness of the team. 2.2) The team will plan to solve the problem together. They brainstorm and plan carefully. If a member is lack of skill of planning and solving problem, he or she has to be trained to be well-equipped with skills and experiences on how to plan and solve problem as a team. 2.3) Upon finishing all planning, the plan will be implemented and undertaken by the head of the team. If the head is irresponsible to the plan, collaboration from the member will never be occurred. 2.4) The team operated according to the plan and they evaluated the project afterward. The head had to follow up the progress and evaluate problems during operation. The head also had to check if the team was on the right track or veered off the plan, and improved the plan. Lastly, the head should train the member to evaluate themselves as well. Moreover, peace process should be utilised when the pertinent organisations have to solve problems together, and facilitator is needed. This is similar to Anuwatudom (2012). He proposed the solution to inhibit the insurgency by using peace process and negotiation to get rid of conflict. The third party who is from an organisation of international private development to facilitate while discussion.

Recommendation

Implementation

The consequences of this research are to construct the model to gain collaboration between government and community organisations to inhibit the insurgency in the unrest areas of the southernmost provinces. This may lead to developing the following strategies in an attempt to solve the problem in southernmost provinces.

- 1) It was found that the collaboration between government and community organisations have been extensively developing to decrease the violence. The insurgency in terms of quality and quantity seems to be decreased which is the result of the collaboration among government, community

and pertinent organisations. They properly adopted the policy concerning problems in the areas. The in-depth policy, therefore, must be emphasised continuously by leaning on the power of local people. The process of solving the problems in southernmost areas should be used differently depending on different situations. The important thing is that the collaboration between government and community (Discussion for the Peace) should be proceeded to promote understanding and assurance of the available policies by continuing to think, analyse, and find the solving strategies.

Future study

In order to find the methods and processes to sustain the collaboration to solve the problems. Following tangible researches are needed to obtain the methods and processes to inhibit the fundamentals of insurgency in southernmost areas.

- 1) The study of setting collaborative mechanism in terms of integration, policy adaptation, and budgets. These aspects should be quick and clear to solve the unrest areas immediately.
- 2) The study of social mechanism to solve inequity and the real situations within the unrest areas to ensure the reliability, and trustworthiness to promote the collaboration between government and communities.
- 3) The violence in southernmost areas has not been solved completely. There are a variety of insurgent solving methods so “The Process of Peace” which is effectively applicable should be paid more attention.

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