Driving Forces of Good Governance in ASEAN

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Office of Public Sector Development Commission

Objective

- To share lesson learned on Good Governance

- To demonstrate some successful actions that transform from principle of Good Governance

- To discuss how Good Governance can be a fundamental of trust and force to push forward ASEAN Community

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Outline

Day	Content
1	- Good Governance - Good Governance in Thai Context - Public Sector - Private Sector - Good Governance in Detail - Good Governance in ASEAN - Group Discussion
2	- Group Presentation - Wrap up

Good Governance

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Good Governance Approach

Business-like approach

New Public Management (NPM)

＋

Democracy

Putting democracy first

Good Governance

Good Governance in Context

- Efficiency
  - Value for money
- Effectiveness
  - Strategic Vision

- Accountability
- Responsiveness
  - Quality

- Participation
- Transparency
- Decentralization
- Equity
- Rule of law
- Consensus oriented

New Public Management

Good Governance

Democratization

http://www.unescap.org/pdd/prs/ProjectActivities/Ongoing/gg/governance.asp

http://mirror.undp.org/magnet/policy/

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Evolution of Good Governance

1989

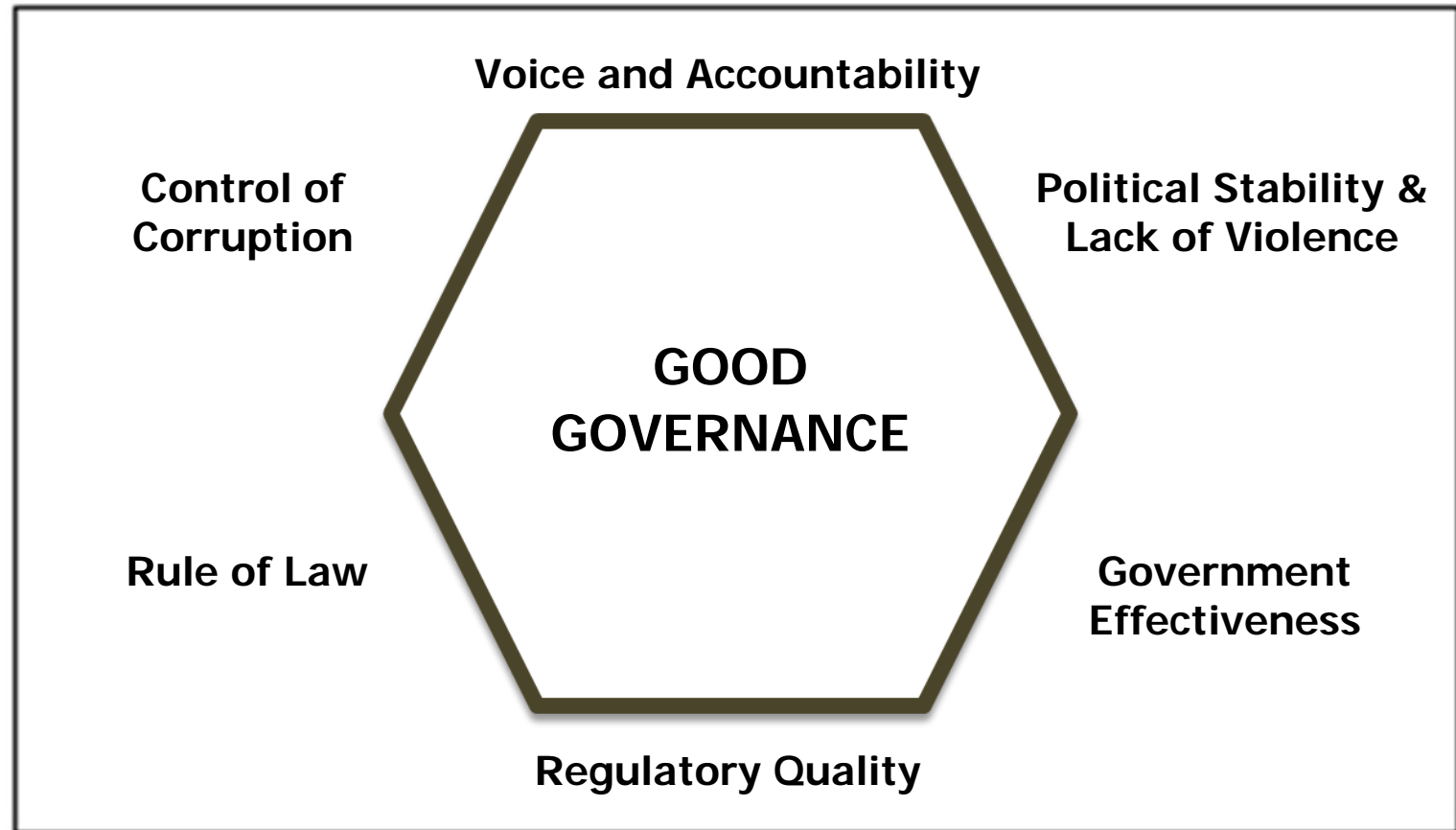| World Bank	United Nations Development Program (UNDP)	Asian Development Bank (ADB)	International Monetary Fund (IMF)	Organization for Economic Co-operation & Development (OECD)

- From the failure of management system in both public & private, cause of world financial crisis

- Good Governance have been cited at first in world bank's report, 1989 under the topic **"Sub-Sahara Africa from Crisis to Sustainable Growth"**. It has been reported about the importance of the Governance and economic recovery

- Since then, organizations and institutions around the world realized about Good Governance. It had been developing though the time, till now
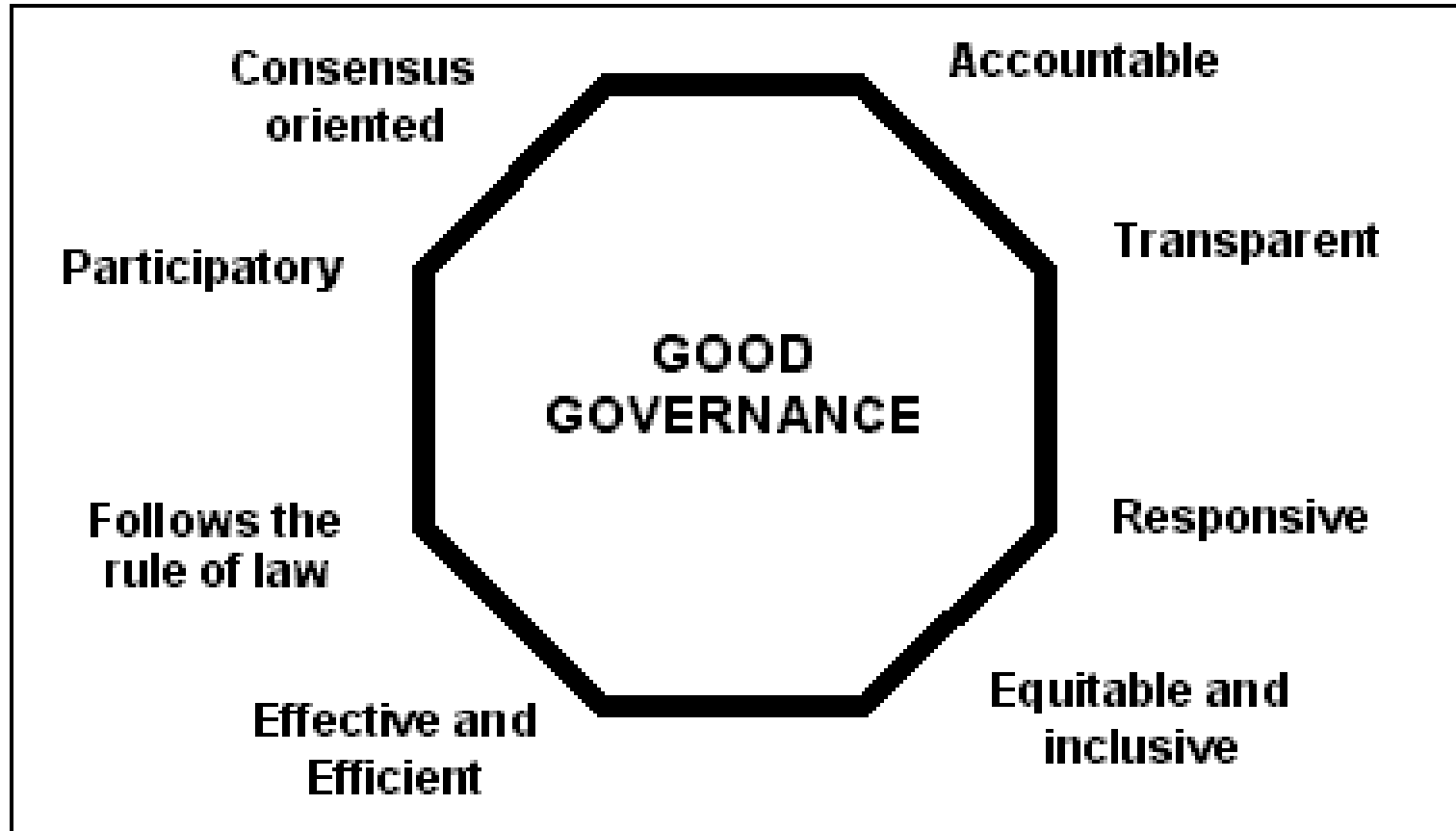
Good Governance

