

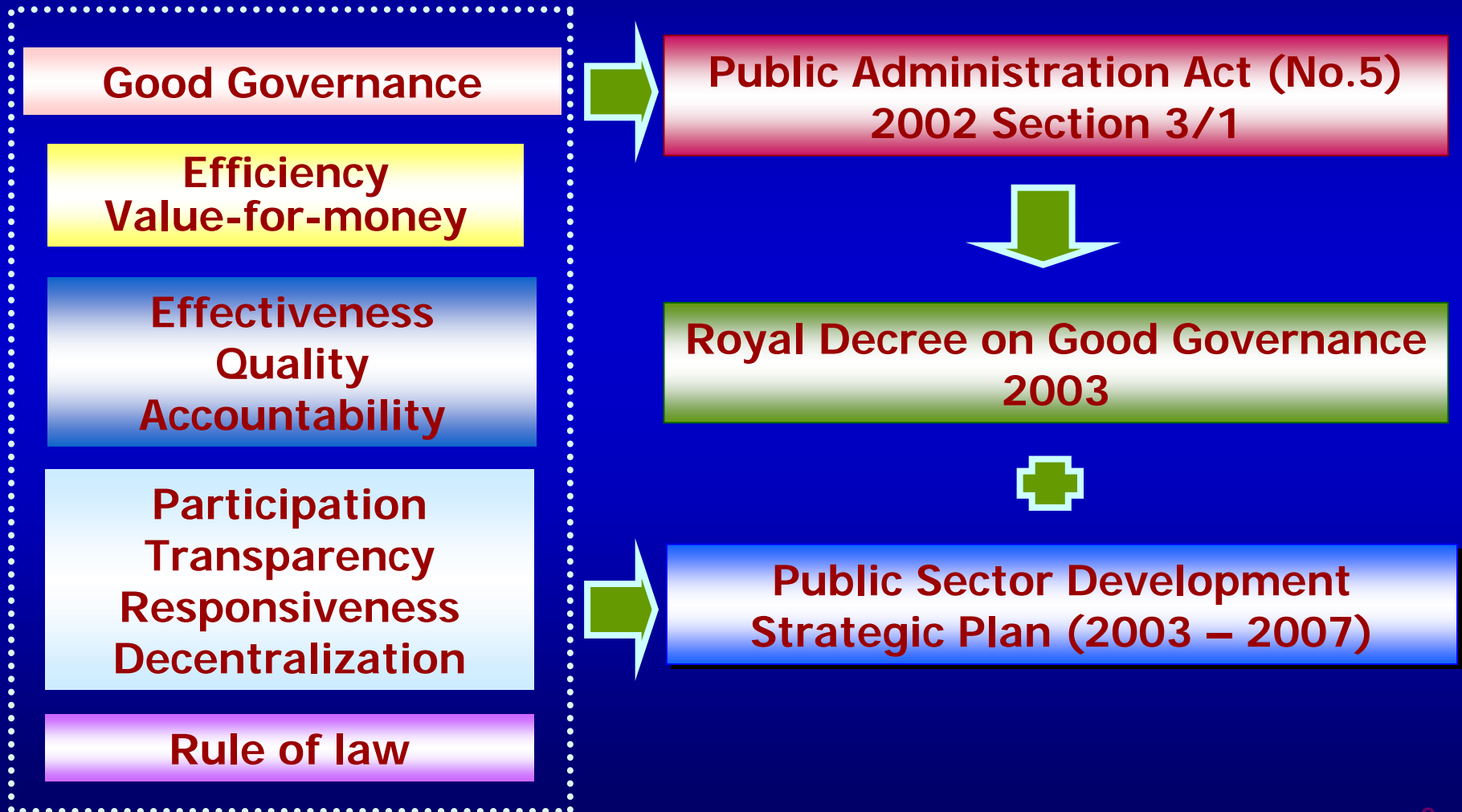
# **Building Trust in Government : Innovations to Improve Governance – Thai Experiance**

