

ADMINISTRATIVE REFORM EFFORTS IN THAILAND: CURRENT EXPERIENCES AND SUCCESSES

The legal authority for administration of the Thai civil service is based on three principal acts: *Organization of State Administration Act*, *The Government Organization Act*, and *The Civil Service Act*.

The *Organization of State Administration Act* sets down the bureaucratic structure and its administration. The original Act was promulgated in 1932, and was later superseded by the Act of 1991. Under the Act, Thai civil service administration is a combined system of centralized, de-concentrated and decentralized functions divided into three levels:

- Central administration
These functions rest in 14 ministries, each under the supervision of a permanent secretary, and 125 departments. Offices at this level are located mainly in Bangkok and concentrate on centralized functions.
- Provincial administration
This is headed by the provincial governor and undertakes de-concentrated functions. While policy and primary execution remain centralized in the ministries, certain decision-making responsibilities and authority are authorized, within guidelines and directives, to their units in the provinces.
- Local administration
This is self-governing and is characterized by a decentralization of functions. There are two different categories under this type of administration: (1) provinces, municipalities and sanitary districts; and (2) Bangkok Metropolis and Pattaya City.

The *Government Organization Act* defines in detail the structure and operations of government organizations, specifying the number and names of ministries, the function of each, and the names of departments within each ministry. The *Government Organization Act* of 1991, the current law, provides for 15 ministries - 14 civilian ministries and the Ministry of Defence - and 125 departments (see Appendix III).

The *Civil Service Act* describes the rights and responsibilities of public servants, and establishes compensation levels, career advancement procedures and disciplinary action. It further provides for developing and encouraging effective and motivated work performance. In short, the Act deals with all aspects of personnel management in the public sector. The original Civil Service Act of 1928 introduced the public personnel system and career service concepts into the civil service and specified the establishment of a central

personnel agency to take responsibility for managing the civil service. *The Civil Service Act* has been continually updated and revised in response to rapidly changing national and global situations.

3. Central organization

Organizations other than the Civil Service Commission that are involved in public administration at the policy level include the National Economic and Social Development Board (NESDB) and the Bureau of the Budget (BoB). These three central organizations are attached to the Office of the Prime Minister, and their respective heads report directly to the Prime Minister. Their main functions are oriented towards policy development, manpower planning, and financial and budgetary management. Each agency has its own specific functions and responsibilities, as described below (see Appendix IV).

The mandate of the CSC is to assume the following roles and responsibilities:

- advising the Cabinet on matters involving public personnel management, the civil service system and government agency restructuring, organization development, bureaucratic procedures, compensation and welfare;
- formulating policies on manpower planning in the civil service;
- directing the management of public service personnel, including issuing regulations and directives; considering, analysing, and setting procedures; determining positions and salary levels; overseeing the recruitment and selection of government officials; monitoring disciplinary actions, appeals and grievances; and encouraging the development of the capabilities and quality of civil service personnel;
- protecting and maintaining the fairness of the merit system to prevent unfair treatment of civil servants, ensuring that compensation, welfare and fringe benefits among government officials under various jurisdictions are appropriate and consistent;
- maintaining and supporting the development of civil servants in quality and ethical values.

The work of the Civil Service Commission is undertaken through its Secretariat, the Office of the Civil Service Commission (OCSC).

The National Economic and Social Development Board has the following main responsibilities:

- analysing and studying the economic situation for presentation to the National Economic and Social Development Board Committee (NESDC) and recommending economic development and stabilization policies;

- appraising and co-ordinating economic development projects of government agencies and state enterprises and setting an overall economic development policy consistent with the existing national resources and priorities;
- co-ordinating with government agencies and state enterprises in preparing development programmes and projects for the annual development budget and in seeking foreign loans and other sources for finance;
- investigating requests for resources to maintain fixed assets used in development, and recommending adjustments if necessary;
- considering and co-ordinating requests for foreign grants and loans of government agencies and state enterprises, and recommending additional assistance if necessary;
- evaluating and monitoring the implementation of projects of government agencies and state enterprises.

The Bureau of the Budget has responsibility for the following main functions:

- developing proposals on budget policies and plans;
- preparing and recommending the national annual budget for government agencies;
- monitoring and evaluating governmental agencies' programmes and projects and keeping the Prime Minister and the Cabinet informed of the status and progress of such programmes and projects; and
- recommending on financial and budgetary matters as requested by the Cabinet.

4. Rationale for administrative reform

A. External pressures

During the past decade Thailand, like other countries throughout the world, has been influenced by the impact of globalization and technological development. Social and economic considerations are becoming even more complex, as are the political processes and political development within the country and in relations with other nations. Competition for international investment and economic growth increased external pressures for bureaucratic reform, as the traditional administrative mechanisms were no longer appropriate to the national and world situation. Supportive government policies and efficient bureaucratic services were needed to bring the country to the stage where it could compete with others.

