A Security Policy Monitoring Model*
ตัวแบบการติดตามนโยบายความมั่นคง

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บทคัดย่อ

บทความนี้เป็นการทบทวนวรรณกรรมเพื่อสร้างตัวแบบสำหรับติดตามนโยบาย ความมั่นคงในบริบทของไทย ซึ่งนโยบายความมั่นคงนับเป็นนโยบายสาธารณะประเภทหนึ่งที่มี ลักษณะเฉพาะเป็น "แนวทางดำเนินกิจกรรมของรัฐที่ออกมาเพื่อแก้ไขปัญหาความมั่นคง" ทั้งจาก ภัยคุกคามแบบดั้งเดิมและภัยคุกคามรูปแบบใหม่ ในการนำนโยบายความมั่นคงไปปฏิบัติให้การ แก้ปัญหาบรรลุปัญหาตามแต่ละวัตถุประสงค์นั้น รัฐบาลอาจใช้อำนาจพิเศษที่ส่งผลกระทบต่อสิทธิ มนุษยชน ด้วยเหตุนี้ นอกเหนือจากการติดตามความสำเร็จในเชิงประสิทธิภาพและประสิทธิผลแล้ว ตัวแบบนี้จึงเสนอให้ติดตามผลกระทบต่อความเท่าเทียมและเสรีภาพของประชาชนด้วย

ตัวแบบในการติดตามนโยบายความมั่นคงในบริบทของไทยที่เสนอ พัฒนามาจากการ ประเมินนโยบาย แผนงาน และโครงการในลักษณะของตัวแบบเชิงระบบ เป็นการพรรณนาเพื่อสร้าง ข้อมูลเกี่ยวกับผลลัพธ์ที่สังเกตได้ของนโยบายความมั่นคงประกอบด้วย 1) การติดตามกระบวนการ เป็นการติดตามในประเด็นที่เกี่ยวกับการนำนโยบายความมั่นคงไปปฏิบัติ ประกอบด้วยประเด็นย่อย ด้านทรัพยากร เส้นทางนโยบาย กระบวนการและกลไก และภาคี 2) การติดตามผลผลิต เป็นการ ติดตามประสิทธิภาพในการดำเนินนโยบาย ประกอบด้วยการวัดจำนวนเจ้าหน้าที่ความมั่นคงที่ สูญเสียในปฏิบัติการ (เสียชีวิต สูญหาย บาดเจ็บ และถูกจับตัวไป) จำนวนยุทโธปกรณ์ของฝ่าย

ความมั่นคงที่ถูกทำลาย สูญหาย หรือถูกยึดไปประหว่างปฏิบัติการ ระดับความสำเร็จของผลการ บริหารงบประมาณ และระดับความสำเร็จของผลผลิตตามวัตถุประสงค์แต่ละข้อ และ 3) การ ติดตามผลลัพธ์ มุ่งไปที่ประชาชนผู้รับผลจากการดำเนินนโยบาย ประกอบด้วย การติดตาม ประสิทธิผลในการดำเนินการตามวัตถุประสงค์แต่ละข้อของนโยบาย (ซึ่งเป็นส่วนหนึ่งของ ผลประโยชน์แห่งชาติ เช่น การป้องกันประเทศ การสร้างความเจริญทางเศรษฐกิจ การรักษาค่านิยม และการมีระเบียบโลกที่ต้องการ) รวมทั้งการติดตามการอำนวยให้เกิดความเท่าเทียมในการดำเนิน นโยบาย และการติดตามการอำนวยให้เกิดเสรีภาพในการดำเนินนโยบาย

คำสำคัญ: ตัวแบบ, การติดตาม, นโยบาย, ความมั่นคง

Abstracts

This article is a literature review to create a model for monitoring a security policy in Thailand context. A security policy is a kind of specific public policy. It is an approach for state's activities which is set for solving security problems both from Traditional threats and Non-traditional threats. In implementing a security policy to win the threats which is policy objectives, the government may need to use its special power which may limit human rights. By this reason, the issues of monitoring a security policy are more than efficiency and effectiveness. Also, this model uses equity and freedom as issues to be monitored for a security policy.