Good Governance by World Bank

6 Elements

Voice and Accountability

Control of Corruption

Political Stability & Lack of Violence

GOOD GOVERNANCE

Rule of Law

Government Effectiveness

Regulatory Quality

Good Governance by UNDP

8 Elements

Good Governance by IMF

4 Elements

Rule of Law

Corruption Control

GOOD GOVERNANCE

Efficient

Accountable

Good Governance by OECD
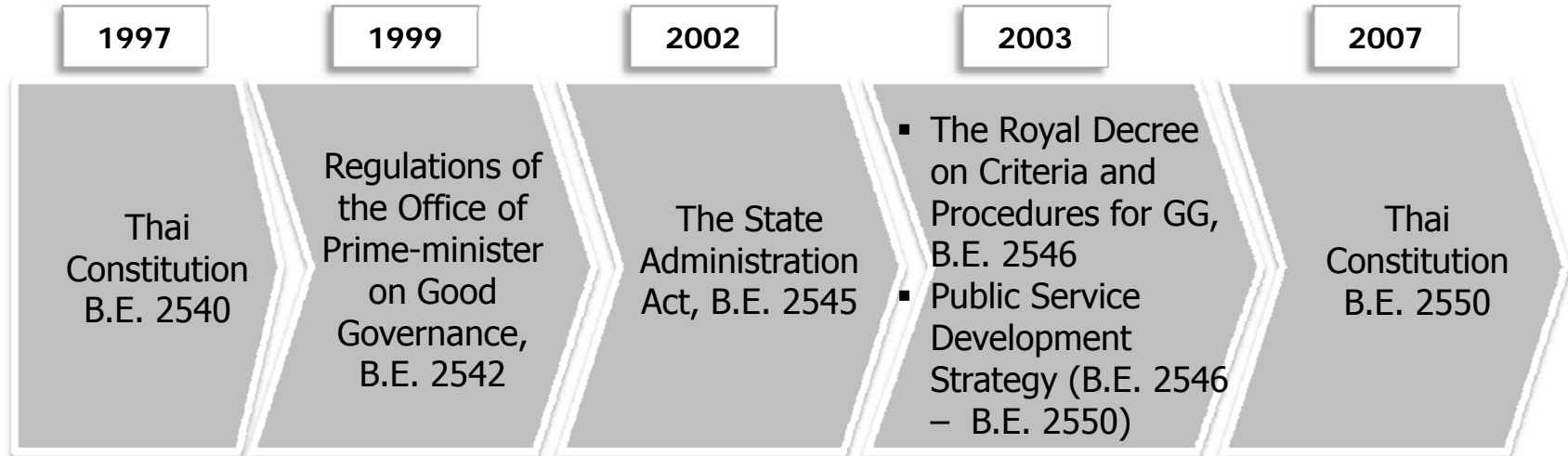
6 Elements

Participation

Transparency

Consensus oriented

GOOD GOVERNANCE

Effectiveness & Efficiency

Accountability

Responsiveness
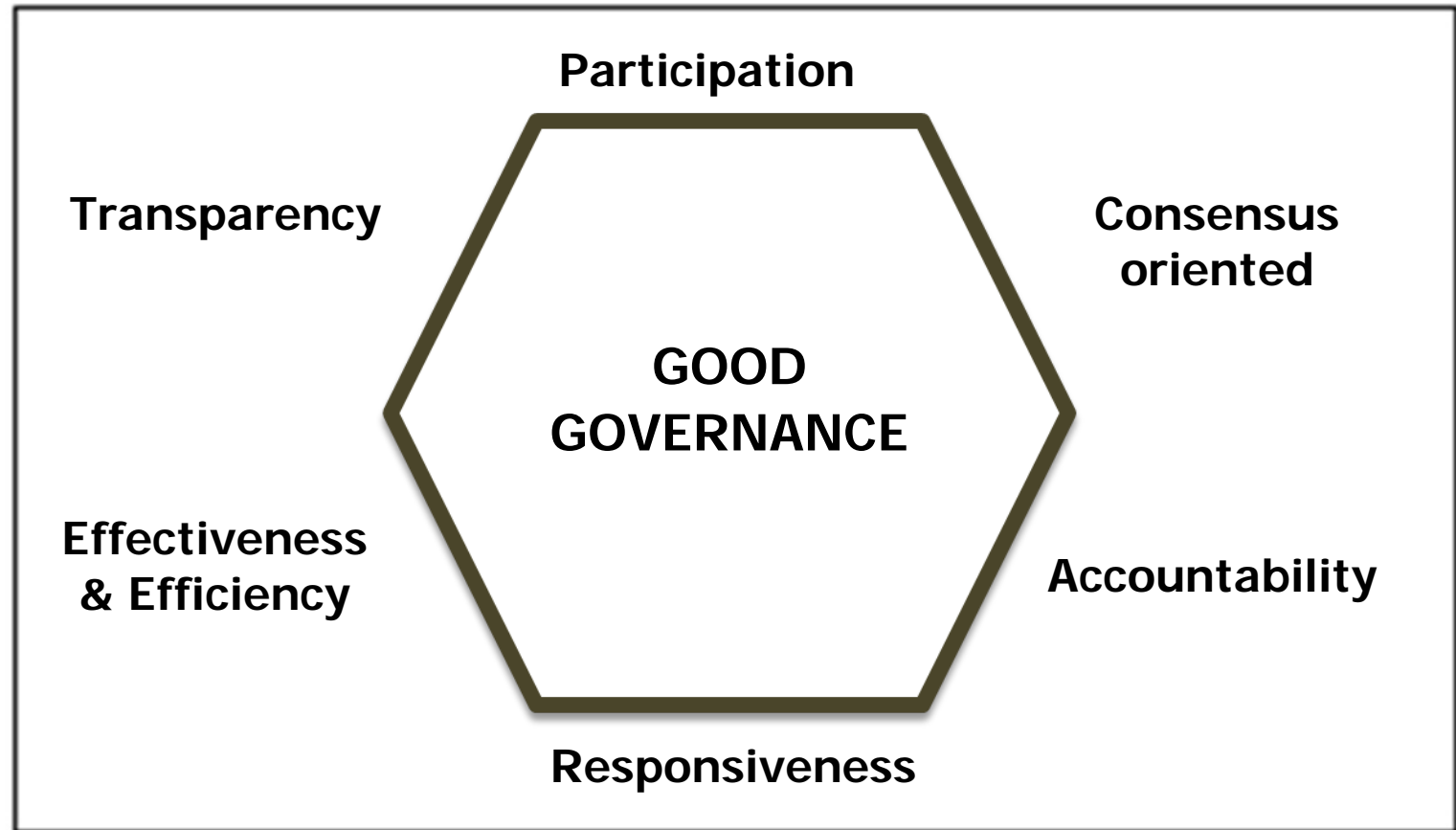
Good Governance in Thailand Context

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Developing Good Governance in Thailand

1997	1999	2002	2003	2007
Thai Constitution B.E. 2540	Regulations of the Office of Prime-minister on Good Governance, B.E. 2542	The State Administration Act, B.E. 2545	▪ The Royal Decree on Criteria and Procedures for GG, B.E. 2546 ▪ Public Service Development Strategy (B.E. 2546 – B.E. 2550)	Thai Constitution B.E. 2550

- Financial Crisis in 1997 "**Tom Yam Goong Crisis**". Starting point of Good Governance in Thailand
- Thai Constitution highly realized about the importance of Good Governance both in Public and Private Sector
- In Public Sector call Good Governance (GG)
- In Private Sector call Corporate Governance (CG)
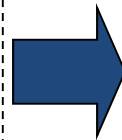
Good Governance in Thailand

Good Governance

Efficiency Value for Money

Effectiveness
Quality
Accountability

Participation
Transparency
Responsiveness
Decentralization

Rule of law

Regulations of the Office of Prime-minister on Good Governance, B.E. 2542

↓

The State Administration Act, B.E. 2545 Section 3/1

↓

The Royal Decree on Criteria and Procedures for Good Governance, B.E. 2546

↓

Public Sector Development Strategy (B.E. 2546 – B.E. 2550)

↓

Thai Constitution B.E. 2550

↓

Promoting and Developing of Good Governance Plan

↓

Public Sector Development Strategy (B.E. 2556 – B.E. 2561)

Principle of Good Governance in Thailand (B.E. 2552)

New Public Management

Administrative Responsibility

Participatory State

Democratic Values

Effectiveness

Efficiency

Morality/ Ethic

Responsiveness

Decentralization

Accountability

For the citizen's benefit

Participation/ Consensus Oriented

Transparency

Rule of Law

Equity

Principle of Good Governance in Thailand (B.E. 2552)

Strategic vision to response citizen's demand and all participations

Economize resources, Value for money and the most benefit to people

Quality public service, quick response and in time

Perform duty with ethic, base on morality

People or institutes have to account for its performs and accept responsibility for them. Also can answer all questions
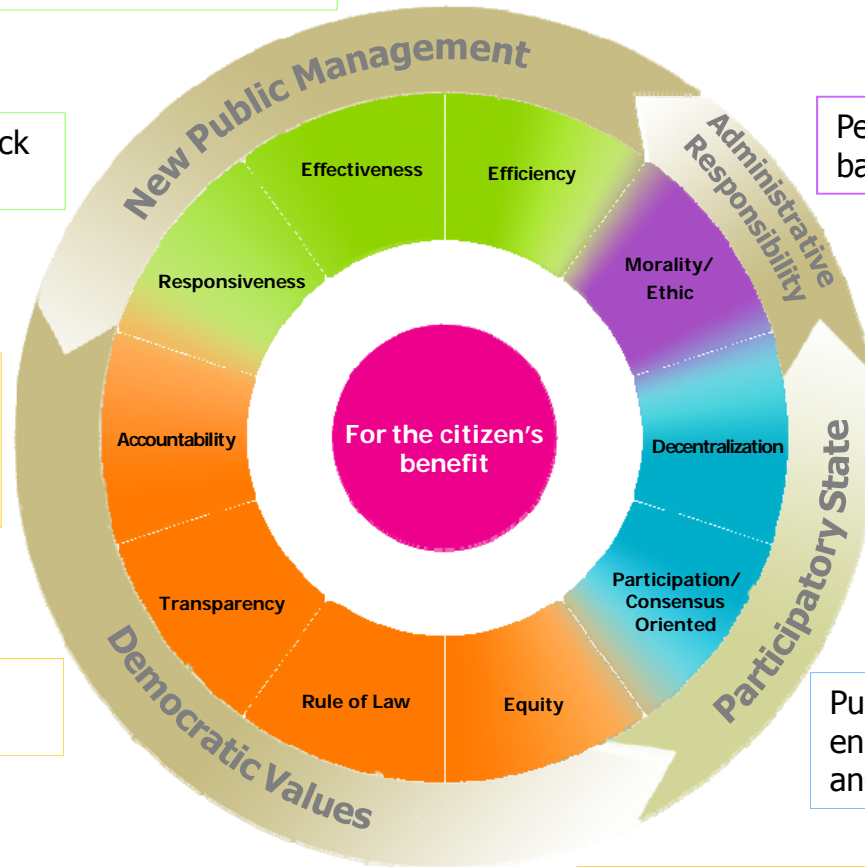
Decentralize authorities and resources to local government

Perform with honest and open information, its necessary

Public hearing, People engagement, share agreement and agree direction

All people and institutions are subject to and accountable to law that is fairly applied and enforced, also considered about right and liberty

Service for all people with fairness

New Public Management

Administrative Responsibility

Participatory State

Democratic Values

- Effectiveness
- Efficiency
- Responsiveness
- Morality/ Ethic
- Accountability
- Decentralization
- Transparency
- Participation/ Consensus Oriented
- Rule of Law
- Equity

For the citizen's benefit

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Corporate Governance of PTT

ACCOUNTABILITY

RESPONSIBILITY

EQUITABLE TREATMENT

TRANSPARENCY

VISION TO CREATE LONG TERM VALUE

ETHICS

Boards Executives and Employees
Sign Corporate Governance hand book

Corporate Governance of SCG

SCG

Corporate Governance & Code of Conduct

In 2014, SCG **vision** to be an innovation organization and model of corporate governance.

SGC confident in value and potential of employees to work together with transparency, under ideology and code of conduct of SCG

2007 – SCG adapt code of conduct

- Increase code of conduct for each BU, also make clear regulations
- Survey and hearing for any ideas and suggestions
- Specify whistleblower policy to protect employees who complain or inform about doubting executions
- Appoint ethic steering committee to specify and consult about all of morality ethical and code of conduct

Good Governance in Detail

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Result Base Management

Strategic Management

STRATEGIES FORMULATING
- Analytical Strategies
- Setting Vision and Strategies

-Strategy Mapping
-Balanced Scorecard

- SWOT
- Strategies

ACTION PLAN
- Setting Objective, Indicators / Target and Projects

EXAMINATION and ADJUST
- Analytical Changing Situation
- Examination the Strategies

- Decision Analytics
- Strategic Risks

OPERATION
- Project Planning
- Resources Planning (Budget, System)

EVALUATION
- Review Strategies
- Review Output

- Project Management
- Processing Improvement
- Budget Planning

- Light Signal
-Management Cockpit
- Dashboard

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Result Base Management (cont.)