Even as bureaucratic reform measures were being gradually developed the problems accumulated until significant pressure was put upon the Government to streamline, modernize and improve its administrative systems to cope with the demands of a rapidly growing economy, a burgeoning private sector, and greater expectations by the populace for efficient public services and support from the Government.

B. Internal pressures

Internal pressures have also had a strong influence on administrative reform, as government organizations themselves began to have to deal with various problems. Among the most important of these were:

- the continual expansion of government organizations and extension of government activities without a clear perception of the outcome, which had led to redundancy and overlap in work and functions;
- a rapid increase in the number of government employees as a result of *ad hoc* responses to the external pressures described above, which required a high proportion of annual budget expenditures for personnel costs (as high as 42%);
- the increasingly disconcerting issue of ‘brain drain’, the resignation of highly qualified civil servants to take up work in the private sector, which posed a threat to the future quality of the public service. Manpower shortages in the private sector as a result of the frenetic pace of economic growth over the past decade, the success of population management, changes in social values and the poor image of public service, all had a negative impact upon the quality of the civil service work force;
- inadequate compensation for public sector employees in general, and for the more senior levels in particular, when compared to remuneration attainable in the private sector, which had a demoralizing effect and was one cause of ineffective performance by civil servants. Public sector personnel had become Thai society’s ‘new poor.’

5. Administration reform outline and modern bureaucratic reform measures

The long history of public administration in Thailand has been accompanied by a companion history of administrative reform. The major reform which took place during the reign of King Rama IV (1868- 1910) was the very first revamping of the overall system, while other measures were more commonly attempts to reform specific areas, without a consistent vision of the whole picture. Policies and directions of earlier reforms were undertaken according to the interests of the existing government. The lack of an articulated vision and strategic approach resulted in inconsistencies and lack of direction of the reform process and produced little in the way of significant improvement.

Public administration reform and development has been an important component in the policy statement of every new government. It was normally initiated by establishing an oversight committee called the Bureaucratic Reform Committee, usually chaired by a Deputy Prime Minister in charge, with the OCSC serving as Secretariat and a Deputy Secretary-General to the OCSC acting as Secretary to the Committee.

In early 1991, the CSC undertook a major reform of the government bureaucracy with strong support from the interim government led by then Prime Minister Anan Panyarachun, who demanded that the Civil Service change its roles and attitudes and take action in response to the needs of the people and the country. With this signal, the CSC and OCSC were able to implement a number of policies and initiate several civil service reform measures immediately, since they had already been planned and developed.

As a catalyst for public administration reform, the CSC had (1) conducted studies and research concerning reform and measures for reform; (2) prepared a proposal to revamp the bureaucracy and (3) proposed drastic revisions to the Civil Service Act then in effect.

Two aims characterized the direction of reform during this period:

- modernizing and improving the efficiency the civil service system by (1) restructuring government organizations and restricting the number of government officials, (2) employing work simplification and information technology and (3) focusing on functions involving serving, supporting, and directing;
- improving the quality and ethical values of civil servants by (1) reformulating personnel recruitment to attract the most competent individuals into the service, (2) employing a better career advancement ladder which allows those possessing the required expertise and professional experience to be promoted accordingly, (3) placing emphasis upon honest and loyal conduct and (4) revising compensation levels commensurate with the responsibility of the position and the type of work.

An Acting CSC Secretary General appointed by the Prime Minister designated a special task force within the OCSC to draw up an action plan for reform. After receiving approval from the Cabinet the plan was broken into stages for strategic management and implementation. To ensure involvement of other government agencies a two-day seminar, chaired by the Deputy Prime Minister, was organized to provide a forum for high ranking officials, academicians and experts in public administration to share their views and experiences in connection with the proposed reform plan.

The civil service reform initiated in 1991 laid the foundation for radical changes in subsequent years. The trend and focus of civil service reform and development actions each year since then can be summarized as follows.

- 1992 The focus was on changing the government role from the traditional one of implementing, controlling, and operating to that of policy making, facilitating, and monitoring. The passage and enactment of the Civil Service Act of 1992 laid the legal basis for these reforms.
- 1993 Activities in this year emphasized streamlining the bureaucracy by reviewing the basic structure and responsibilities of government agencies to restructure hem, and implementing measures to control the size of the civil service work force.

- 1994 Reform efforts concentrated on introducing reform as part of the incentive measures to encourage improved work performance. This was made possible through promulgation of the Salary and Position Allowance Act of 1995.
- 1995 The Government attempted to improve performance with new approaches such as reengineering the public service system and monitoring public sector performance, emphasizing application of the principles of customer service and orientation.
- 1996 In this year the focus was on implementing policies and measures for public sector reengineering within government agencies. Successful projects served as models for implementation in other agencies.
- 1997 With the initiation of the *Eighth National Economic and Social Development Plan*, Thailand formally entered into a new era which focuses upon the Area Function and Participation Concept, and hopes to fully implement the concept within five years.