A model for monitoring a security policy is developed from a systemic model of policy, program and project evaluation. It uses a descriptive method for create information about observed policy outcomes of the security policy. The model composes of: 1) Monitoring the process. It is monitoring issues of security policy implementation those are resources, policy paths, process and mechanisms, and partners. 2) Monitoring the output that is efficiency monitoring which composes of measuring number of security personnel casualties (killed, missing, wounded, or captured in action), number of security equipment destroyed, missing, or captured in action, a level of success in budget execution, and a level of success of every policy's

objective production. Lastly, 3) Monitoring the outcome. Looking at the stakeholders of the policy, the issues are effectiveness of every policy's objectives (parts of national interests such as defense of homeland, economic prosperity, promotion of values, and favorable world order), equity, and freedom in policy implementation.

Keywords: Model, Monitoring, Policy, Security

Introduction

The aim of this article is to provide a Security Policy Monitoring Model. The Framework of analysis and explanation are concepts and theories that are policy analysis, security, and human rights. There are 7 parts in this article:

1. Security Public Policy

2. Public Policy Monitoring

3. Choosing and Creation of a Security Policy Monitoring Model

4. Process Monitoring from Policy Implementation

5. Issues that should be concern in Security Policy Monitoring

6. Security Policy Monitoring Model

7. Conclusion and Recommendations

Security Public Policy

Humans in a society have interactions that lead to cooperation and/ or conflicts. Allocation of their interests or things that have value in a social might have problems. The problems should be solved by social mechanisms. If the problems are not solved, the state will have a duty to intervene by actions to solve it, mitigate it, or make it disappear in public concern. The intervention is done by a public policy which is "An approach of government activity" (Supachai Yavaprapas, 2011, p. 4).

A critical problem to states and socials is security problem. A word "Security" means "state of being free from danger of threat" (University of Oxford, 2017). The word is used by social in a very long time but still have various meanings and have no consensus in academic terminology. Security Studies began in the Second World War Era. It was a part of International Relations Studies in Anglo – American Academic. The U.S. called it National Security Studies and the U.K. called it Strategic Studies. Security Studies concern National Interests and the important values are state's survival and ability to accomplish political and social ambition (Williams, 2008).

In the World War Era and Cold War Era, statesmen perceived threats to state's security that was an action of other states using military forces or military weapons. The perspective was changed after Cold War. Military threats among states were decline but threats that used to be internal problem were more serious and effect across borders. Also, the welfare of the people who are state's members is more important. This mean that "Human Security" is more important. Military Threats are called "Traditional Threats" and other threats that affect Human Security are called "Non – traditional threats" such as: terrorism, insurgency, transnational crime, narcotic traffic, decease, etc.

As a result, studying security by the perspective of International Relations is not enough (Williams, 2008). Security Policy of this article is a kind of public policy which is provided by a state to solve security problem. The problems include all Traditional threats, Non-traditional threats, or specific problem such as narcotic problem, money laundering problem or terrorism problem. Such policy might be in a form of Security Strategy which is used to solve security problems that the state is facing or anticipate facing in the predicted future. The strategy looks at all kind of security problem and uses all of national powers as tools.

For example, the U.S. National Security Strategy, American's Strategic Concept influences to Thai's security organizations especially Military organizations. There are many levels of strategies, the top level is U.S. National Security Strategy which is drafted by National Security Council using information from Grand Strategy, visions

and policies of the President. Approving the Strategy is authority of the President (Doctrine and Strategy Development Center, 2015, p. 15).

By using this concept, the conceptual framework is perfect. The "End" or objective should be defined that what we want to do. The "Way" that tell us how to use resources to satisfy the objective. Also, the "Means" are usable resources to be used. The means are National Powers such as military, diplomatic, economic, development, intelligence, strategic communication and etc. By the military perspective, National Defense Strategy and National Military Strategy are needed. This leads to Forces development programs and projects. The forces will be used for archive the strategic objectives and National Interests will be secured in the end (Doctrine and Strategy Development Center, 2015).