Strategies

	Strategy	Objective	Indicator/Target	Project
Nation	Strategy	Objective	Indicator/Target	Project

↑ ↑ ↑ ↑

	Strategy	Objective	Indicator/Target	Project
Ministry	Strategy	Objective	Indicator/Target	Project

↑ ↑ ↑ ↑

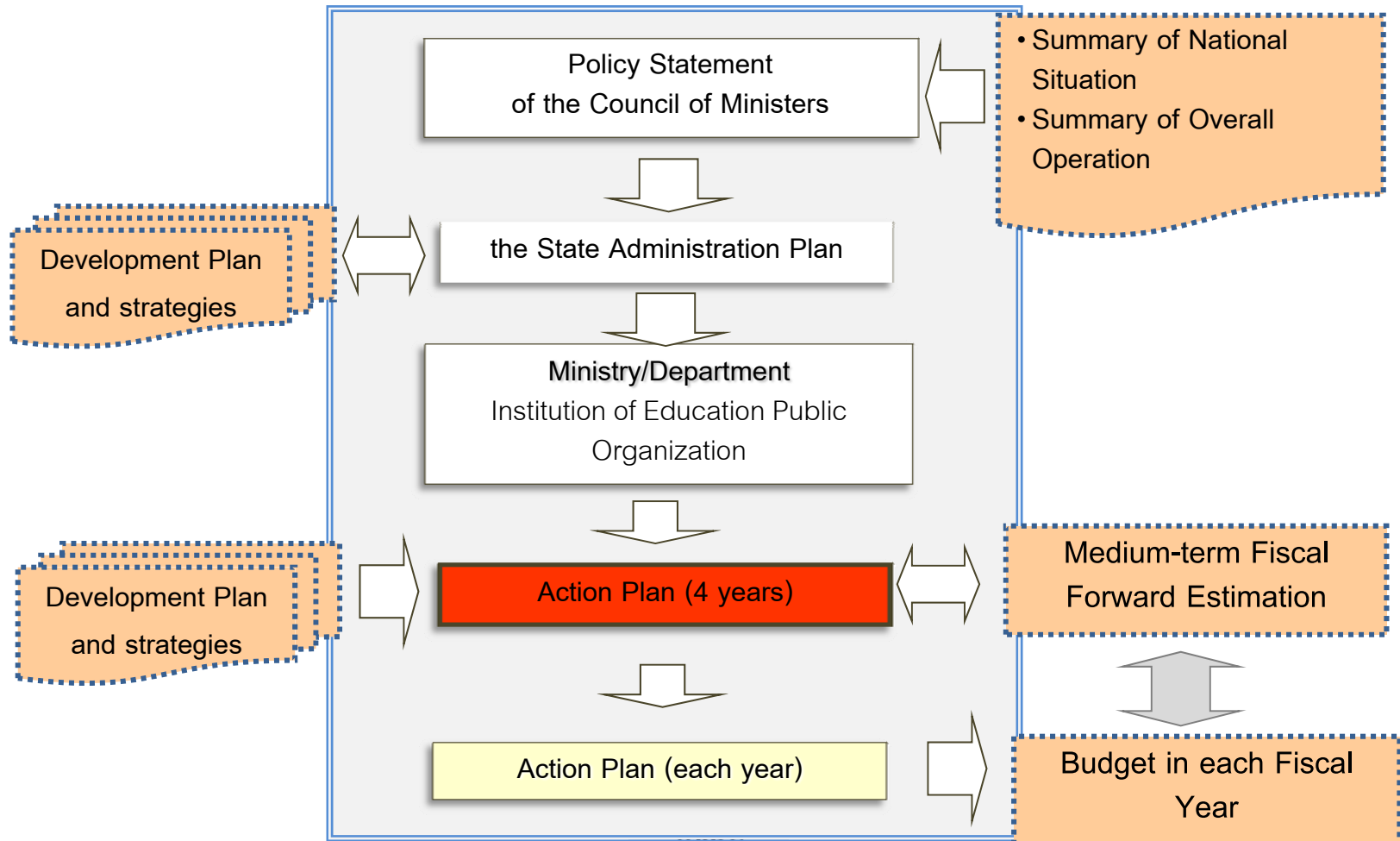|	Strategy	Objective	Indicator/Target	Project
Department	Strategy	Objective	Indicator/Target	Project

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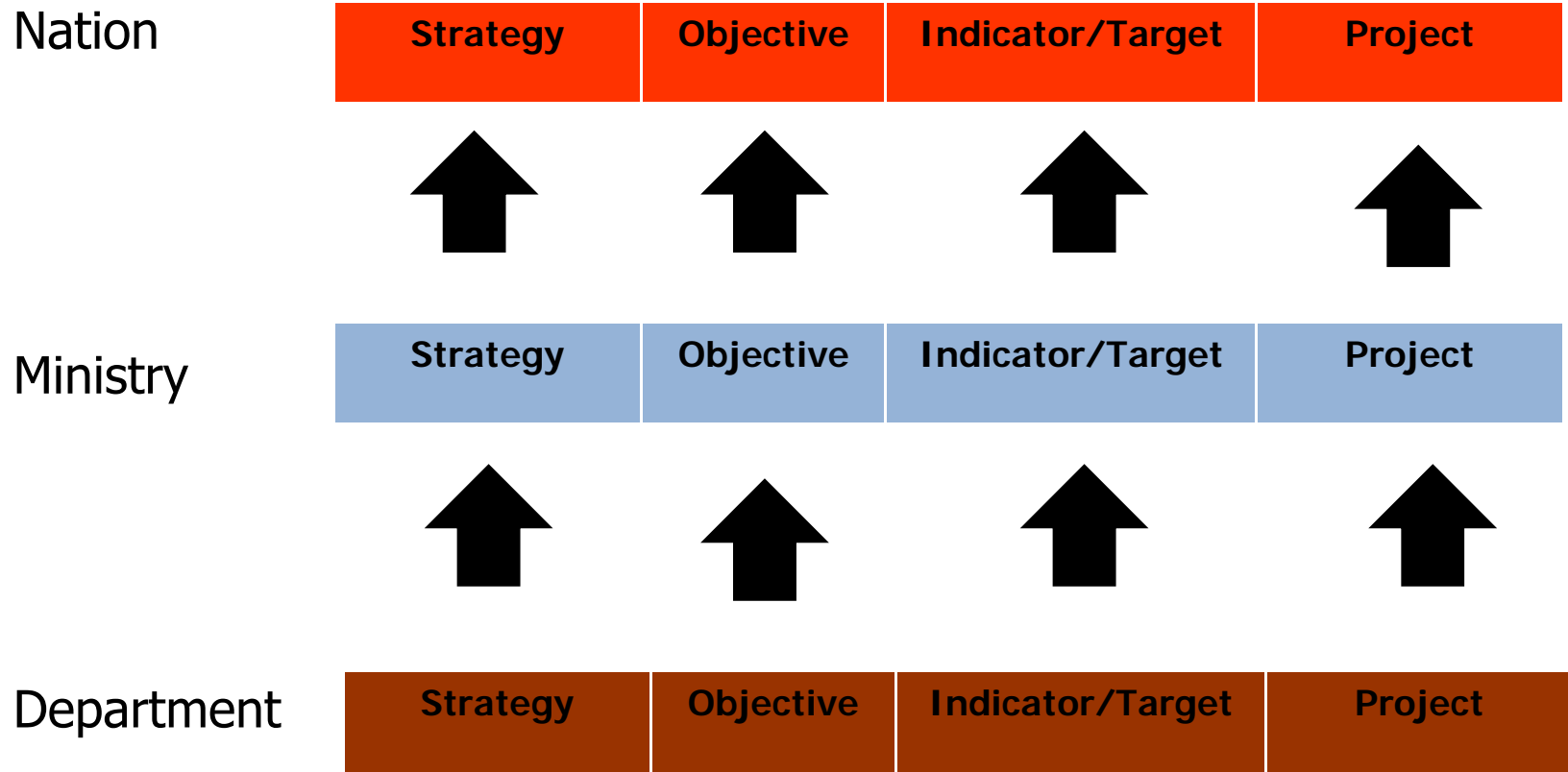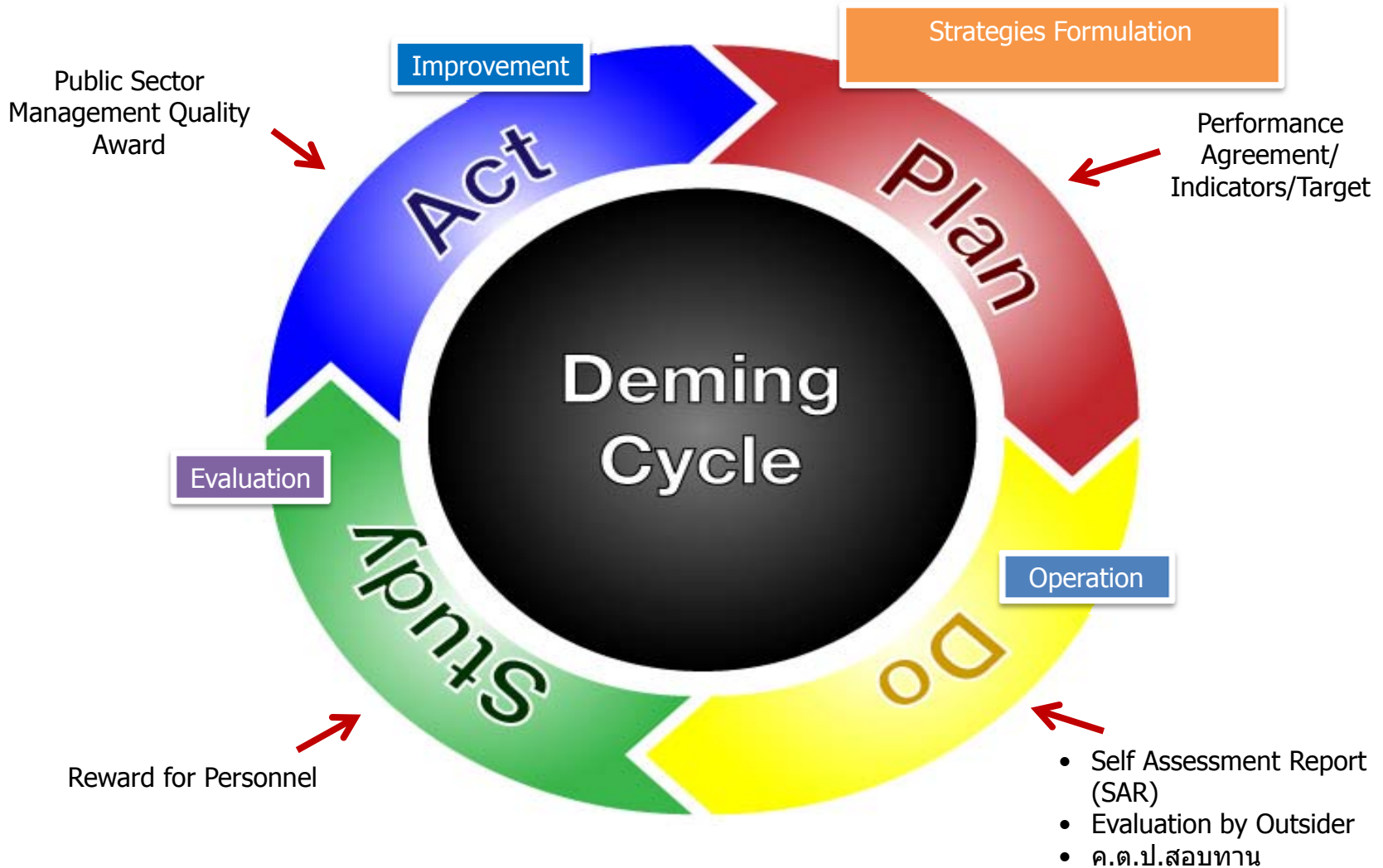
Result Base Management (cont.)