In the present Government, the Prime Minister himself chairs the Bureaucracy Reform Committee, the primary task of which is to develop a framework and recommend short-term and long term measures to develop and implement the reform process.

The current policies of civil service reform emphasize the role of government as focusing solely upon planning and monitoring. Overhauling the system requires drastic improvement in two major components, the bureaucratic structure and work organization.

Structural reform involves determining the duties which should be performed by central administrative agencies, those which should be under local administration, and those which should be handled by the private sector.

Work processes must be restructured in order to prepare the ground for decentralization of authority which will be brought about by reforming the bureaucracy.

In addition to outlining government policy, the *National Economic and Social Development Plan* also reflects the directions of national development and bureaucratic reform. Since 1961, Thailand's development directions have been articulated in 5-year national plans. The country has just begun to implement its Eighth Plan, which runs from 1997 through 2002. The present plan has introduced a new paradigm in the planning process with the following concepts:

- people should be the focal point of development; and
- participation of the public sector, the business sector, academics, non-governmental organizations and the general public is essential.

The plan highlights the importance of developing the full potential of people and promoting participative, decentralized and improved governance (see Appendix V).

6. Revising the legal basis for administrative reform

The 1992 revision of the Civil Service Act, the current law, established a firm legal basis for the current public administration reform activities. The provisions in the Act result from long-standing attempts to (1) solve persistent problems within public administration, (2) focus upon modernizing government bureaucracy to render it more efficient and effective and (3) improve the quality and integrity of the services provided. The law also contains important implications, not only for the public service itself, but for all government officials under its jurisdiction. The direction, principles and procedural guidelines aim to creating a government bureaucracy and public service that is more efficient and responsive to the needs of the country in meeting its stated development objectives.

In 1996, in an attempt to promote greater transparency, accountability, and customer orientation in public service administration and practice, two major legislative acts were promulgated, the “*Administrative Procedures Act*” and the “*Official Liabilities Tort Act*.” The first Act is mainly concerned with work procedures, the scope of authority of government officials, the right to ascertain the reasons behind approval or rejection decisions and the right to appeal decisions and request reconsideration. The latter Act enables affected citizens to claim compensation from government agencies if it is found they have been mistreated.

A major political reform currently under consideration is the passage of a new constitution of the Kingdom of Thailand to replace the existing one which, it is widely felt, does not fully conform with democratic practice. The body which drafted the new constitution, the Constitution Drafting Assembly, was comprised of 99 elected members, 76 of whom represented each province, with the remaining being academics and specialists with different areas of expertise. In the drafting process, the Committee conducted several public hearings throughout the country.

In its present draft the new constitution aims to guarantee greater rights and freedoms to the people. It would also set up new bodies to protect the public from abuses of power by the state and would ensure that national administration is more open and gives greater independence to provincial and local administrators. A Constitution Scrutiny Committee has reviewed the draft, revisions have been made, and the document has been submitted to Parliament for consideration. Whether or not it passes parliamentary review and is accepted, will be an indication of the future of future political reform in Thailand.

7. Revamping the CSC and the OCSC to lead reform activities

Passage of the Civil Service Act of 1992 did not change the long-standing mandate of the Civil Service Commission to advise and implement government policy *vis a vis* the civil service system and administration. To ensure the successful implementation of the proposed reform measures and to carry out responsibilities effectively and efficiently, it was necessary

for the Civil Service Commission, along with the Office of the Civil Service Commission, to first undergo its own internal bureaucratic restructuring and streamlining. Initial measures have focused upon improving processes, work procedures, and management styles. Various revisions have been put into effect during the past five years, and in mid-1997 a major redesign of work practices was begun. It is expected that this latest reform project will be completed by mid-1998.

8. Major administrative reforms

A. Controlling the size of the public service workforce

In February, 1994, the Cabinet approved the recommendation of the CSC to implement a policy of downsizing throughout the Government. Specific measures to bring about a smaller, but more efficient, government have included:

- delaying increases in the number of public personnel;
- abolishing positions upon retirement of incumbents;
- setting up a national committee chaired by the Prime Minister to consider requests for new positions;
- redeploying/contracting out certain functions such as maintenance, cleaning, transportation, security, *etc.*;
- reviewing the primary functions of government agencies and redirecting work to focus upon the core business of the agency;
- setting work priorities; and
- encouraging greater involvement by the private sector in providing education and medical care.

To ensure the sustainability of these measures emphasis has been placed upon:

- supporting and encouraging those agencies which successfully implement these measures by delegating to them greater autonomy and authority to review and make position determinations; and
- providing a higher level of flexibility in budget management to those functional agencies which have been successful in reducing the number of personnel to the targeted level.

In the actual procedural implementation, every agency was directed to:

- make internal adjustments and changes to improve the effectiveness of its operations;
- draw up a master plan and a strategic plan for streamlining itself;
- draw up a plan to transfer certain functions to local administration units; and

- draw up a plan to transfer certain functions to the private sector or to appropriate government agencies which have undergone transformation into executive agencies, to enable greater efficiency and flexibility in management.