For Thailand, Security Policies or Strategies base from Directive Principles for State Policies of the Constitution of Thailand. There are two ways to declare such policies those are: 1) Public policies that concern about security, these policies will be implemented to be programs and projects and security plan of provinces. 2) Security Policies or Strategies that are the products of Security Policy and Strategy System of Thailand. National Security Council is the main organization of the system that drives to form specific security policies or strategies and then implement to be programs and projects and security plan of provinces as same as the first case.
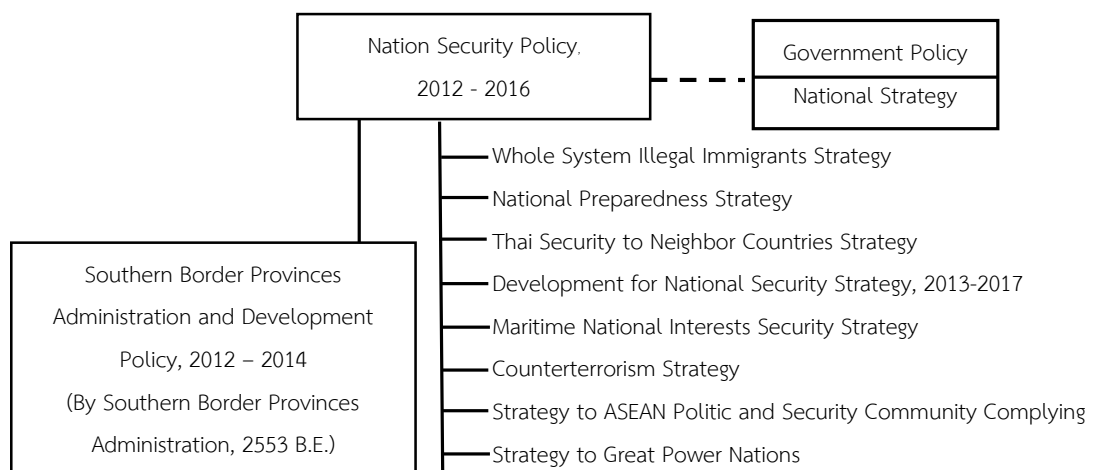
Picture 1: Policies and Strategies that are recommend by National Security Council

Source : National Security Council (2013)

National Security Council was established by National Security Council Act, 2502 B. E. Prime Minister is the president of the council. Deputy Prime Minister (Security) , concerning Ministers and Supreme Commander are members and Secretary of National Security Council is both the secretary of the council and head of the Office of National Security Council.

Public Policy Monitoring

Public Policy Analysis is a multidisciplinary process that is designed to create, assess, and communicate useful information in order to understand and improve policies. It uses a process of inquiry that leads to solutions to practical problems discovery as its methodology (Dunn, 2008, pp. 1 - 2). The methods and its products are:

Methods	Actions	Information produced
monitoring	description	observed policy outcomes
forecasting	prediction	expected policy outcomes
evaluation	appraisal	observed and expected policy outcomes
recommendation	prescription	preferred policies
Problem structuring	definition	what problem to solved

Source: Dunn (2008, p. 6)

The author uses Public Policy Monitoring in Security Policy Monitoring. Monitoring is useful; it lets us know the consequence of the policy that we cannot anticipate. As a result, monitoring will be done after policy implementation has started. It is a Public Policy Analysis Process that creates information about the consequence of the policy by describes the relation between policy's projects implementation and outcomes of the policy. Monitoring has 4 functions: 1) to determine whether the actions are in compliance with standards and procedures, 2)

to determine whether intended target groups and beneficiaries actually get resources and services, 3) to produce information that account about how the implementation of broad sets of public policies and programs over times changes the social and economy, and 4) to explain the difference of the public policies and programs outcome (Dunn, 2008, pp. 273 - 282).

Choosing and creation of a Security Policy Monitoring Model

There are many models to evaluate a public policy. In case of a security policy that is a strategy or connected with strategies and has a lot of details, Program and Project Evaluation Models should be applied.

1) Systemic Models such as CIPP Model of Stufflebeam (1971) can be used to evaluate a program or project to provide information to the executives. There are 4 issues; context, input, process, and product.

2) Process Model such as Discrepancy Model of Provus (1972) which emphasize on evaluation while implementing a project. Evaluation is done every step of the project by compared with standards. If it not passes, the project will be terminated. But if it passes, the project will be shifted to the next step. The 5 steps are: project design, input preparation, implementation, monitoring, and cost analysis.

For Public Policy Monitoring, that is description to create information about observed policy outcome. Here are interesting models:

Objectives	Model Composition	Source
The model monitors a country level policy. It looks at questioning: is there context, sub-policies, and programs /projects compliance to the policy or not?	This model monitors process, output, and outcome of policy implementation. The indicators are: 1. Process indicators, they are used to measure the progress in changing process and investigate how actions were done rather than looking at the action result. For example, the member nation establishes a food committee. 2. Output indicators are used to measure outputs or products which are results of the process such as declaring strategic documents or running programs/ projects. This includes development of social and physical environment that supports better health behavior. Take more occasions to have vegetables and fruits and safer bikeways as examples. 3. Outcome indicators, the ultimate outcomes of the implementation are measured in short-term as increasing of knowledge, in mid-term outcome as behavior change, and long-term as coronary artery disease rate decreasing.	World Health Organization (2008)
To develop monitoring and evaluation system for the poverty and social inequality problem solving process under the implementation of "11th National Economic and Social Development Plan"	The model uses logic model as framework in creating indicators for monitoring and evaluation. The research collects both primary and secondary data and has three types of monitoring and evaluation. 1. Monitoring and evaluation from concepts, assumptions, and theories of Poverty and Social Inequality, so called Theory-based Evaluation. 2. Monitoring and evaluation from processes that change activities and projects to products or Process Evaluation. 3. Monitoring and evaluation from outcome of policies, strategies or projects implementation, named Outcome evaluation.	Asian Language and Culture Research Institute of Mahidol University (2013)

Objectives	Model Composition	Source
To evaluate Southern Border Provinces Development Plan, 2012 at Narathiwat Provinces by 9 strategies of the plan.	The model evaluated the plan implementation by objectives of each strategy. The study was about the outcomes, problems, obstacles, strengths, weaknesses, and recommendations. It used surveying with 2 samples that were government officers and people in Narathiwat Province with different sets of questionnaires (with 5 levels of opinion). Also, it used 4 sets of interview form and 2 sets of focus group form. The quantitative data was analyzed by frequency, percentage, average, and S.D. and the qualitative data was analyzed by the objectives of each strategy of the plan with grouping, linking, analyzing the components, and finding the conclusion by reasoning. As a result, the presentation of the research was in a form of quantitative that shown opinion level by strategies and in a big picture, and a description of the outcomes of the implementation also by strategies and in a big picture.	Prateep Muaksakul et al (2013)

Implementation Monitoring from Policy Implementation

Implementation Monitoring from Policy Implementation aim to answer questions that are: can the relate organizations bring and stimulate service resources and key mechanism to work and archive the policy or not, and how much (Voradej Chandarasorn, 2009, p. 16)? As a result, the study concerns about factors that influence success or failure of policy implementation (Voradej Chandarasorn, 2009, p. 11). The issues that should be concern when we use this concept to monitor a security policy are:

1) Resources

Resource is a facture that effect to policy implementation. Many scholars believe that for success implementation, the resources should be adequate and appropriate in budget, number and quality of personnel, sites, and distribution of

materials to sub-organizations (Van Meter & Van Horn, 1975); (Sabatier & Mazmanian, 1980); (Voradej Chandarasorn, 2009, p. 377); (Supachai Yavaprapas, 2011, pp. 111 - 112).

In my opinion, monitoring a security policy should use Resource Factor as a study issue that compose of 'appropriate' that means using organizations, equipment, and personnel that suitable and qualified, and 'adequate' that means budgets, equipment, personnel, and area should be enough in quantity.

2) Policy paths

Policy paths mean the linkage and consistency between the policy level objectives and implementation level objectives. A security policy is an origin of strategy. It will be implemented to strategy or administrative plan and programs/projects in the end. As a result, it should be implemented in the right policy path.

Issues	Concepts	Sources
Implemented in the right policy path.	"1) Clear objective, 2) Consistency, 3) Easy to perceive, 4) Has indicators, and 5) The information to implementer is correct.	Supachai Yavaprapas (2011, pp. 104 - 106)
	The steps of work should be clear and the projects are designed with consistency to goal and objective of the policy. The simple method of work with clear rules, punishments, and rewords, including authority assignment to persons or organizations before working lead to success.	Voradej Chandarasorn (2009, pp. 376 - 377)
The correct and suitable theory.	The policy should have correct and suitable theory.	Voradej Chandarasorn (2009, pp. 458 - 466)
	Using a theory rationally is a capability of the policy in structuring the implementation process.	Sabatier and Mazmanian (1980)
	A trustworthy theory is like a good map that make the travel correct. A policy is like a hypothesis that tells us if we do this, it will be that. So, the hypothesis	Supachai Yavaprapas (2011, p. 110)

| | should base on a trustworthy theory. A right framework to understand the problem is important to policy implementation. We should select a theory to solve the problem carefully in drafting a policy, especially a policy that aim to change human behavior. If the theory knowledge is not advanced enough, it always leads to failure. | |

Policy paths consist of 'Linkage' that is connections between objectives from the vision of the policy to strategy, programs and projects, and 'Properly' that is consistency with theories in solving security problem in the policy objective issue.

3) Process & Mechanism of policy implementation.