Turn Strategy into Action

The public sector of Thailand shall implement the strategies in accordance with Constitution of The Kingdom of Thailand and The Royal Decree on Criteria and Procedures for Good Governance. As the following picture.
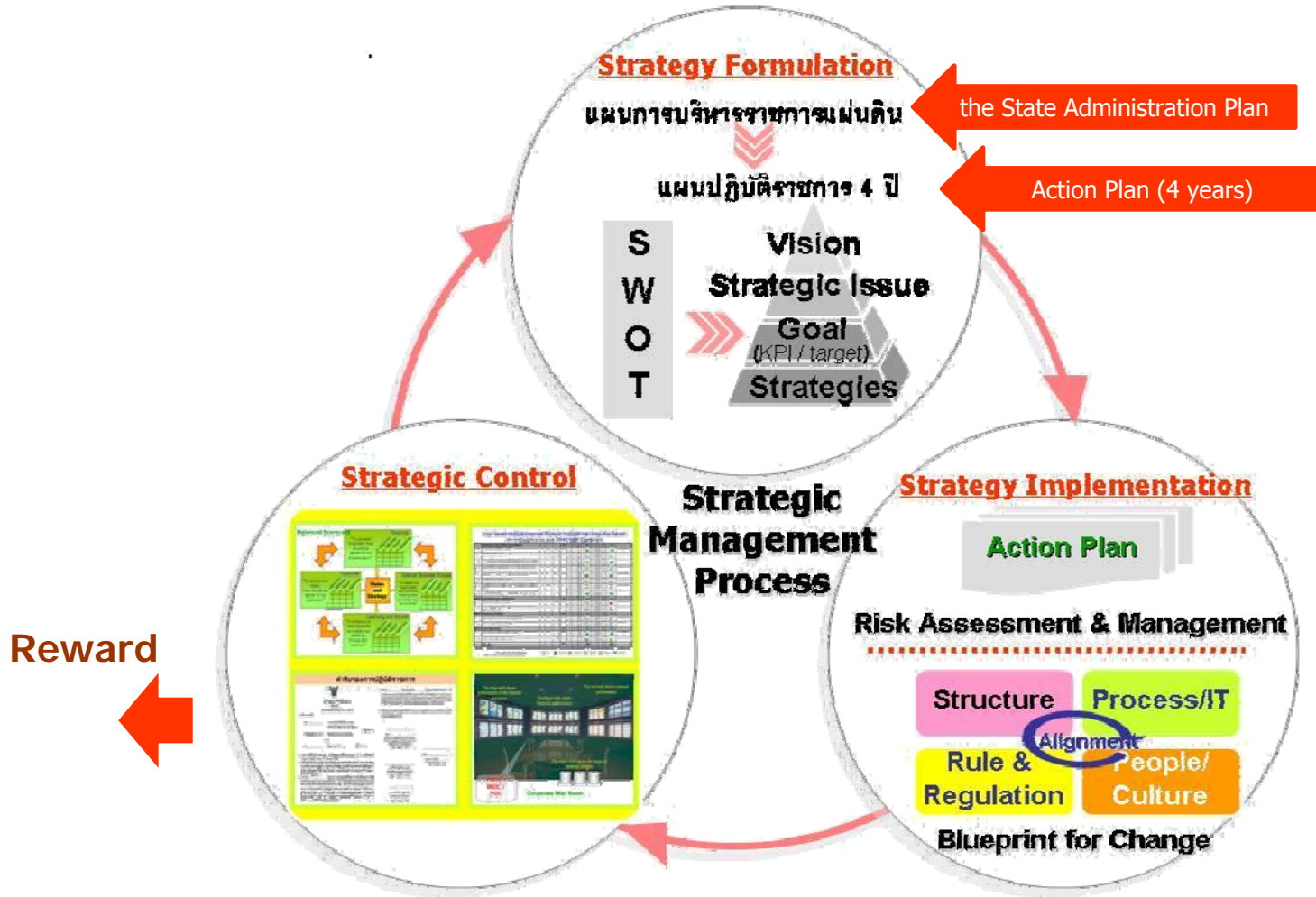
```
                    Policy Statement                 • Summary of National
                  of the Council of Ministers          Situation
                            ↓                        • Summary of Overall
                                                       Operation
Development Plan  ⟷  the State Administration Plan
and strategies
                            ↓
                       Ministry/Department
                   Institution of Education Public
                           Organization
                            ↓
Development Plan  ⟹   Action Plan (4 years)  ⟷  Medium-term Fiscal
and strategies                                   Forward Estimation
                            ↓                            ⇅
                     Action Plan (each year)  ⟹   Budget in each Fiscal
                                                        Year
```

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Results-based Management System

Strategies Formulation

Improvement

Public Sector Management Quality Award

Performance Agreement/ Indicators/Target

Evaluation

Operation

Reward for Personnel

- Self Assessment Report (SAR)
- Evaluation by Outsider
- ค.ต.ป.สอบทาน

Deming Cycle

Act · Plan · Do · Study

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Performance Evaluation System

Strategic Management

Strategy Formulation

แผนการบริหารราชการแผ่นดิน — the State Administration Plan

แผนปฏิบัติราชการ 4 ปี — Action Plan (4 years)

S
W
O
T

Vision
Strategic Issue
Goal
(KPI / target)
Strategies

Strategic Control

Strategic Management Process

Strategy Implementation

Action Plan

Risk Assessment & Management

| Structure | Process/IT |
| Rule & Regulation | People/Culture |

Alignment

Blueprint for Change

Reward

Result Base Management (cont.)

Performance Evaluation

Performance Agreement → Evaluation → Reward

From the State Administration Plan to 4 years Action Plan of Ministry/Department

Policy to Adjust the Agriculture
Objective: Increase of Gross Agricultural Product

Gross Agricultural Product
Increase to 1.35 Trillion Baht in 2011

The State Administration Plan

Ministry of Agriculture and Cooperatives
Strategy : Improvement of Production
Objective : Increase of Gross Agricultural Product

Gross Agricultural Product
Increase to 1.30 Trillion Baht in 2011

Action Plan 0f Ministry (4 years)

Department of Fisheries
1.สินค้าและผลิตภัณฑ์ประมง และค่าการผลิตทุกระดับได้รับมาตรฐาน

ร้อยละของสินค้าประมงส่งออกที่ผ่านการรับรองไม่ถูกส่งกลับจากต่างประเทศ ร้อยละ 95

2. เพิ่มผลผลิตทางการประมง

ปริมาณสัตว์น้ำต่อหน่วยลงแรงประมง CPUE เฉลี่ยเพิ่มขึ้นไม่น้อยกว่าร้อยละ 1

Department of Livestock
1. พัฒนาปรับปรุงพันธ์สัตว์และอาหารสัตว์
- พืชอาหารสัตว์พันธ์ดี 12,630 ตัน / สัตว์พันธ์ดี 2.3138 ล้านตัว
- สัตว์พัธุ์ดีที่เหมาะสมมีคุณภาพได้มาตรฐานไม่น้อยกว่าร้อยละ 75

2. สินค้าปศุสัตว์มีคุณภาพดีเพียงพอต่อการบริโภคในประเทศและส่งออก
- สินค้าปศุสัตว์ผ่านเกณฑ์มาตรฐานที่กำหนดไม่น้อยกว่าร้อยละ 90
- จำนวนโรงงานที่ได้รับการตรวจประเมินมาตรฐาน 1,745 โรง
- จำนวนฟาร์มที่ได้รับการตรวจประเมินมาตรฐาน 24,900 ฟาร์ม
- จำนวนตัวอย่างที่ได้รับการตรวจวิเคราะห์คุณภาพ365,043 ตัวอย่าง

3. สัตว์มีสุขภาพดี
- จำนวนสัตว์ที่ได้รับการป้องกันและควบคุมโรค 25.76 ล้านตัว
- จำนวนตัวอย่างที่ตรวจสอบโรคสัตว์ 603,130 ตัวอย่าง
- การเกิดโรคลดลงจากปีที่ผ่านมาไม่น้อยกว่าร้อยละ 5
- จำนวนสถานที่เสี่ยงที่ได้รับการเฝ้าระวังและทำลายเชื้อโรคตามเกณฑ์มาตรฐานที่กำหนด 2,945,330 แห่ง

Department of Agriculture
1. ได้เทคโนโลยีที่เหมาะสมต่อการผลิตพืช
- จำนวนแผนวิจัย 10 แผนวิจัย
- จำนวนพันธุกรรมพืช จุลทรีย์ เห็ด ที่อนุรักษ์ไว้ใช้ประโยชน์ 36,500พันธุ์
- จำนวนชุมชนที่ได้รับการสนับสนุนการอนุรักษ์ทรัพยากรพันธุกรรมพืช 100 คน
- ร้อยละของชุมชนที่รู้เรื่องการอนุรักษ์และใช้ประโยชน์อย่างยั่งยืนของทรัพยากรพันธุ์พืช ร้อยละ 10

2.เกษตรกรได้พันธุ์พืชและปัจจัยการผลิตที่ดี
- จำนวนชนิดพืชและปัจจัยการผลิต 45 ชนิด

3.แหล่งผลิตผลผลิตและผลิตภัณฑ์เกษตร ที่มีคุณภาพ
- จำนวนใบรับรองปลอดสารพิษ 60,000 ฉบับ
- จำนวนตัวอย่างปัจจัยการผลิตที่ตรวจสอบ 130,000 ตัวอย่าง
- จำนวนใบปลอดศัตรูพืช 200,000 ฉบับ
- จำนวนฟาร์มที่ตรวจสอบรับรองในระบบ GAP 132,550 ฟาร์ม
- จำนวนโรงงานแปรรูป/โรงงานที่ตรวจสอบ 900 โรง
- จำนวนฟาร์มที่ตรวจสอบรับรองในระบบเกษตรอินทรีย์ 1,400 ฟาร์ม

Rice Department of Thailand
สร้างมูลค่าเพิ่มสินค้าข้าว
- จำนวนเกษตรกรที่ได้รับบริการทางวิชาการ 50,000 ราย
- จำนวนแผนงานวิจัยด้านข้าวที่ดำเนินการ 16 แผนวิจัย
- จำนวนเมล็ดพันธุ์ข้าวคุณภาพดี 100,000 ตัน
- ผลงานวิจัยด้านข้าวที่สามารถนำไปเผยแพร่และใช้ 5 เรื่อง
- เมล็ดพันธุ์ข้าวคุณภาพดีมีการนำไปขยายผลได้ไม่น้อยกว่าร้อยละ 80

Action Plan of Department (4 years)

26

Result Base Management (cont.)

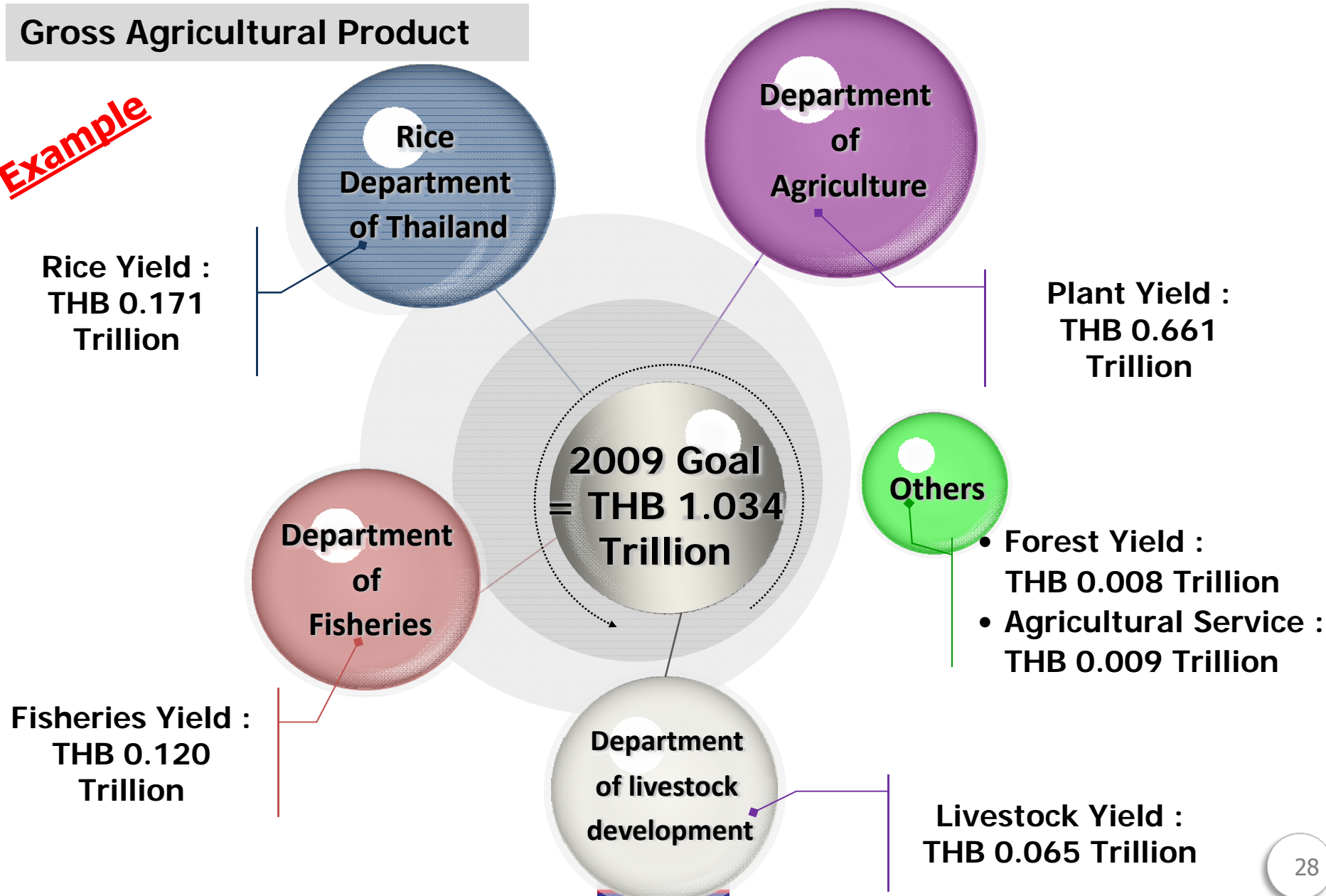**4 Years Plan for Ministry of Agriculture and Cooperatives**