B. Compensation reform

In 1993 improved compensation levels were approved by a revising the salary schedule of civil servants. This work was done by the National Compensation Committee (NCC) in accordance with its compensation reform mission of. To cope with the problems of attracting and retaining personnel, the NCC had set a goal to reform public compensation levels and practices, through a set of policy directions to:

- improve the internal equity of public sector compensation within the same and across various public service agencies;
- raise compensation levels to the point where public personnel need not be concerned about making ends meet, so they can dedicate their efforts and spirit to working for the public benefit;
- bring public sector compensation closer to that offered in the private sector for positions requiring equivalent knowledge, abilities, and experience, for the sake of social justice and to ensure a continual flow of persons of high calibre to the public sector, as well as to facilitate the future exchange of personnel between the public and private sector.

The ultimate goal of Thai public sector compensation reform is to achieve par with private sector compensation, with greater emphasis being placed on take-home pay. Means of curbing or controlling public personnel costs while raising the salaries of the civil service workforce are under consideration. In the main, they involve controlling the size of the government workforce and selectively raising public sector salaries. To facilitate the selective salary increases, the Thai public service salary scale is undergoing a shift from the currently used 'single-pay-scale structure,' where every occupation in the same public service organization uses the same pay scale, to a 'multiple-pay-scale structure,' where different occupations or schemes of service have their own pay scales.

C. Performance monitoring

In 1995, with support from the UNDP, the OCSC conducted several pilot projects concerned with Performance Monitoring, assisted by a team from the Urban Institute, Washington DC. The project objective was to develop models to improve the performance of these agencies, and by extension, other government agencies. Two foci included (1) improving the service of these agencies to respond to the needs of those using their services and (2) creating sound performance measurement tools to monitor the agencies' performance. This would result in greater flexibility in budget management.

The pilot trials were conducted in the Department of Agricultural Extension (DOAE), and the Department of Local Administration (DOLA). Two programmes were selected in each of these departments to design, test, and implement performance monitoring approaches. Each pilot programme was conducted by its own working group, comprised of knowledgeable programme staff and two members assigned from the OCSC core working group.

To build performance monitoring capacity and skills, several training seminars on basic components of the technique were organized for staff on the programme, programme managers, and staff from other units and departments, among them the Office of the Prime Minister, the Bureau of the Budget, and three departments – Industrial Works, Industrial Promotion, Commercial Registration.

In addition to the seminars, small group and hands-on training programmes were organized to further enhance the knowledge and skills of working group members from the OCSC and participating departments.

At the end of the trials, these two departments were able to set up performance indicators for the activities undertaken in the project. The DOAE's work proved very successful. The resulting measurement techniques were incorporated into the department's work system and even expanded to other functional areas in the department. The DOLA is currently working to incorporate the approach into the system.

In 1996 the OCSC expanded the trials to work with the Ministry of Industry, selecting 3 departments in which to conduct pilot projects – the Department of Industrial Promotion (DIP), the Department of Industrial Works (DIW), and the Thai Industrial Standards Institute (TISI).

D. Management reform

The May, 1995, Cabinet approval of the CSC proposal to improve public service performance made it one of the major policies of the Government, and earmarked budgeted funds for the project. The work plan covered 15 departments, with one department from each ministry selected as a prototype for other departments in that ministry.

The project began in 1996, planning to start with 6 departments whose main mission involved delivery of services and international trade. The prototype departments are being supported by the OCSC, with assistance from world-class consultants. The mission involves work process reengineering resulting in tangible improvement in service quality, management systems and organization design, information technology, attitudes, behaviour and morale, together with a performance monitoring system. The work is divided into three phases – planning for change; redesigning processes; and implementing the pilot project on

a trial basis. Those in the initial group of agencies selected were the Department of Commercial Registration, the Customs Department and the Office of Social Security. Following an assessment of the pilot, it was reported that the results were quite promising. The second prototype group, which is beginning activities in 1997, includes the Department of Land, the Department of Land Transport and the Office of the Civil Service Commission.

E. Reengineering government agencies

The Department of Local Administration in the Ministry of Interior initiated a project to improve the performance of district offices by selecting a number of such offices as prototypes in a pilot trial. The trials proved successful and the implementing strategies and prototype district offices are being used as models for improving other districts. The project aim to improve the public service process to increase efficiency in line with people's expectations. This is done by changing the old work systems, while maintaining the original staff in the same workplace, to evolve a better system under the same regulations. There are new words for serving the public: 'with pleasure', 'fast service' 'conveniently and accurately.'

Amphur Muang-Ratchaburi (the main district of Ratchaburi Province) is one success story in this project. Reengineering the work processes was undertaken with the motto, "Modern Amphur, Going Forward, Service First, With Pleasure." Officials of the district office set the following objectives for their services: (1) that all officers understand the measures needed to improve work processes, (2) that action be taken in accordance with the new system and the requirements and regulations, (3) that public satisfaction be ensured and (4) that service be provided with a good attitude, in a convenient, accurate and timely manner. Duties and activities necessary to meet the objectives were identified while work processes were redesigned to eliminate unnecessary steps and enable citizens to complete business at one service point. Computers were introduced to speed up the work. The work environment has been improved and a new paradigm of customer-orientation has been adopted.