Process & Mechanism compose of structures and relations in policy implementation. It is a factor that influence to success in policy implementation.

Issues	Concepts	Sources
Structure and process	Character of the policy implementation organization influences to ability of policy implementation. Such character composes of personnel ability, chain of command, communication and connection between policy maker and policy implementer.	Van Meter and Van Horn (1975)
	Ability of the policy in creating action structure such as integration of organization, decision making rule of working units, recruiting, and formal participation of people influence to implementation process.	Sabatier and Mazmanian (1980)
Organizations in structure and relation between each other's.	Factors that relate to process and mechanism in policy implementation that influences to success in policy implementation are 1) Implementation organizations, 2) Mission and work assignment, 3) Coordination and cooperation, and 4) Control and evaluation.	Voradej Chandarasorn (2009, pp. 458 - 466)

ทนาย เพิ่มพูล

4) Partners of policy implementation

Partners mean groups or organizations that take part in policy implementation or are the stakeholders. This meaning is wide. In policy implementer perspective, there are many factors lead to success such as characteristic of implementation organizations that are relations between organizations, informal relations, relations making vertically and horizontally, former relations, and supports especially from interest groups, influence occupation groups, elites, and press (Supachai Yavaprapas, 2011, pp. 107 - 118).

Sub factors that are used to study Partner Factor are Elements (who relates?), Roles (how?), Importance (how much?), and Cooperation (support or conflict?).

Issues that should be concern in Security Policy Monitoring

The next step is selecting issues to evaluate in monitoring. There are many issues that are used to evaluate public policies such as 1) effectiveness 2) efficiency 3) equity 4) liberty/ freedom 5) political feasibility 6) social acceptability 7) administrative feasibility and 8) technical feasibility (Kraft & Furlong, 2004, p. 154).

From 8 issues, the 5th – 8th issues are used to evaluate a public policy in the drafting and choosing before using. The question that we need to answer is which alternative is what we choose? As a result, we can use just the 1st – 4th that are effectiveness, efficiency, equity, and liberty/ freedom.

From many public policy models review, the models concern to evaluate efficiency of policy implementation and effectiveness of the policy objectives achievement. These issued are interested by policy analysts for analyzing every policy because these issues are interested by policy implementers too. If we look at a security policy, implementing such policy may impact to policy stakeholders, so we should consider in their perspective as well. When we use evaluation issues of Kraft and Furlong (2004, p. 154), we can see that efficiency and effectiveness are interested by implementers, and equity and freedom are concerned by stakeholders.

Equity and Freedom are important issues that appear in The Universal Declaration of Human Rights, 1948. The fundamental principle, article 1 is "All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood". Also, they are approved by ASEAN Human Rights Declaration, 2012 and Constitution of Kingdom of Thailand, 2540 B.E. (canceled), 2550 B.E. (canceled), and section 3 of 2560 B.E. (active). Even in Constitution(interim), 2557 B.E. (canceled) that was declared after the coup d'état in the same year, it also protects "all human dignity, rights, liberties and equality of the people protected by the constitutional convention under a democratic regime of government with the King as the Head of State, and by international obligations bound by Thailand".

Moreover, Security Sector Governance that concern about the standard of security sector in public service as same as other public service provider. Good governance of security sector should have principles that are Accountability, Transparency, Participation, Responsiveness, Efficiency, Effectiveness, and Rule of Laws that means expectation that persons, institutions, and the state will be under the laws that are public known and are general and continuous enforces, including comply with norms and domestic and international human rights standard (DCAF).

Both issues are in debate between security scholars. For example, in Counterterrorism Policies, Forst (2009, pp. 414 - 435) considered about balancing between security and right to freedom and privacy. To protect the nation and community, right to freedom and privacy might be limited, because the state may need to do 'security intervention' that impacts to these rights such as using surveillance and screening system to limit access to areas that might be targets of terrorists, or using intelligence measure to detect terrorism that may reduce personnel privacy, take travelers and luggage inspection and torture the suspect for intelligence. Such intervention must be trade-off between security and freedom to find the balancing point.

To consider that should we limit freedom of people, in a case of U. S. counterterrorism, there is a debate between John Yoo and David Cole (2014) by asking a question that 'Should U. S. reduce freedom of the people to provide security?' On the one hand, in Yoo opinion, U. S. should limit people's freedom rationally and support to the administrative. On the other hand, in Cole perspective, respecting people's freedom and limit excess action of what is necessary of the administrative is very important for security and protecting U.S. ideal.