Example

1.30

1.21

1.11

1.03

| 2009 | 2010 | 2011 | 2012 |
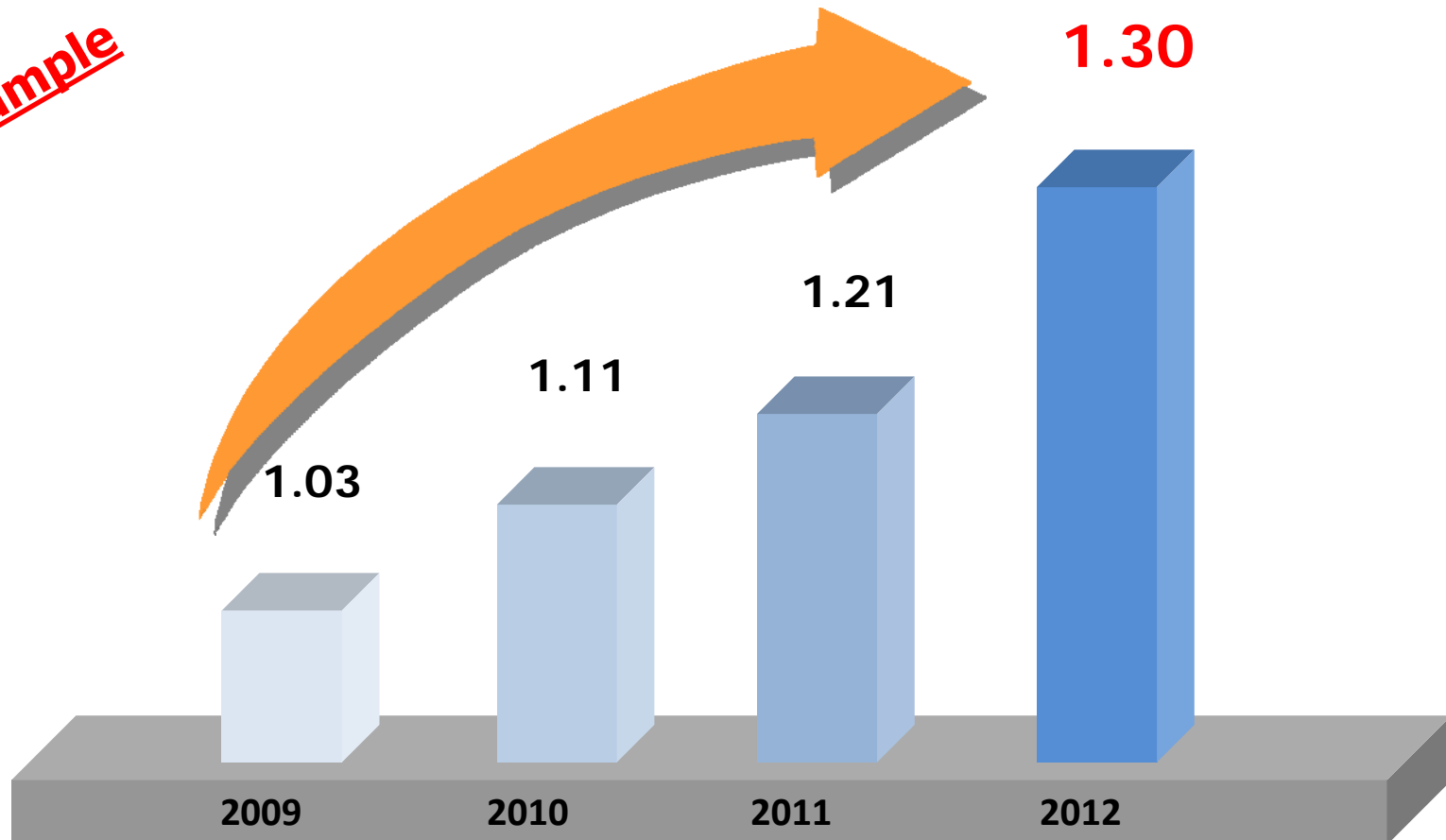
Gross Agricultural Product (Trillion Baht)

Result Base Management (Cont.)

Gross Agricultural Product

Example

Rice Department of Thailand

Rice Yield : THB 0.171 Trillion

Department of Agriculture

Plant Yield : THB 0.661 Trillion

2009 Goal = THB 1.034 Trillion

Department of Fisheries

Fisheries Yield : THB 0.120 Trillion

Others

- Forest Yield : THB 0.008 Trillion
- Agricultural Service : THB 0.009 Trillion

Department of livestock development

Livestock Yield : THB 0.065 Trillion

Result Base Management (cont.)

The Government Performance Evaluation Frame

FINANCIAL
To succeed financially, how should we appear to our shareholders?

Objectives | Measures | Targets | Initiatives

CUSTOMER
To achieve our vision, how should we appear to our customers?

Objectives | Measures | Targets | Initiatives

VISION AND STRATEGY

INTERNAL BUSINESS PROCESS
To satisfy our shareholders and customers, what business processes must we excel at?

Objectives | Measures | Targets | Initiatives

LEARNING AND GROWTH
To achieve our vision, how will we sustain our ability to change and improve?

Objectives | Measures | Targets | Initiatives

Impact Assessment
- Citizen , Economy, Society, Politics , Environment

Chosen some policy area by NESDB

(customer or policymaker satisfaction)
- Benefits derived from the service
- Service process

Effectiveness Assessment
(outcome or product)
- Progress on Ministry*, Mission (if any), or Department's goal

Benefit-Cost Ratio Assessment or Cost-Effectiveness Assessment Quality Assessment

External Impacts (70%)

Choose some project

* Including the achievement in driving the government's urgent policy and joint KPIs(if any)

Efficiency Assessment
- Unit Cost (by Actual cost and Actual production)
- Actual Cost / Estimated Cost (by GFMIS online-real time, สงป. 302 (quarterly))
- Actual Production / Planned Production (by สงป. 301 (quarterly))
- Gross Production / Resource (by unit cost)

- Management Capacity

Internal Management (30%)

PART **PMQA**

The Standard of Transparency and accountability in government sector

Organizational Development

Performance Agreement

คำรับรองการปฏิบัติราชการ

.... (ชื่อส่วนราชการ)........

ประจำปีงบประมาณ พ.ศ. **2553**

1. คำรับรองระหว่าง

ชื่อ ...(ผู้บังคับบัญชาของหัวหน้าส่วนราชการ).... ตำแหน่ง.....................................

ผู้รับคำรับรอง

และ

ชื่อ ...(หัวหน้าส่วนราชการ).... ตำแหน่ง.....................................

ผู้ทำคำรับรอง

2. คำรับรองนี้เป็นคำรับรองฝ่ายเดียว มิใช่สัญญาและใช้สำหรับระยะเวลา 1 ปี เริ่มตั้งแต่วันที่ 1 ตุลาคม 2547 ถึงวันที่ 30 กันยายน 2548

3. 1 ตุลาคม 2552 ของ ได้แก่ แผนฯ 2553 ของ....(ชื่อส่วนราชการ)....ควอบควปประเมินผล ตวชวดผลการปฏิบัติราชการ น้ำหนัก ข้อมูลพื้นฐาน เป้าหมาย/เกณฑ์การให้คะแนน และ รายละเอียดอื่น ๆ ตามที่ปรากฏอยู่ในเอกสารประกอบท้ายคำรับรองนี้

4. ข้าพเจ้า ...(ผู้บังคับบัญชาของหัวหน้าส่วนราชการ)....ในฐานะผู้บังคับบัญชาของ ...(หัวหน้าส่วน ราชการ).... ได้พิจารณาและเห็นชอบกับแผนยุทธศาสตร์ของ....(ชื่อส่วนราชการ)...ควอบควร ประเมินผล ตวชวดผลการปฏิบัติราชการ น้ำหนัก ข้อมูลพื้นฐาน เป้าหมาย/เกณฑ์การให้คะแนน และรายละเอียดอื่น ๆ ตามที่กำหนดในเอกสารประกอบท้ายคำรับรองนี้ และข้าพเจ้ายินดีจะให้ คำแนะนำ กำกับ และตรวจสอบผลการปฏิบัติราชการของ .....(หัวหน้าส่วนราชการ)...... ให้เป็นไปตาม คำรับรองที่จัดทำขึ้นนี้

5. ข้าพเจ้า ....(หัวหน้าส่วนราชการ)........(ตำแหน่ง).........ได้ทำความเข้าใจคำรับรองตาม3แล้ว ขอให้คำรับรองกับ.....(ผู้บังคับบัญชาของหัวหน้าส่วนราชการ)......ว่าจะมุ่งมั่นปฏิบัติราชการให้เกิด ผลงานที่ดีตามเป้าหมายของตัวชี้วัดแต่ละตัวในระดับสูงสุด เพื่อให้เกิดประโยชน์สุขแก่ประชาชน ตามที่ให้คำรับรองไว้

6. ผู้รับคำรับรองและผู้ทำคำรับรอง ได้เข้าใจคำรับรองการปฏิบัติราชการและเห็นพ้องกันแล้ว จึงได้ ลงลายมือชื่อไว้เป็นสำคัญ

(ชื่อ ....)   (ชื่อ ....)