F. Current innovations in public personnel administration

Public administration reform is proceeding according to plan, with the OCSC leading and supporting the activities for the relevant units in the government bureaucracy. At the same time, the OCSC, as the operational unit of a central personnel agency, has the responsibility to raise and maintain morale, ensure career advancement, and generally see to the well-being of civil servants so they may devote their energies and efforts to the task of serving the public and developing the country. At present a number of measures are being taken to

seek more effective approaches to building a modernized and efficient public personnel administration system. These include:

- delegating and decentralizing processes to increase the capability of responsible committees in personnel administration, such as ministry sub-commissions, departmental sub-commissions, *etc.*, so that the Civil Service Commission can concentrate on its mission of playing a strategic and consultative role rather than an administrative one; and
- developing better approaches to manpower planning and selecting employees for the public sector with an emphasis placed on reducing personnel, thereby freeing funds for better remuneration packages and reducing the serious ‘brain drain’ problems faced by the public sector.

9. Future directions

The OCSC is conducting a number of projects to enhance efficiency and effectiveness within organizations. These include projects related to public service performance improvement, competency enhancement, and re-engineering. Each project has a common focus, analysing the present functions of organizations to retain core functions and discard obsolete ones.

Meanwhile, government agencies are being encouraged to develop vision and mission statements which are customer-oriented, concentrate on oversight rather than execution, and promote privatization and contracting. Vision statements should focus on deregulation, which, it is expected, will lead to analysing the present organization structure and designing an improved structure that is modernized, technology-oriented, and consistent with the vision and mission statement of the organization.

The concept of smaller government is the vision being sought, incorporating privatization and contracting-out functions which the private sector has the ability to perform as well as or better than the public sector. Financial and budgetary reform will have to be undertaken simultaneously to allow more freedom and flexibility in financial administration at the departmental level to enhance efficiency. Government agencies are being encouraged to manage by results through a planning and monitoring process rather than by controlling input.

10. Success factors in public administration reform and development

Every government in recent times has been aware and supportive of the need to improve public service. Such improvement is a primary mechanism to stimulate the development and well-being of the country and its citizens, yet it is fully understood that major changes in the

bureaucracy take time and depend on many factors. A number of critical factors have been identified from the Thai experience.

First and foremost is the presence of a strong political will to support major restructuring and reform. It is fortunate that in Thailand past and current governments have strongly supported the public reform measures.

Second, authority must be given to well-defined and prepared units with a high commitment to the reform mission. In the Thai case, the Government delegated the authority to the Office of the Civil Service Commission, the Bureau of the Budget, and the National Economic and Social Development Board, which were charged with co-ordinating efforts to prepare specific manpower, financial and development plans.

Third, the effort must be a participatory one, where members of society, on an individual basis and through the media, become involved in identifying problems and participate in monitoring the solutions. This is happening in Thailand.

Fourth, careful studies and research on the areas requiring change need to be undertaken to identify the actual problems, the most practical solutions, and, most important, the impacts. Applying the results of the studies and research will ensure the development of sound proposals.

Finally, there must be sufficient financial support to fund the required activities and invest in new technologies essential to improve efficiency and effectiveness. Expenditures for implementing Thai reform measures have come largely from the national budget, with important additional support for studies, research, and testing granted by UNDP and other international sources.

Public service reform and development in Thailand has been successful thus far, although there is a long way to go before the major goals are completely achieved. The success can be noted from the reform activities taking place at both the macro and micro levels. At the macro level, changes can be observed not only in government policies and in the National Economic and Social Development Plan, but in the legal aspects, which are the fundamental basis for other changes, particularly in implementing and sustaining reform measures. At the micro level, a number of actual reform activities have taken place in implementing particular measures and pilot trials. The confidence generated by the positive support and strong determination existing at all levels will accelerate the pace toward achieving that goal.