The debate points out that people's right to freedom should be always concern either the state needs to limit it or not. Impacts to people's freedom should be monitored in modern security policy analysis that concern about human security rather than state security.

After consideration, I select Kraft and Furlong (2004, p. 154) evaluation criteria as monitoring issues and give definitions and monitoring detail as follow:

1) Effectiveness

General meaning of effectiveness in Public Policy Analysis is 'Possibility to achieve the aims and objectives of the policy or showing that it has archived' (Kraft & Furlong, 2004, p. 154). In case of Security Policy, effectiveness of Security Sector Governance concept is 'to act by role, authority and mission perfectly with high professional standard' (DCAF).

In context of Thai laws, the Royal Decree on the Criteria and Methods of Good Governance, 2546 B.E., effectiveness means 'administration for people profit',section 2, emphasize that government organizations have the aim to provide people with happiness, wellbeing, order and security, and the most benefit of the country... they must listen to opinions and satisfaction of social and clients.' Also, section 3, administration for the result of the state mission, it emphasizes that a government organization must have an administrative plan prior its actions. The plan consists of time sequence, budget, goals, results, and success indicators.

Looking at security policies, its objectives depend on security concept such as national interests. The common objectives of national interests are defense of homeland, economic prosperity, promotion of values, and favorable world order (Doctrine and Strategy Development Center, 2017, p. 295).

For the Southern Border Provinces Administrative and Development Policy, 2012 – 2014, it is a counterinsurgency policy. Its objectives are: 1) Safety and peace of southern border provinces, 2) to reduce the violent conditions, 3) understanding and trust recovery, 4) optimum development, 5) learning to live with variety of cultures, 6) knowing the real situation, 7) supporting by outside of the country, 8) peace talking support environment, and 9) efficient policy implementation.

As a result, to monitor the effectiveness of a security policy, we should look at the level of success of policy objectives and the level of satisfaction of the stakeholder. The objectives often concern about national security of human security.

2) Efficiency

In general, analyzing efficiency in Policy Analysis emphasize on the cost of policy. It compares achievements to the goals or benefits of the project with it costs that are to spend less and archive the goal or to get most benefit with fix costs (Kraft & Furlong, 2004, p. 154). In case of security policy, Security Sector Governance concept suggest that Efficiency means 'using public resources in the best way of performing perfectly by the roles, authorities, and missions of such institutions' (DCAF).

 Moreover, administration with proficiency and worthy by state mission of section 4 of the Royal Decree on the Criteria and Methods of Good Governance, 2546 B.E., consists of specifying the goals, plans, finishing time of the works or projects, and budgets to use with each works and projects. This is suitable for monitoring.

For a security policy that is designed to secure a nation from war or conflicts, the costs that a state must pay are not only its money, but also lives and welfare of security personnel and its security equipment. Wars or other forms of conflict may cause security personnel casualties (killed, missing, wounded, or captured in action)

and security equipment may be destroyed, missed, or captured in action. So, the number of them should be monitored in a security policy.

To monitor the efficiency of a security policy, we can monitor it with the level of budget administration of the administrative plan and the products of the programs and projects which in the budget plan that the government organizations must report every   fiscal year, and the number of security personnel casualties and the number of security equipment destroyed, missing, or captured in action.

3) Equity

Equity is 'justice in distribution of costs, benefits, and risks of the policy to each subgroup of the population' in Public Policy Analysis (Kraft & Furlong, 2004, p. 154). This meaning is usually be used to evaluate economy public policies that aim to distribute some benefits to social and it will be success if the distribution is justify. To use this criterion with a security policy, we should consider it beyond its economic meaning.

The word 'Equity' has been used in Political Philosophy for a long time as same as the Democracy Concept. However, it was used in many commitments in state or international level. I choose to review legal commitments in local and international law that are proper to monitor Thai security policies. The laws are Universal Declaration of Human Rights, 1948 (UDHR), ASEAN Human Rights Declaration 2013 (AHRD), Thai Constitution, 2560 B.E. (Including prior Constitutions)

Sub issues to monitor the equity of the security policy stakeholders means they are equal in their rights without discrimination in these issues:	UDHR	AHRD	Constitutio
- Origin	/	/	/
- Skin	/	/	
- Gender	/	/	/
- Language	/	/	/
- Religious	/	/	/
- Political Thought	/	/	/
- Race	/	/	
- Personnel Status			/
- Economic or social status	/	/	/
- Birth place	/	/	/
- disability, physical or health condition			/
- Education			/
- Equality before the law	/	/	/
- A fair and public hearing by an independent and impartial tribunal	/		
- Marriage at full age, without any limitation due to race, nationality or religion	/		
- Access to public service	/		
- Voting	/	/	
- Right to equal pay for equal work	/		
- Access to education	/	/	