(ตำแหน่งผู้บังคับบัญชาของหัวหน้าส่วนราชการ)   (ตำแหน่งหัวหน้าส่วนราชการ)

วันที่ 2553   วันที่ 2553

Report the Performance by e-SAR Card System

	สัมฤทธิผลตามนโยบายสำคัญเร่งด่วนของรัฐบาล			20			67			70
1	ร้อยละของหมู่บ้านเข้มแข็งที่เอาชนะยาเสพติด	-	347 หมู่บ้าน	691 หมู่บ้าน	3		√	●		√	●
2	ร้อยละที่ลดลงของอัตราการว่างงาน	4.14% (12,711 คน)	3.14% (3,585 คน)	2	√	√	○			○
3	ระดับความสำเร็จของการจัดทำทะเบียนเพื่อแก้ไขปัญหาสังคมและความยากจบเชิงบูรณาการ	-		3		√	○		√	●
4	ร้อยละของผู้กู้ยืมเงินจากกองทุนของโครงการ กข.คจ. ที่สามารถชำระคืนตามกำหนด	-	95%	2		√	○		√	○
5	อัตราส่วนของผู้กู้ยืมจากกองทุนหมู่บ้านฯ ที่สามารถชำระคืนตามกำหนด	-	90%	95%	3	√	●		√	●
6	ร้อยละที่ลดลงของอัตราคดีต่อประชากรแสนคน	-	20%	2	√	√	○			○
7	ร้อยละที่เพิ่มขึ้นของอัตราส่วนคดีที่สามารถจับกุมผู้กระทำผิดได้ต่อจำนวนคดีที่ได้รับแจ้งทั้งหมด	-	20%	3	√	√	○			○
8	ร้อยละที่ลดลงของจำนวนเรื่องทุจริตของข้าราชการและพนักงานรัฐวิสาหกิจในจังหวัดที่มีการตั้งกรรมการสอบสวนและมีมูล	-	50%	2		√	●		√	●
มิติที่ 2	ด้านประสิทธิภาพของการปฏิบัติราชการ			10			10			25
1	ร้อยละของงบประมาณที่สามารถประหยัดได้	-	20%	5	√	√	○			●
2	ระดับความสำเร็จของร้อยละเฉลี่ยถ่วงน้ำหนักในการลดรอบระยะเวลาของขั้นตอนการปฏิบัติราชการของส่วนราชการ	-	กกจ 50%	5	√	√	○			●
มิติที่ 3	ด้านคุณภาพการให้บริการ			10			10			10
1	ระดับความสำเร็จของการดำเนินงานตามแผนปรับปรุงแก้ไขบริการ	-		5	√	√	○			○
2	ร้อยละของระดับความพึงพอใจของผู้รับบริการ	-	80%	5	√	√	○			○
มิติที่ 4	ด้านการพัฒนาองค์กร			10			35			40
1	ระดับความสำเร็จของการพัฒนาระบบบริหารความรู้ในองค์กร	-	100% (1,128 คน)	5		√	●		√	●
2	การพัฒนาระบบฐานข้อมูล (Database) ในจังหวัด	-	เชื่อมโยงกับ PMOC	5	√	√	●		√	●
	รวม			80			188			235
	คะแนนเต็ม 5						2.35			2.94

หมายเหตุ: ผลการประเมินตนเอง

*** ในมิติที่ 1 ไม่รวมผลการประเมินตามแผนยุทธศาสตร์กลุ่มจังหวัด

○ = NA   ● = 1.00-1.49   ● = 1.50-2.49   ● = 2.50-3.49   ● = 3.50-4.49   ● = 4.50-5.00

Corporate War Room

The blue wall shows performance of the internal processes

The black wall shows financial performance

The red wall shows external performance

PMOC / MOC / POC

The white wall shows the status of strategic projects

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Development Commission

Cycle –Time Reduction

- **30 – 50% reduction on work procedures and cycle time**

Service Link

- **Government Counter Service – GCS**

Next Step to be customer service excellence

- **Multiple, Multi-Channels Service Delivery**
- **Collaborative, Integrated Service Delivery**
- **Segmented, Personalized Service Delivery**
- **Single Window Service**

Complaints Handling System & Redress

Handlings System

- AN EFFECTIVE COMPLAINTS HANDLING SYSTEM
- HANDLING THE INITIAL CONTACT
- INVESTIGATING A COMPLAINT
- PROVIDING A GOOD QUALITY RESPONSE
- HANDLING REPEATED COMPLAINTS
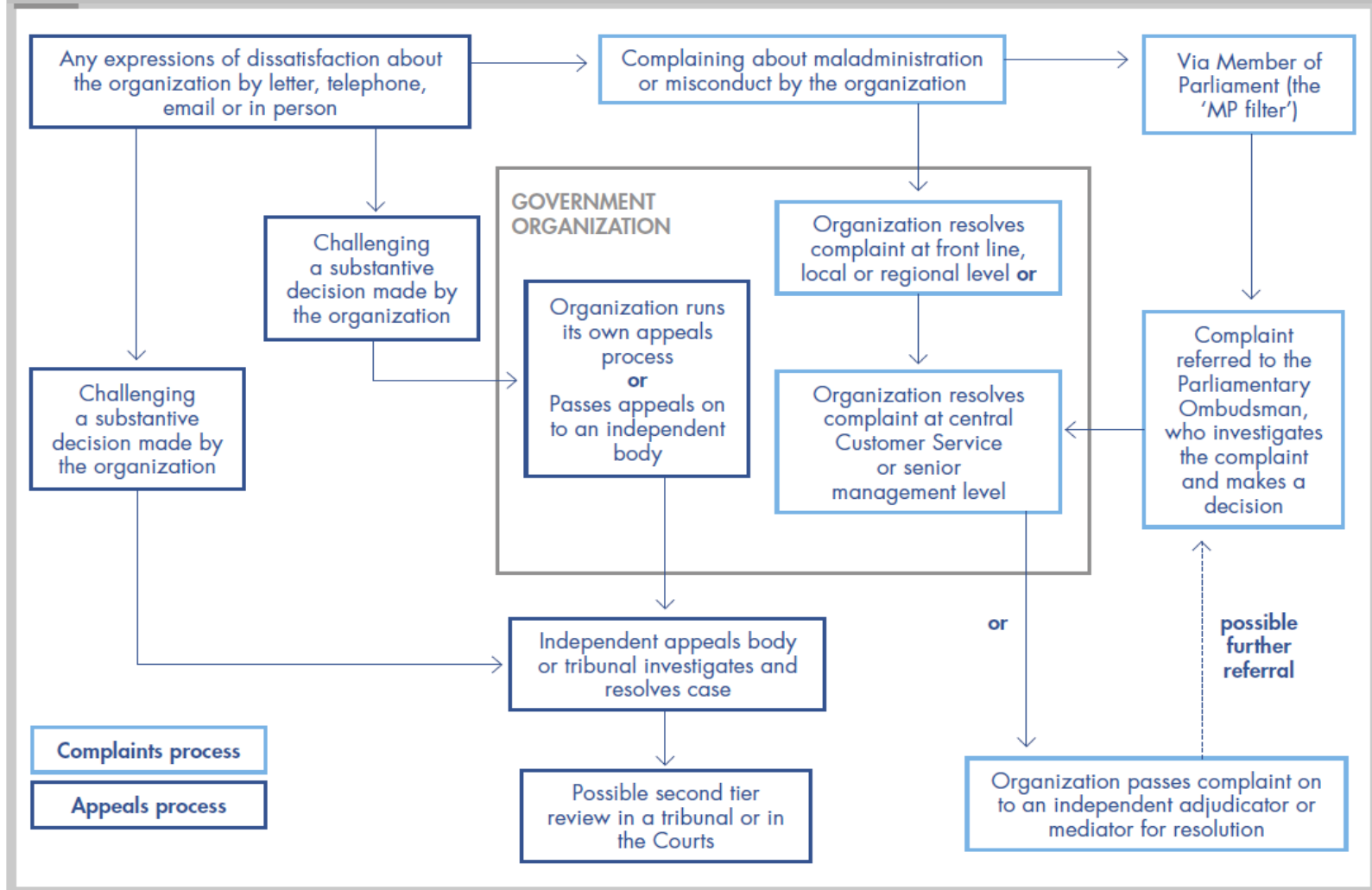- LEARNING FROM COMPLAINTS
- HANDLING PUBLIC ENQUIRIE

Serving the Community
By Improving Customer Service

A Guide to Complaints Handling and
Public Enquiries

Redress

- Complaint Systems
- **Appeals and Tribunals**
- **Independent complaints handlers, ombudsman & other bodies**
- **The Overall Redress System**

NAO NATIONAL AUDIT OFFICE

Citizen Redress:
What citizens can do if things
go wrong with public services

National Audit Office

How the main redress process may inter-connect with each other

Any expressions of dissatisfaction about the organization by letter, telephone, email or in person

Complaining about maladministration or misconduct by the organization

Via Member of Parliament (the 'MP filter')

Challenging a substantive decision made by the organization

GOVERNMENT ORGANIZATION

Organization resolves complaint at front line, local or regional level **or**

Challenging a substantive decision made by the organization

Organization runs its own appeals process **or** Passes appeals on to an independent body

Organization resolves complaint at central Customer Service or senior management level

Complaint referred to the Parliamentary Ombudsman, who investigates the complaint and makes a decision

Independent appeals body or tribunal investigates and resolves case

or

possible further referral

Complaints process

Appeals process

Possible second tier review in a tribunal or in the Courts

Organization passes complaint on to an independent adjudicator or mediator for resolution

Horizontal Governance

Private

Public

Community

Contestability

Compact

Typology of cross-boundary networks

Community   Developer   Platform   Process   Collector

More Loosely Management   More Tightly Management

Grassroots   Resource   Contest   Matchmaker   Project
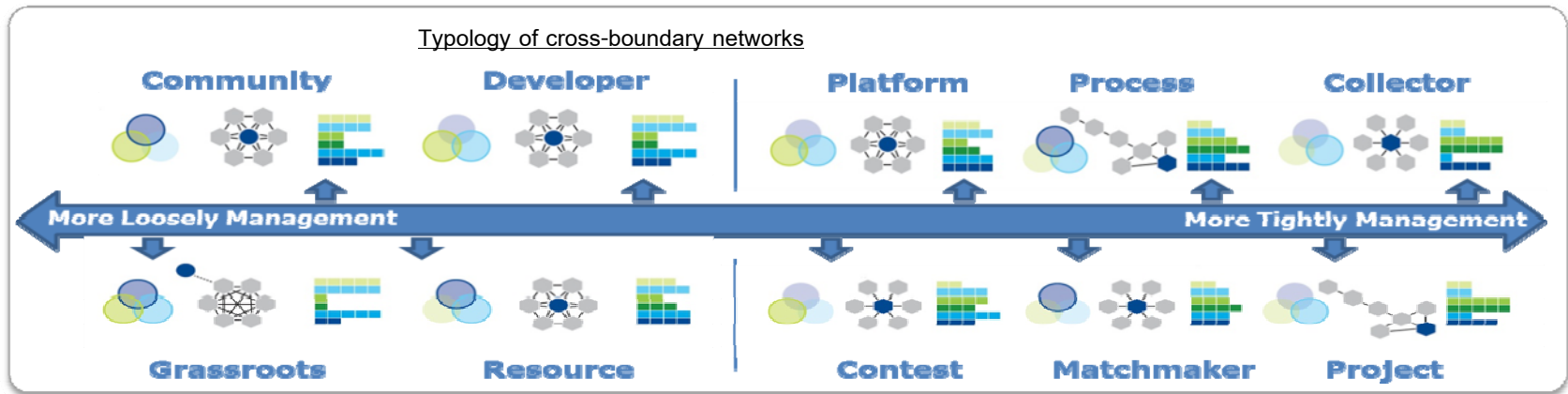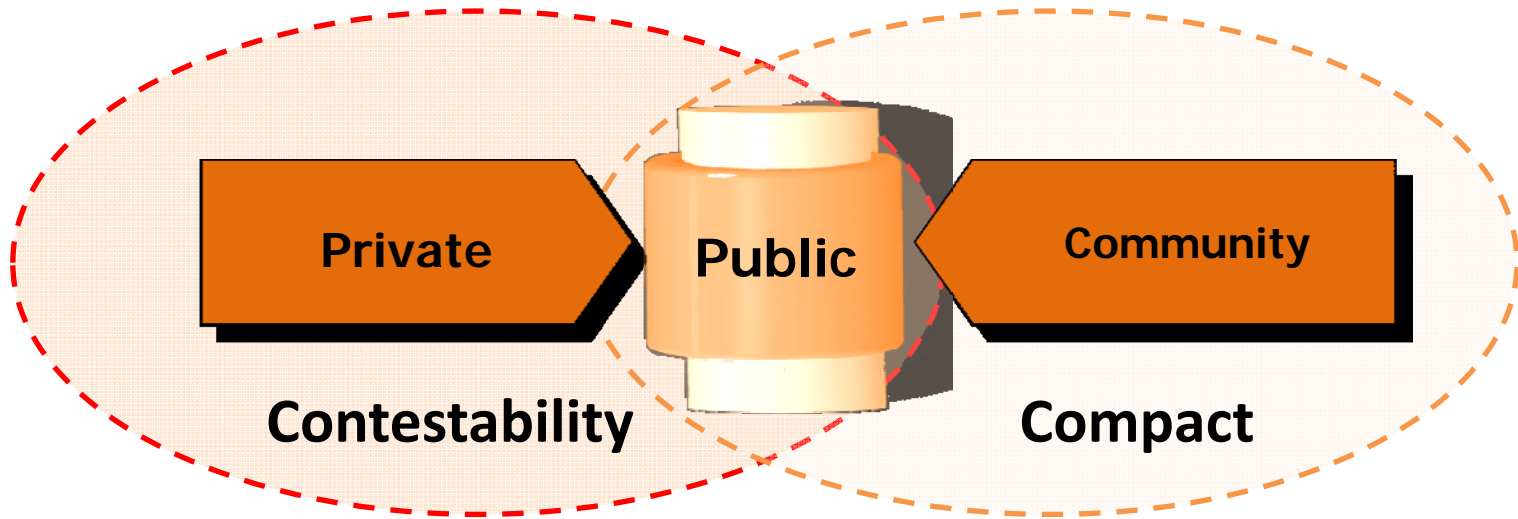
Public Sector has suitable size and effective