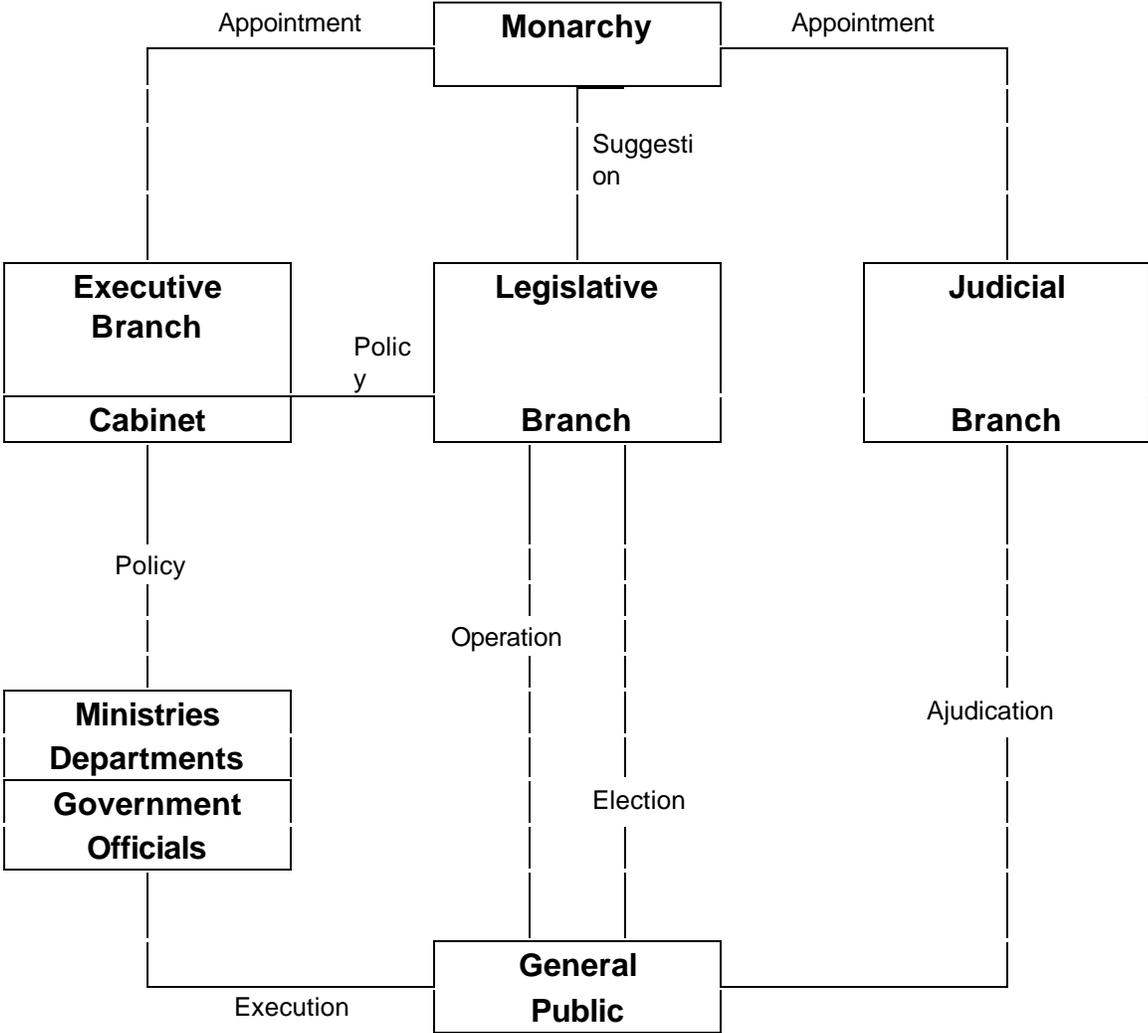
Appendix I

Central Personnel Agencies

Agency	Year	Employees (1966)	
	Established	Number	% of Total
1 Civil Service Commission	1928	388,999	30.65
2 Judicial Service Commission	1934	2,115	0.17
3 Teacher's Council	1945	534,323	42.09
4 Universities Officials Commission	1959	49,606	3.91
5 Public Prosecutor Service Commission	1960	1,740	0.14
6 Provincial Administration Commission	1966	5,980	0.47
7 Municipal Administration Commission	1967	26,545	2.09
8 Bangkok Metropolitan Officials Commission	1973	32,039	2.52
9 Legislative Body Officials Commission	1975	1,322	0.10
10 Sanitation District Officials Commission	1977	3,503	0.28
11 Police Officials Commission	1978	223,144	17.58
Total		1,269,356	100.00