4) Freedom

In evaluation, 'Freedom' means giving or limiting personnel rights or choices (Kraft & Furlong, 2004, p. 154). For a security policy evaluation, it can be used as same as in equity case. I use legal commitments to reflect sub-issues from freedom philosophy especially from Thai Constitution that always include rights with freedom, but I emphasize on freedom. The principles that give people free can be specify as sub-issues to monitor a security policy as follows:

Sub issues to monitor the freedom of the security policy stakeholders means they are free in these issues:	UDHR	AHRD	Constituti
- Life freedom and safety	/	/	/
- Slavery	/	/	
- Torture or cruel punishment	/	/	
- No arbitrary arrest, detention or exile.	/		
- No arbitrary interference with his privacy, family, home or correspondence	/	/	/
- To travel and have resident in their state	/	/	/
- To travel out from their country	/	/	
- To travel back in their own country	/	/	/
- To seek and enjoy in other countries asylum from persecution except prosecutions genuinely arising from non-political crimes	/	/	
- Marriage and having a family	/	/	
- Religion, conscience, and believe	/		/
- Changing religion and believe	/		
- To manifest his religion or belief in teaching, practice, worship and observance	/		/
- No intolerance discrimination and incitement or hatred based on religions and believes		/	
- Opinion and expression and to hold opinions without interference	/	/	/
- Academic expression			/
- Communication without blocking and protecting their privacy	/	/	/
- Conference and association	/	/	/
- Voting	/	/	
- Occupation	/	/	
- Culture and art	/	/	
- Education by their ability	/	/	

Security Policy Monitoring Model

After the literature review of Public Policy Monitoring, Security Policy, and Choosing and Building Security Policy Monitoring Model, I recommend that we should use a model to monitor security policies in Thai context as follows:

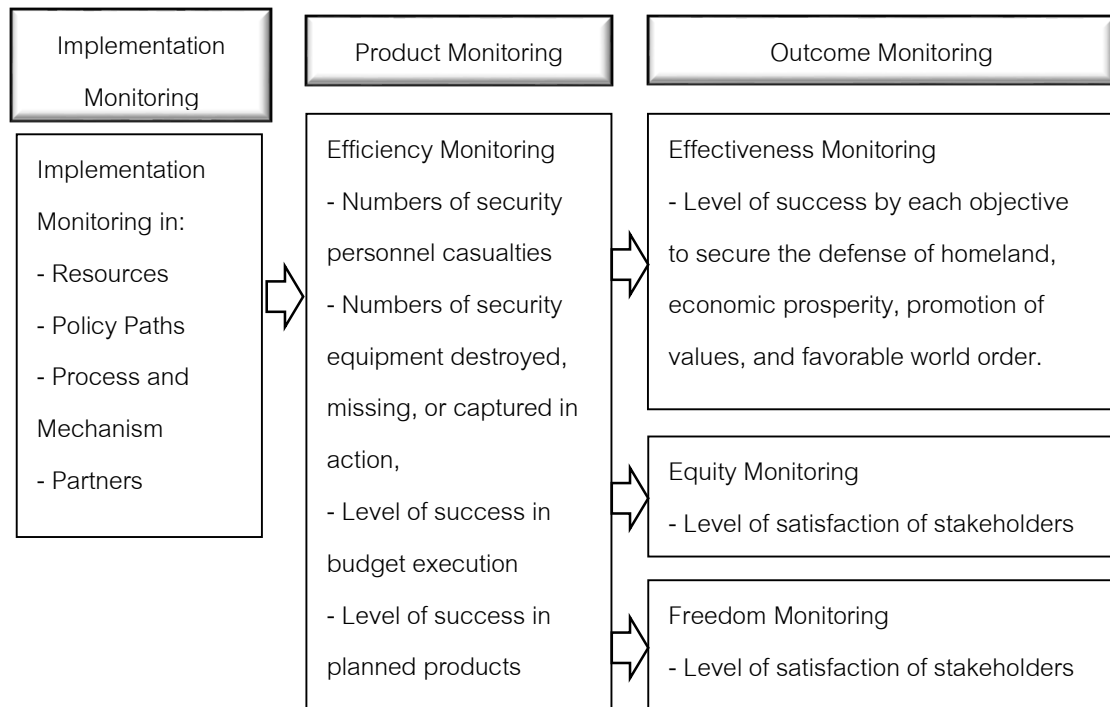| Implementation Monitoring	Product Monitoring	Outcome Monitoring
Implementation Monitoring in: - Resources - Policy Paths - Process and Mechanism - Partners	Efficiency Monitoring - Numbers of security personnel casualties - Numbers of security equipment destroyed, missing, or captured in action, - Level of success in budget execution - Level of success in planned products	Effectiveness Monitoring - Level of success by each objective to secure the defense of homeland, economic prosperity, promotion of values, and favorable world order. Equity Monitoring - Level of satisfaction of stakeholders Freedom Monitoring - Level of satisfaction of stakeholders