Improve efficiency and strengthen Good Governance

Design format and condition of transferring for the other sectors, which are alternative service delivery

Review Public Function

Develop tools and methods in reviewing public duties, remain only core functions

Transfer Public Function

Hire service

Economize both man power and money

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Example of England

1. Is obligation/work still essential to operate?
- No → **cancellation**
- Yes ↓

2. Are there any government agencies carrying out obligation/assignment?
- No →
- Yes ↓ **cancellation/assembly/transference**

3. Is this a core obligation/work?
- No → **Study feasibility of change into/making a contract**
- Yes ↓

4. Can obligation/work decentralize to region administrations or local administrations?
- No →
- Yes ↓ **Transference**

5. Can obligation/work establish other types of government agency?
- No →
- Yes ↓ **Establishing other type of public sector**

6. Is obligation/work essential to be carried out by overall public sector?
- No → **Study feasibility of making a contract**
- Yes ↓

7. Does obligation/work revise authority, re-engineering work processes and utilizing existing resources in an appropriate way?
- No → **Organizational development plan**
- Yes ↓ **Finish**

Example of Canada

ALTERNATIVE SERVICE DELIVERY FRAMEWORK

Alternative Service Delivery Options

Treasury Board Secretariat

Public Interest Test — Yes / No

Role of Government Test — Yes

Abandon
Service Shedding
Privatization ● divestiture ● regulated
Employee Takeover

Jurisdictional Alignment Test — Yes / No

Realign
Public Partnership ● devolution ● shared services

External Partnership Test — Yes / No

Partner
Contracting Out ● franchising ● licensing
Government Owned / Contractor Operated
Private, Not-for-profit Agency ● self-help ● volunteers
Public / Private Partnership

Business Principles Test — Yes / No

Restructure
Crown Corporation ● departmental corporation
Special Operating Agency
Utility

Improve
Line Organization

Affordability Test

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Anti-Corruption

National Government Anti-Corruption Strategies and Work Plan

- Raising the awareness of the public officials about the devastating impacts of corruption and to enable them play an active role in the endeavors to avert corruption offences.

PACC/ OCSC/ OPDC

- Creating Anti-Corruption War Room links to PMOC so that PM can monitor and follow-up all corruption cases.

PACC/ SPM

1. Awareness Building Approach

4. Revision of Law and Regulations

2. Organization Development Approach

• to decrease in Thailand Corruption levels in line with the international standard
• to cultivate the image of transparent and clean government as well as to promote public trust in government on fighting against corruption

5. Surveillance Approach

3. Participation Approach

6. Suppression Approach

- Promoting Clean Initiative Program
- Establishing Counter Corruption Unit in every ministries

OPDC/ All Public Agencies

- Enacting a severe punishment on corrupt behaviors

PACC/ AMLO/ DSI

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Clean Initiative Program

Pjt Approval

Problem diagnosis	Problem – Solving & KPI Proposal	Execution period	Monitoring & Evaluation

- Identify problems from hi-risk process in org.

- Propose solutions how to solve the hi-risk problems.

- 144 govt org + 76 provincial working on their plans.

- Process monitoring every 3, 6, and 9 month.
- Knowledge Sharing every 6 month.
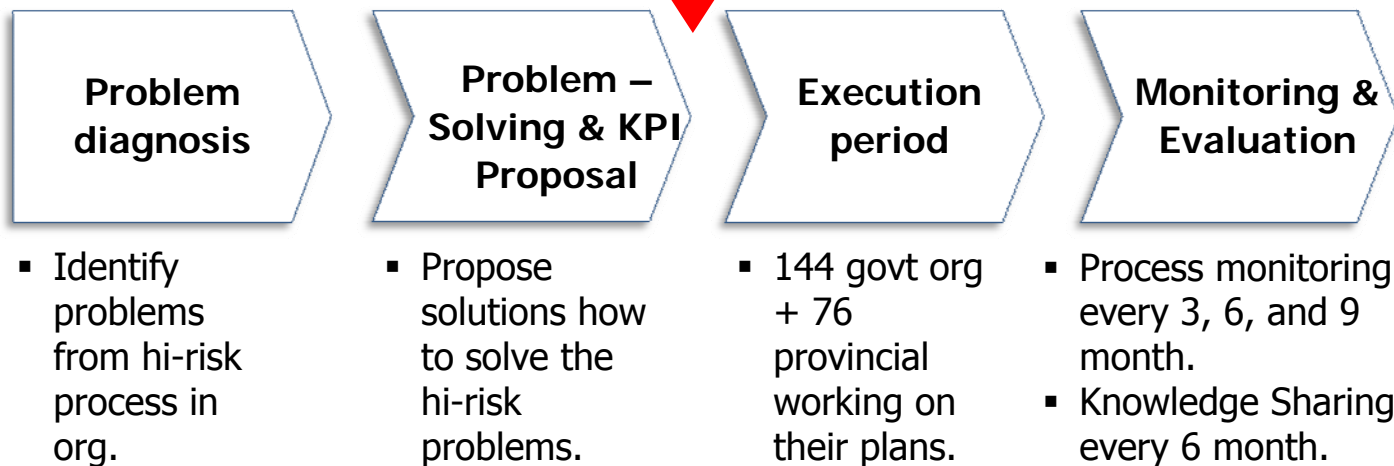
8 gr of hi-risk process proposal from 144 govt org.

- Public Service Delivery
- Claims
- Permission
- Public Procurement
- Public Procurement
- IT Service
- Recruitment
- Law Enforcement
- Others

6 gr of hi-risk process proposal from 76 provincial

- Identity Document
- Procedures Relating to Land
- Rice Pledging and Agriculture goods
- Permission
- A Public Service of Healing
- Law Enforcement
- Others

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An Example of Clean Initiative Program

Example

Ministry of Justice
Department of Corrections
"A process of control and treatment on inmates of Department of Corrections"

Problems

- importing drugs and prohibited items into a prison through a device as such mobile phones .

→

Active Anti-Corruption Proposal

- **Human resources issues** → increasing punishment on officials and outsiders
- **System issues** → establishing a system of Video Conference (3M) / Body Scanner / X-Ray (10M) / CCTV (5M) / Cell Phones Jammer

→

Expected Outcomes

- To minimize an illegal import of drugs and prohibited items , particularly mobile phones into a prison
- To decrease a network of drug trafficking domestically and internationally

Increasing transparency in public procurement

Integrity Pact (IP) from Transparency International

Partnering Against Corruption Initiatives (PACI) from World Economics Forum

THE INTEGRITY PACT
powerful tool for clean bidding

Partnering Against Corruption
Principles for Countering Bribery

WORLD ECONOMIC FORUM

- **Open information**
- **Participation**
- **Risk Management**
- **Public Scrutiny, Independent Assessor and Certify Program**
- **Certificate of Corruption Free**

Concept of prevention corruption in public procurement

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Paradigm Shift

I	Integrity	Honesty and courage
A	Activeness	Pro-active working, positive thinking, & service mind
M	Morality	Moral and ethics
R	Relevancy	For the well-being of citizens
E	Efficiency	Focus on effectiveness
A	Accountability	State of being accountable
D	Democracy	Commitment to democratic values
Y	Yield	A focus for result based action

Examples of Principle to Action

Action of…Efficiency and Responsiveness

Service Excellence Tax Office (Revenue Office Region 7)

3 Keys to satisfy customers

- Modernized Organization
- Optimized use of IT
- Focusing on Customer Centric

B.E. 2552 : Year of Awareness
            Improving quality of staffs under principle of Public Sector Management Quality Award (PMQA)

B.E. 2553 : Year of Action
        * **Preparation**
        * **Standard to practices**
        * **Continuous improvement**

B.E. 2554 : Year of Customer Satisfaction
        Promote culture of service mind and develop to be sustainable

B.E. 2555 : Year of Service Excellence
        Total Quality Management – TQM

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Action of...Responsiveness

Department of Land Transport

Motor-vehicle tax

Increase Channel of Services →

1. **Counter Service for all service**
2. **Shop Thru for Tax – tax pay on Saturday and Sunday at department stores**
3. **Drive Thru for Tax – Only 1-2 mins**
4. **Mobile for Tax – Service for distant areas**
5. **Internet : www.dlte-serv.in.th**

Approve driver's license

Increase Channel of Services →

Mobile for e-Exam to service for distant areas

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Royal Irrigation Department

Project "Kra-Seaw"
Suphanburi

Irrigation Committee

Determine and solve a problem for water level

Irrigation Volunteers

Coordinate people and organizations

Citizen

Look after irrigation and maintenance

ก.พ.ร.

สำนักงานคณะกรรมการพัฒนาระบบราชการ
Development Commission
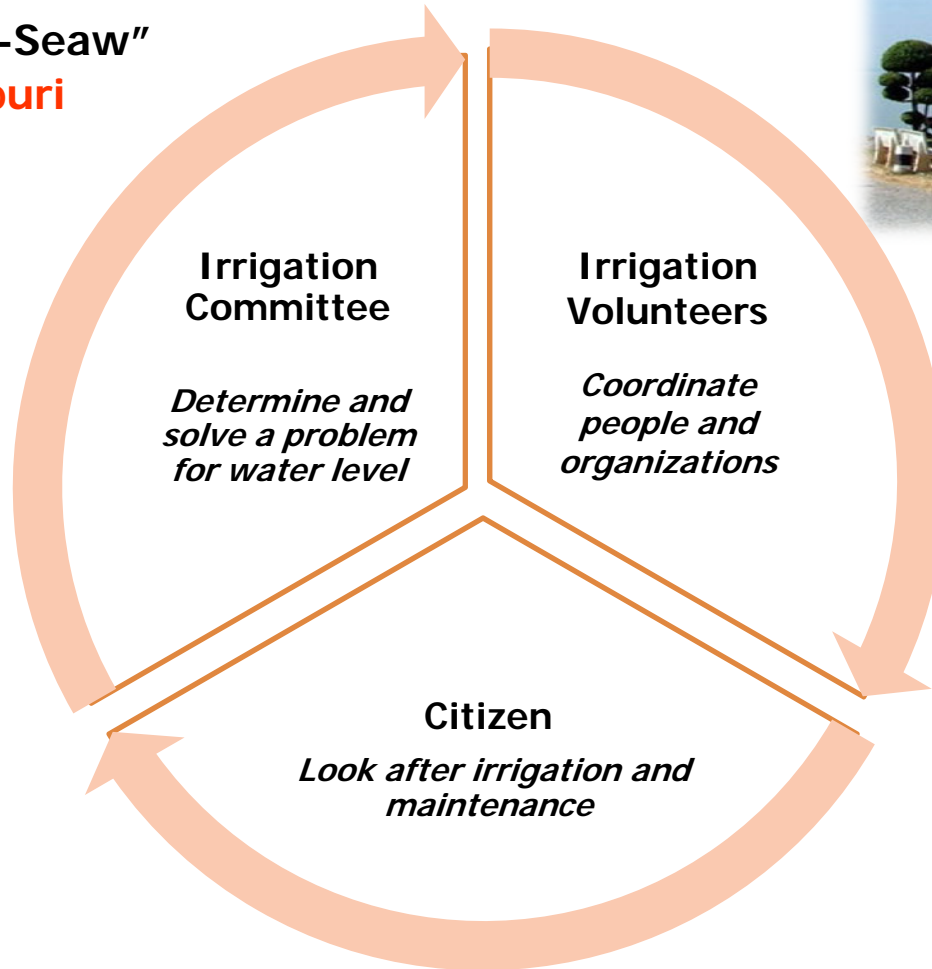
Good Governance in ASEAN