Appendix II

Chart of Sovereign Power Organizations



Appendix III

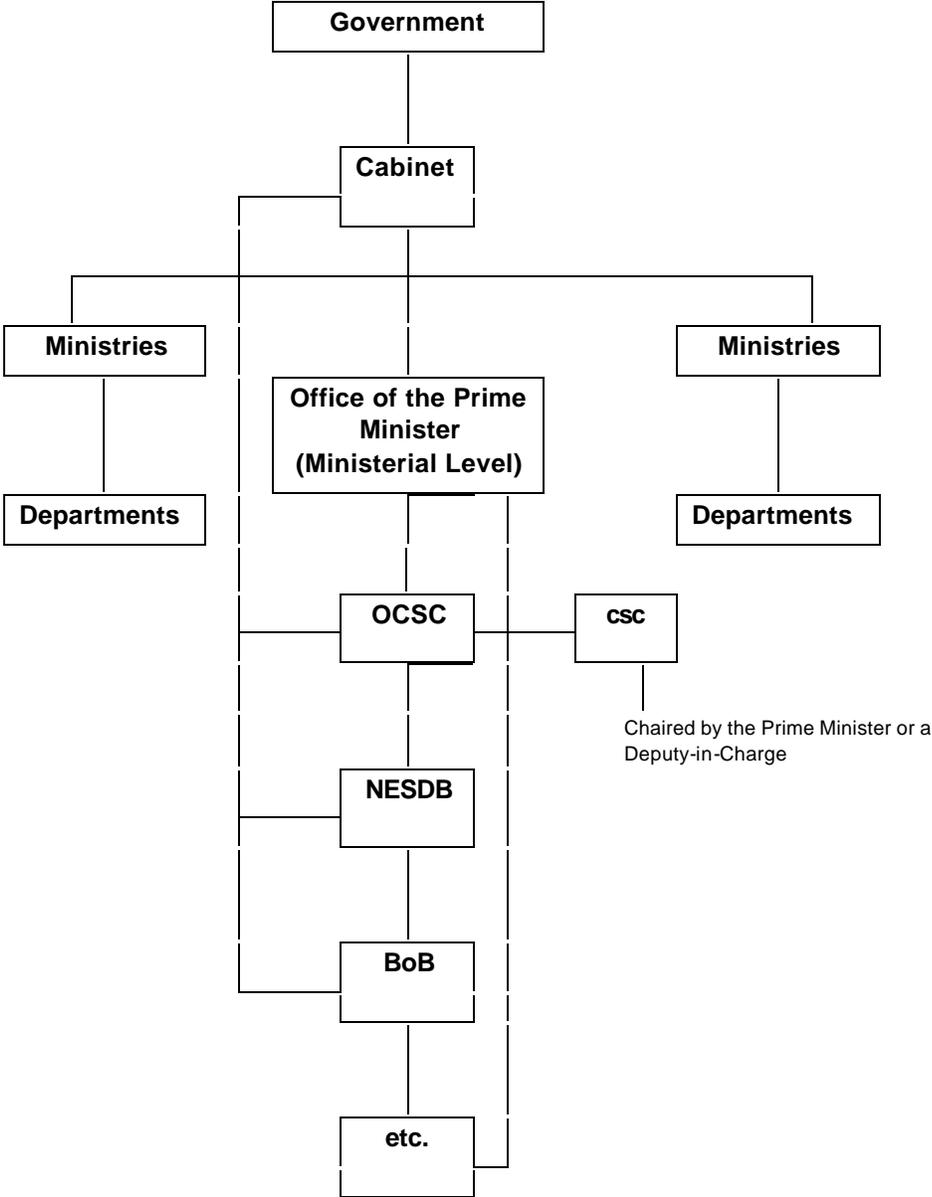
Distribution of Civil Servants in Thai Government

Ministry or Agency	Number of Departments	Number of Civil Servants
1 Office of the Prime Minister	20	12,089
2 Ministry of Finance	7	29,953
3 Ministry of Foreign Affairs	11	1,821
4 Ministry of Agriculture and Co-operatives	12	55,222
5 Ministry of Transport and Communication	8	20,247
6 Ministry of Commerce	8	4,539
7 Ministry of Interior	8	68,282
8 Ministry of Justice	4	6,659
9 Ministry of Labour and Social Welfare	6	13,382
10 Ministry of Science, Technology and Environment	8	2,265
11 Ministry of Education	14	39,681
12 Ministry of Health	7	140,551
13 Ministry of Industry	6	6,162
14 Ministry of University Affairs	1	349
15 Independent Agencies		
The Royal Institute	1	61
Bureau of the Royal Household	1	1,945
Office of His Majesty's Principal Private Secretary	1	344
Office of the Auditor General	1	2,209
Office of the Attorney General	1	1,769

N.B. This table does not include the Ministry of Defence and the Royal Police Department of the Ministry of Interior

Appendix IV

Administrative Organization of the Royal Thai Government



Appendix V

The Eighth National Economic and Social Plan and Its Impact on Administrative Reform

The guidelines of the Eighth National Economic and Social Plan have led to a number of policy directions and approaches, including:

1. Adjusting of the administrative roles of the government sector with a view towards
 - adjusting the government role from that of controller and monitor to supervisor and supporter, as well as promoting a greater role for the private sector;
 - downsizing bureaucracy, limiting expansion and stabilizing the workforce of government agencies as well as hastening organizational restructuring of the government by adjusting responsibilities, personnel and work process to be consistent with current economic, social and political conditions;
 - improving administrative systems in planning, budgeting and human resource allocation of central agencies, ministries, departments and sub-departments to ensure compact, modern, and more internationalized government service;
 - decentralizing authority in decision-making from central agencies, ministries, departments, and sub-departments to implementing agencies and actors, in order to efficiently carry out tasks at different levels;
 - improving the efficiency of the government system by
 - increasing the role of local government and reducing the central role by eliminating unnecessary procedures in planning, budget, finance and personnel work to facilitate greater efficiency and spread of authority into regions and local areas;
 - increasing personnel in local areas while reducing those at the centre to give greater authority to local areas efficiency to serve local needs;
 - improving efficiency in personnel management of the government sector to retain competent people in the government by adjusting remuneration levels to be on *par* with those of the private sector, as well as promoting systematic and continuous development of staff potential;
 - improving the administration of governance, emphasizing a balanced integration of geographic or subject area and responsibilities with citizen participation;
 - promoting the importance of provincial administration by delegating authority to provinces to manage all types of development work, decentralizing responsibilities in the formulation and management of plans, budgets and human resource allocations;
 - adjusting the role of central agencies to plan and identify policies using a strategic approach, collaborating with and providing technical assistance to regional and local government units;