**Supannee Pairuchvet**

**Office of the Public Sector Development  
Commission**

# The Thai Public Sector Reform

## From Conceptual Framework Into Practices



# Public Administration Act (#5) B.E. 2545 (2002)

## Section 3/1

- Benefits that accrue to the Thai people
- Results – based management
- Effective administration
- Worthiness of government functions
- De-layering of work processes (streamlining)
- Abolishment of unnecessary agencies & functions
- Decentralization of missions and resources to local administrative units
- Empowerment in decision-making
- Facilitation of and responsiveness to the needs of the people; and
- Accountability for endorsements

# Royal Decree on Good Governance B.E. 2546 (2003)

## Section 6

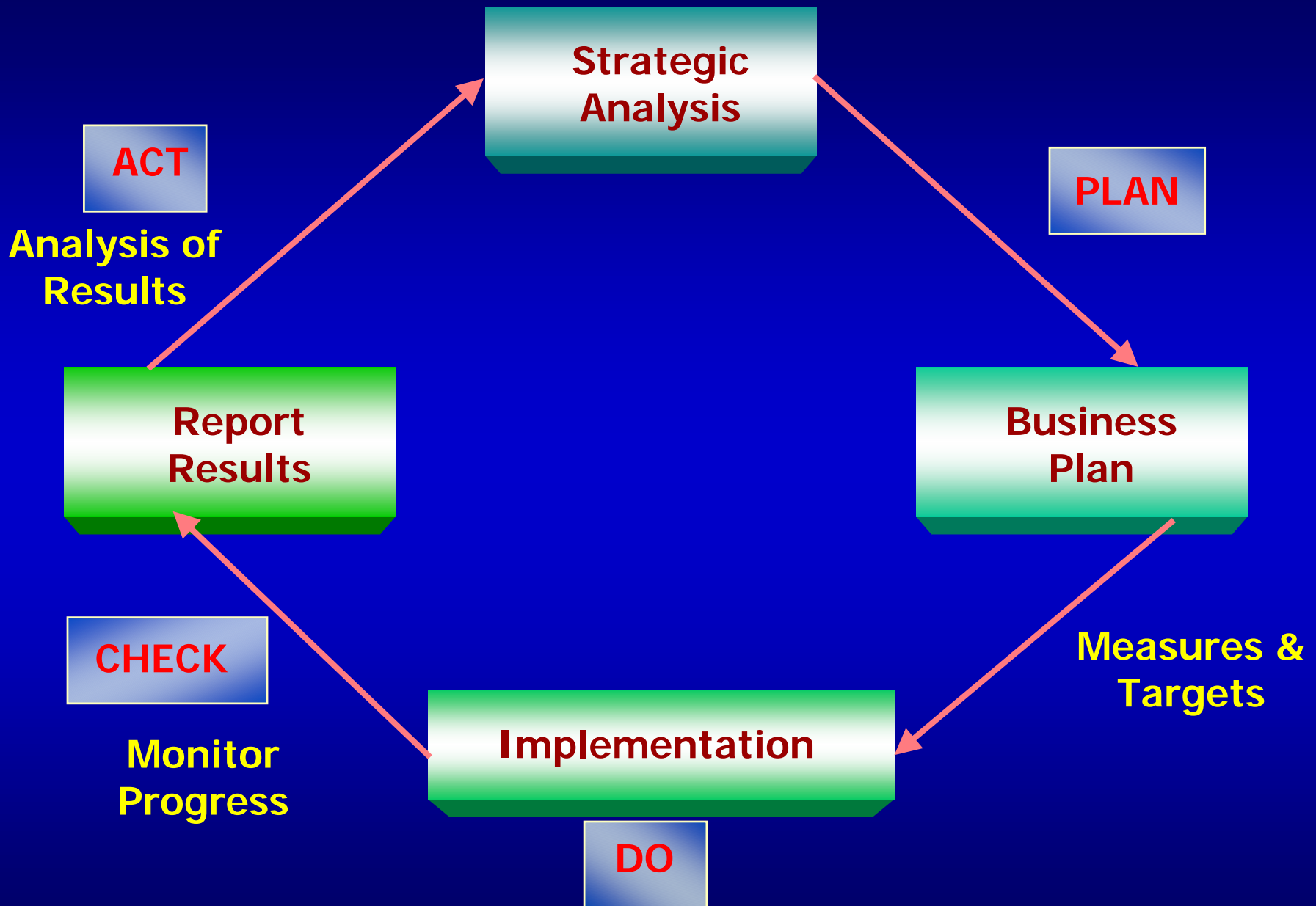
The good public administration is the administration to meet the following targets:

- (1) responsiveness
- (2) results – based management
- (3) Efficiency and value for money
- (4) Streamline business process
- (5) Reviewing mission to meet changing situation;
- (6) Providing convenient and favorable services
- (7) Regular evaluation

## Section 9

In performing its duties, government agency, for results-based management shall :

- (1) make its performance plan prior to the carrying out any mission;
- (2) specify in the performance plan under (1) details on steps of works, operation period and the budget for each step, objective, result and key performance indicator of the mission;
- (3) follow-up and evaluate the performance plan under the rules and procedures as specified by such government agency which shall comply with standard rules and procedures on such matters as specified by PDC;
- (4) in the case when the carrying out the mission or performance plan affects people, it is the duty of the government agency to solve the problem or alleviate the effects or change the performance plan to be more suitable.



**Section 12**

PDC may propose to the cabinet for results-based management, measures for monitoring the performance of public administration by recommending a performance agreement or other measures stating responsibility for public administration

**Section 13**

The cabinet shall make the Public Administration Plan to be employed during its term of office

.....

.....

**Section 14**

The Public Administration Plan under Section 13 shall be a four year plan.

.....

.....

## **Section 16**

**The government agency shall make its four year performance plan in accordance with the Public Administration Plan under Section 13**

.....

**The plan shall consist of administration policy, targets, and results, estimated income and expenditure, and required resources.**

.....

**The Budget Bureau shall allocate an annual budget to the government agency for the accomplishment of the mission specified in the plan.**

.....

.....



## **Section 45**

In addition to the follow-up and review measure under Section 9(3), the government agency shall establish an independence inspection committee in order to evaluate the performance of duty of the government agency related to the results of the missions, quality of service, satisfaction of customer and value for money.

## **Section 48**

In the case where service provided by any government agency meets the specified quality requirement, purpose and customer satisfaction, PDC shall propose the cabinet to allow extra budget as bonus for such government agency to allow the agency to use its saving budget to pay for improving the effectiveness of its duty or for rewarding bonus to its officials.

# Strategic Theme of the Thai Public Sector Reform



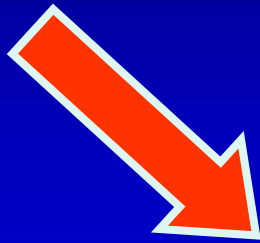
# New Public Management

## Strategy Formulation

Public Sector management Plan (2548-2551)