Image 2: Security Policy Monitoring Model

The model is developed from Program/project Evaluation which is Systemic Models. It describes to create information about observed policy outcome, so it does not consider the contexts and sources of policies, but look at the process, products and outcomes of the policy.

1) Implementation Monitoring is monitoring to security policy implementation. Its sub-issues are:

- **Resources** consists of 1) level of properly and quality in types of working organizations, equipment, and personnel 2) level of adequacy in budgets, equipment, personnel, and workplaces and 3) resources obstacles.

- **Policy Paths** are 1) level of connection by the number of programs/ projects that consist with each objectives 2) Level of suitability and consistency with policy's theory and 3) policy paths obstacles.

- **Process and Mechanism** compose of 1) elements that are joining organizations 2) structure that is command and control 3) relations that is working process 4) level of cooperation and 5) process and mechanism obstacles.

- **Partners** are 1) elements of involving sectors 2) roles that tells how their involve 3) how important or the degree of involving 4) level of cooperation and 5) partners obstacle.

2) Product Monitoring is efficiency monitoring in policy implementation. It consists of numbers of security personnel casualties (killed, missing, wounded, or captured in action) and numbers of security equipment that are destroyed, missing, or captured in action, levels of success in budget execution by activity that support each policy's objective, and levels of success by products of activity that support each policy's objective.

3) Outcome Monitoring

- **Policy implementation effectiveness monitoring:** We can use questionnaires to measure level of satisfaction of people by each policy's objective. The objectives serve national interests such as defense of homeland, economic prosperity, promotion of values, and favorable world order.

- **Equity monitoring:** Equity can be measured by questionnaires as well. The issue is satisfaction about equity that is anticipated. It concerns about how the stakeholders are affected by the policy.

CHAPTER 12

- **Freedom monitoring:** Using questionnaires, they measure level of satisfaction in freedom issues by choosing the issues that should be concern for such policy.

Conclusion and recommendations

Security policy is a specific kind of public policy. Its objective is to solve security problems. Nowadays, such problems are more complex both Traditional threats that is military threats to state security, and Non-traditional threats that impact directly to humans inside a state.

Problems that lead to have a public policy will be solved after policy implementation with efficiency and effectiveness to affect the problems by policy objectives. As a result, we need to monitor policy implementation that produces necessary information for the executive in order to supervise and make a decision to adapt or improve.

In case that the problems are threats to security, either for a state or humans, the government actions may be using special powers that affect to human rights. So, in addition to monitoring efficiency and effectiveness, equity and freedom are issues that should be monitored.

After literature reviews, I created a model. Its function is to describe to create information about observed policy outcome of a security policy. The model consists of process, product, and outcome of the policy. My aim is to use the model to monitor the Southern Border Provinces Administration and Development Policy, 2012 – 2014. Actually, to use this model, the problems of Southern Border Provinces, Counterinsurgency Principle, and the policy should be review first.

To use this model, it should be adapted to fit with target policy and security context of Thailand. For example, in case that the security policy that you need to

monitor is a policy of National Security Council, you should consider the details about linkages to related strategies. If you want to monitor a strategy, you should consider the programs and projects. Also, if you want to monitor a specific problem security policy of the government or a minister, you should review about the important issues of such organization.

Moreover, for each issue to monitor, you may select sub-issues that suitable for monitoring needs. For example, you can choose theories that fit to the policy and choose sub-issue about equity and freedom that necessary and should be concern to analyze for such policy. Lastly, to determine the value of the monitored security policy, do not forget the 'criteria' to indicate that the policy is success or not and how much. That is the key of evaluation.

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