2. Improving of the budget process to facilitate flexible management of budgets;
3. Establishing indicators and evaluation processes to assess efficiency at every level within government departments ;
4. Developing administrative responsibility by providing opportunity for non-governmental and citizens' organizations to participate in evaluating government performance;
5. Promoting transparency through public hearings or public inquiries on large development projects;
6. Adjusting public management policies by
 - encouraging greater investment by the private sector in basic services through free competition, considering quality and appropriate service costs rather than financial returns to the government;
 - developing a neutral mechanism to supervise efficiency, maintain the quality of public services, and set appropriate prices for users;
 - adjusting outdated laws and regulations in order to facilitate greater participation by the private sector and increasing the efficiency of public policies.

Role of the Office of the Civil Service Commission

1. To improve the implementing role of the Civil Service Commission in planning and formulating human resource policies through a resource management system that is based on the principles of geographic and subject area, functional responsibility and participation, as well as to provide consultation to government agencies on approaches and techniques of organizational structuring, administration and human resource management.
2. To encourage ministries, departments and sub-departments to modernize and internationalize their roles, responsibilities, structure and administration procedures consistent with the changing environment in the national economy, the society, and political developments in an era of globalization.
3. To hasten improvement of the Government's human resource management as a supporting tool to foster a more efficient and effective government administration by adapting the salary structures to be compatible with current costs of living, solving shortage of personnel in fields necessary for national development, and continuously developing the quality of staff at all levels.
4. To decentralize the authority for human resource management to government agencies for greater efficiency.

Source: 8th National Economic and Social Development Plan, part 7 of Development of Governance; Part 8 of Management Directions on Translating Plans into Actions.

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ANNEX 1

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10 October 1996

Beijing, China

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Mr. Ahmed Ashour, ARADO
Mr. Derry Ormond, PUMA (OECD)
Mr. Harka Gurung, Asian and Pacific Development Centre (APDC)
Mr. Mohan Kaul, Commonwealth Secretariat
Mr. Art Stevenson, CAPAM
Mr. Rogerio Pinto, The World Bank

Representatives from France (IIAP), Japan, Korea, Thailand and China

ANNEX 2

PARTICIPANTS IN THE CONSULTATIVE MEETING

3 June 1997

United Nations Headquarters, New York

Prof. Zhao Chengmou, Director, Department of Policy and Management Research, China Defence Science & Technology Informatoin Centre (COSTIND), Beijing, China

Ms. Yuko Kaneko, Director for Research, Policy Planning Division, Management and Coordination Agency, Tokyo, Japan

Dr. Chung-hyun Ro, President, Korean Institute of Public Administration, Seoul, Korea

Mr. A. Battur, Head, Personnel Department, Ministry of External Relations, Ulan Bator, Mongolia

Ms. Corazon Alma De Leon, Commissioner, Civil Service Commission, Quezon City, the Philippines

Ms. Aim-on Aramkul, Senior Policy Analyst, Executive Staff Office, Office of the Civil Service Commission, Bangkok, Thailand

Ms. Itoko Suzuki, Chief, Governance and Public Administration Branch, Division for Governance and Public Administration, UNDESA

Mr. Ajit Banerjee, United Nations consultant

Ms. Juxia Yan, GPAB/DGPAF/DESA

Ms. Roberta Bellistri, GPAB/DGPAF/DESA

ANNEX 3

PARTICIPANTS IN THE IIAS/UN/IAM SPECIAL PANEL

16 July 1997

Quebec City

Convenors:

Ms. Turkia Ould-Daddah, Director General
International Institute of Administrative Sciences

Ms. Itoko Suzuki, Chief
Governance and Public Administration Branch
DGPAF/DESA
United Nations

Mr. Tateki Sato, Research Director
Institute of Administrative Management, Japan

Presenters:

Mr. Yoo-Sung Choi, Korea
Ms. Adelina B. Sarmiento, the Philippines
Mr. T. Furukawa, Japan
Mr. Xiaochu Wang, China

Panelists:

Mr. Rogerio Pinto, World Bank
Mr. Ahmed Ashour, ARADO
Mr. M. Jide Balogun, UNECA
Mr. Harka Gurung, APDC
Mr. Ijuka Kabumba, AAPAM
Ms. Michal Benjerae, OECD
Mr. Ajit Banerjee, UN consultant