### 4 year performance plan

S  
W  
O  
T



## Strategic Control

## Strategy Implementation

Balanced Scorecard

Public Sector Management Plan SAR-Card

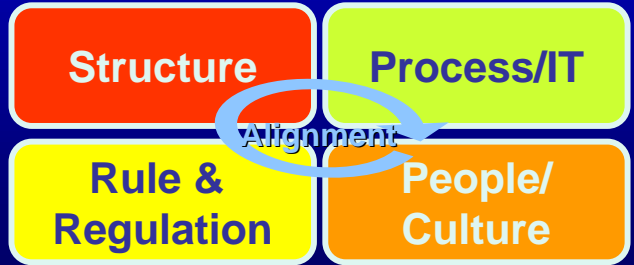
Corporate War Room

## Strategic Management Process



## Action Plan

## Risk Assessment & Management



# Balanced Scorecard of Public Sector for Fiscal Year 2007

Key points of operation assessment	Indicator	Weighted (by percent)
<b>Perspective 1: Effectiveness</b> <b>The Achievement of Strategic Plan</b>	1. Level of achievement in weighted Percentage of ministry- level targets in accordance with strategic plan 2. Level of achievement in weighted Percentage of cluster- level targets in accordance with strategic plan (If there is no cluster- level, the weight will be combined with ministry – level.) 3. Level of achievement in weighted Percentage of department targets in accordance with strategic plan 4. Indicator in accordance with core function of department or equivalent to departments that are not appear in their strategic plan (If core function is in strategic plan or other perspectives, the weighted will be combined with indicator 3.)	<b>50</b> 15 15 15 5
<b>The Achievement of Missions of Department or Equivalent to Department</b>		

Key points of operation assessment	Indicator	Weighted (by percent)
<b>Perspective 2: Quality of Service</b>		<b>15</b>
● Customer Satisfaction	5. Percentage of customer satisfaction (Public Sector must indicate their missions and core function)	5
● People Participation	6. Level of achievement in people participation by comment on assessment and inspect of operation	4
● Transparency of Operation	7.1 Level of achievement of information disclosure by government	3
	7.2 Level of achievement of operation in accordance with corruption prevention and suppression	3

Key points of operation assessment	Indicator	Weighted (by percent)
<p><b>Perspective 3: Efficiency of Operations</b></p> <ul style="list-style-type: none"> <li>● <b>Budget Management</b></li> <li>● <b>Effectiveness of Utilize Energy</b></li> <li>● <b>Reduction Working Process</b></li> </ul> <p><b>Selective indicators</b></p> <ul style="list-style-type: none"> <li>● <b>Planning activity based costing</b></li> </ul>	<p>8. Level of achievement in weighted percentage in withdrawal budget for investment</p> <p>9. Level of achievement on energy saving</p> <p>10.1 Level of achievement in weighted percentage in operational time of public organization</p> <p>10.2 Level of achievement in weighted percentage in operation in accordance with Blueprint for Change on Processing Stage</p> <p>11.1 Level of achievement of planning activity based costing (If the public sector does not choose this selective indicator, they must weight into 9 for 1 percent, 10.1 for 0.5 percent, and 10.2 for 0.5 percent each. If the public sectors chose the selective indicator in 2006 and desire to choose in 2007, they have to maintain this selective indicator on basis)</p>	<p><b>10</b></p> <p>3</p> <p>2</p> <p>1.5</p> <p>1.5</p> <p>2</p>



Key points of operation assessment	Indicator	Weighted (by percent)
<b>Perspective 4: Organization development</b>		<b>25</b>
● <b>Knowledge Management</b>	12. Level of achievement in knowledge management in supporting strategic plan	3
● <b>Human Capital Management</b>	13.1 Level of achievement in developing human capital Management	2
	13.2 Level of achievement in developing human capital management in accordance with Blueprint for Change	2
	13.3 Level of achievement in conveying key issue indicators and objectives of organization to workers	2
● <b>Information System Management</b>	14. Quality of data-base and information system Management	4
● <b>Law Amendment</b>	15.1 Level of achievement in law amendment plan	1.5
	15.2 Level of achievement in weighted percentage in performing in accordance with law amendment plan	3.5

Key points of operation assessment	Indicator	Weighted (by percent)
<p><b>Perspective 4: Organization Development</b></p> <p>● Organization management</p> <p><b>Selective Indicators</b></p> <p>● Risk Management</p>	<p><b>16. Level of achievement in public sector management quality</b></p> <p><b>17. Level of achievement in preparing risk management system</b>            (If the public sector does not choose this selective indicator, they must weight into 13.2 and 13.3 for 1 percent each. If the public sector chose the selective indicator in 2006 and desire to choose in 2007, they have to maintain this selective indicator on basis.)</p>	<p><b>25</b></p> <p><b>5</b></p> <p><b>2</b></p>
<b>Total</b>		<b>100</b>



# 2547 SAR- Card

สัมฤทธิ์ผลตามนโยบายสำคัญเร่งด่วนของรัฐบาล				20							67					70
1	ร้อยละของหมู่บ้านเริ่มเลี้ยงที่เล้าสะอาดปลอดภัย	-	347 หมู่บ้าน 691 หมู่บ้าน	3						✓	●				✓	●
2	ร้อยละที่ลดลงของอัตราการว่างงาน	-	4.14% (12,711 คน) 3.14% (3,595 คน)	2	✓						○	✓				○
3	ระดับความพึงพอใจของการจัดทำทะเบียนเพื่อแก้ไขปัญหาสังคมและความยากจนเชิงบูรณาการ	-		3					✓		○				✓	●
4	ร้อยละของผู้กู้ยืมจากกองทุนของโครงการ คอ.คจ. ที่สามารถชำระคืนตามกำหนด	-		2					✓		○			✓		○
5	อัตราส่วนของผู้กู้ยืมจากกองทุนหมู่บ้าน ที่สามารถชำระคืนตามกำหนด	-	90%	3					✓		●				✓	●
6	ร้อยละที่ลดลงของอัตราหนี้ต่อประชากรเพศชาย	-		2	✓						○	✓				○
7	ร้อยละที่เพิ่มขึ้นของอัตราส่วนหนี้ที่สามารถจ่ายคืนผู้กระทำผิดได้ต่อจำนวนคดีที่ได้รับแจ้งทั้งหมด	-		3	✓						○	✓				○
8	ร้อยละที่ลดลงของจำนวนเรื่องทุจริตของข้าราชการและพนักงานรัฐวิสาหกิจในจังหวัดที่มีการตั้งกรรมการสอบสวนและมีมูล	-		2					✓		●				✓	●
มิติที่ 2 ด้านประสิทธิภาพของการปฏิบัติราชการ				10							10					25
1	ร้อยละของงบประมาณที่สามารถประหยัดได้	-	20%	5	✓						○	✓				●
2	ระดับความพึงพอใจของประชาชนที่มีต่อการลดระยะเวลาของขั้นตอนการปฏิบัติราชการของส่วนราชการ	-	80% - 90%	5	✓						○			✓		○
มิติที่ 3 ด้านคุณภาพการให้บริการ				10							10					10
1	ระดับความพึงพอใจของการดำเนินงานตามแผนปรับปรุงแก้ไขบริการ	-		5	✓						○	✓				○
2	ร้อยละของระดับความพึงพอใจของผู้รับบริการ	-	80%	5	✓						○	✓				○
มิติที่ 4 ด้านการพัฒนาองค์กร				10							35					40
1	ระดับความพึงพอใจของการพัฒนาระบบบริหารความรู้ในองค์กร	-	100% (1,128 คน)	5					✓		●				✓	●
2	การพัฒนาระบบฐานข้อมูล (Database) ในจังหวัด	-	เสร็จ/เกือบเสร็จ PMDC	5		✓					○		✓			●
รวม				80							188					235
คะแนนเต็ม 5											2.35					2.94

หมายเหตุ: ผลการประเมินตนเอง

○ = NA

● = 1.00-1.49

● = 1.50-2.49

● = 2.50-3.49

● = 3.50-4.49

● = 4.50-5.00


\*\*\* ใบมิติที่ 1 ไม่รวมผลการประเมินตามยุทธศาสตร์กลุ่มจังหวัด

# Transparency.....

➡ **Official Info. Act., B.E. 2540 (1997)**

➡ **Royal Decree on Goal Governance  
B.E. 2546 (2003)**

✨ **All operations of the government agencies are disclosed except those that are concerned security, economic stability and peace of the country and privilege of the citizens**

 Government agencies have to reveal of the fiscal budget, contracts of the procurements at the office and via internet except those that will cause disadvantages to the concerned people.

# Thank You

[www.opdc.go.th](http://www.opdc.go.th)