Malaysia…Good Governance in Practice

VISION 2020

NATIONAL MISSION

PEOPLE FIRST, PERFORMANCE NOW

Government Transformation Program

PCI – Productivity, Creativity, Innovation

CTI – Fast Accurate Integrity (Cepat Tepat Integriti)

Value for Money

New Economic Model

NEM Roadmap

10th MALAYSIA PLAN

Digital strategy for Malaysia – leveraging existing initiatives & creating new opportunities in the digital economy

DIGITAL MALAYSIA

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National Integrity Plan

- Malaysia is one of the successful story, transform principle of good governance to be accomplishment action.

- **National Integrity Plan (NIP)** was launched in 2004, intend to make Malaysia to be developed country with governance and integrity.

- NIP act as a master plan to guide all of the private sector, political parties, non-government organizations, religious groups, the media, women, youth and students in an integrated and coordinated movement to enhance integrity.

- The formulation of the NIP is predicated upon the aspirations of Vision 2020 "to establish a fully moral and ethical society whose citizens are strong in religious and spiritual values and imbued with the highest ethical standards."

- With the launching of the NIP, Malaysian's government is setting up the Integrity Institute of Malaysia (IIM) as a mechanism to promote and coordinate the implementation of the NIP
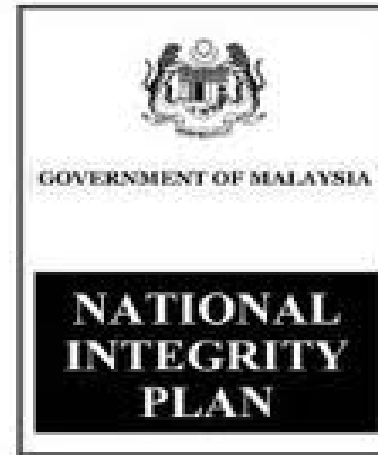
Launched By:

Y.A.B. Dato' Seri Abdullah Haji Ahmad Badawi

Prime Minister of Malaysia

23 April 2004 Putrajaya
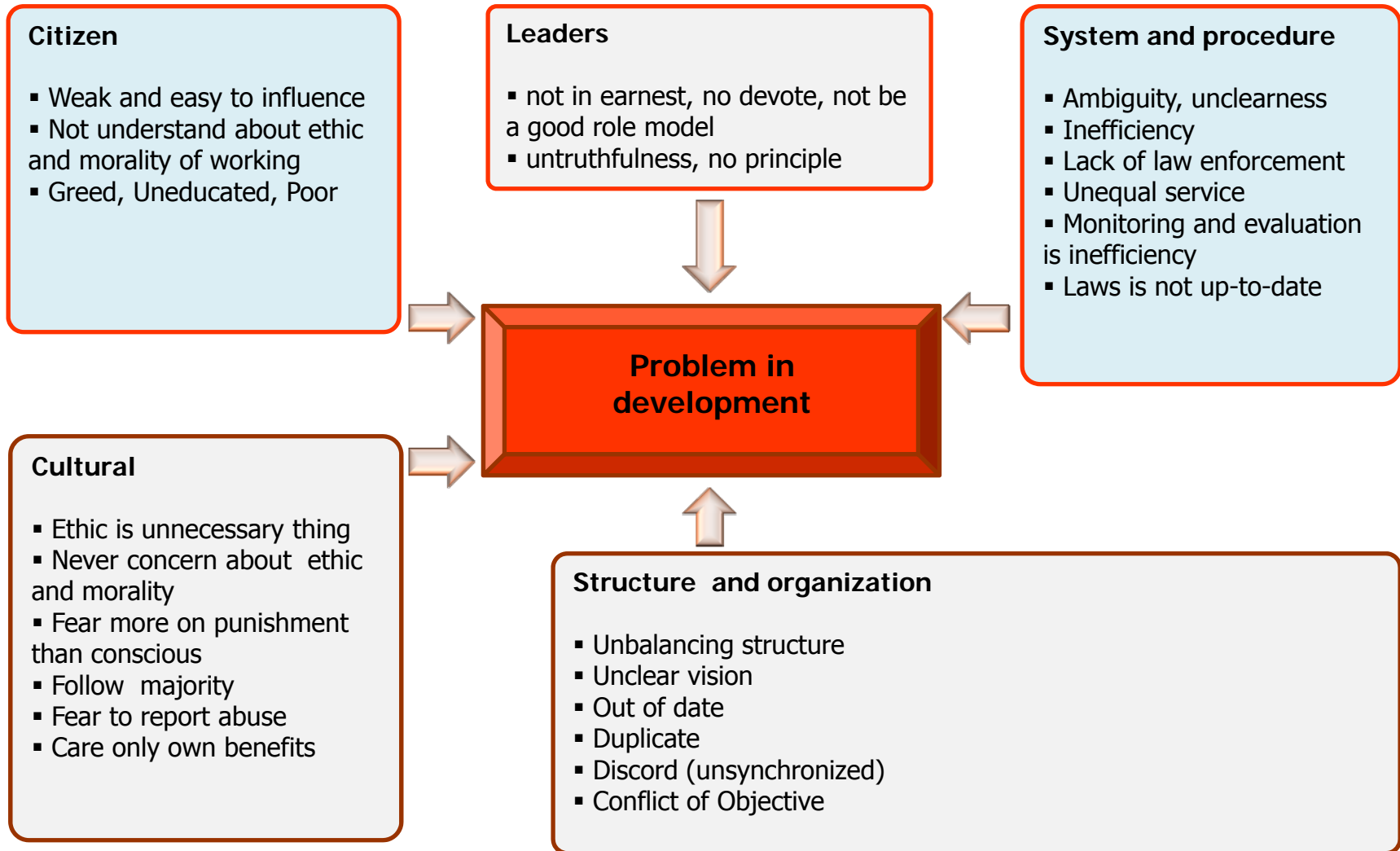
GOVERNMENT OF MALAYSIA

NATIONAL INTEGRITY PLAN

INSTITUT INTEGRITI MALAYSIA

NIP has identified a set of priorities and targets for the first five years (2004 – 2008) as known as Target 2008, as follows:

- Effectively reduce corruption, malpractices and abuse of power;

- Increase efficiency of the public delivery system and overcome bureaucratic red tape;

- Enhance corporate governance and business ethics;

- Strengthen the family institution;

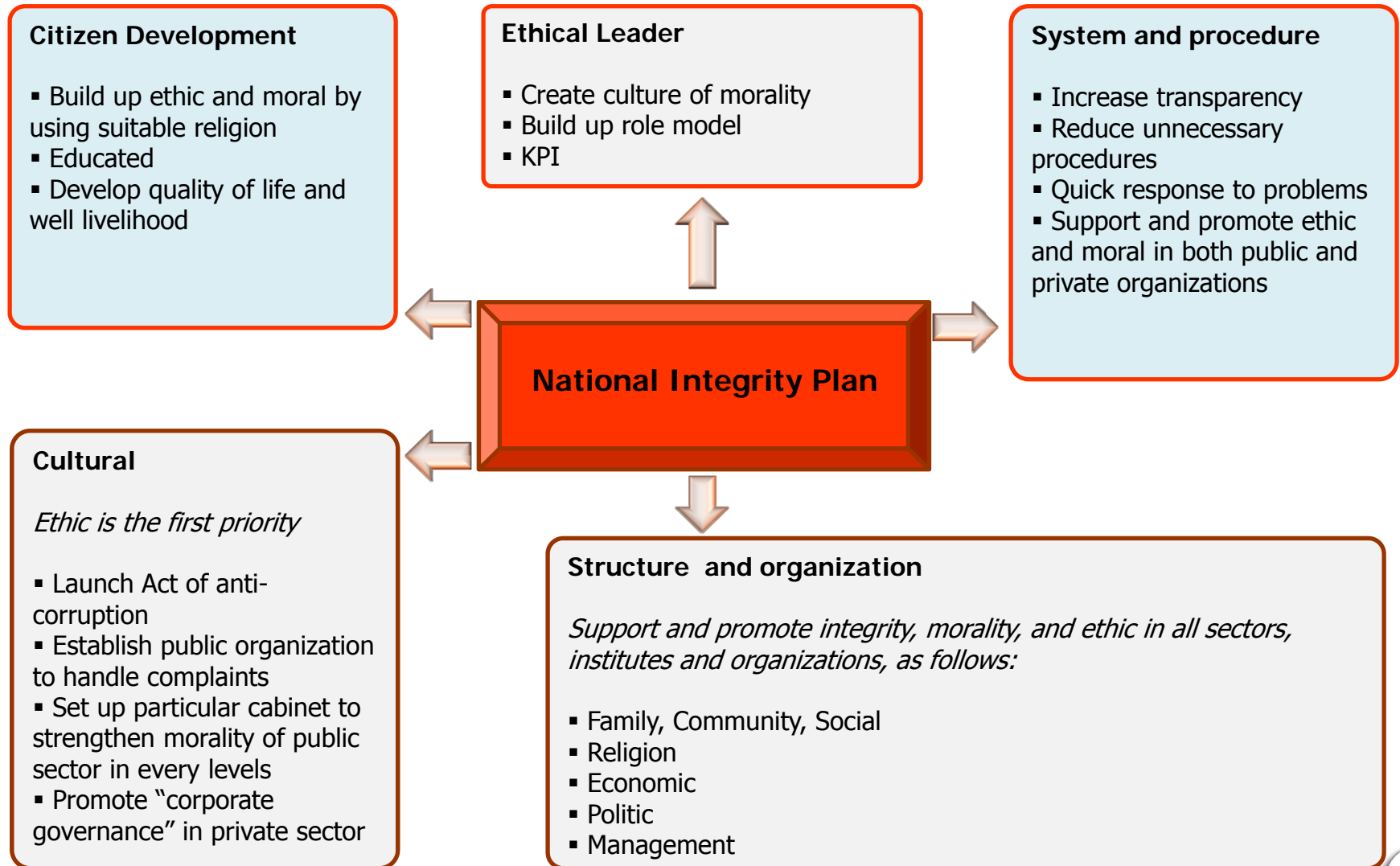- Improve the quality of life and people's well-being.

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Lack of ethic and morality for all systems and institutes

Citizen

- Weak and easy to influence
- Not understand about ethic and morality of working
- Greed, Uneducated, Poor

Leaders

- not in earnest, no devote, not be a good role model
- untruthfulness, no principle

System and procedure

- Ambiguity, unclearness
- Inefficiency
- Lack of law enforcement
- Unequal service
- Monitoring and evaluation is inefficiency
- Laws is not up-to-date

Problem in development

Cultural

- Ethic is unnecessary thing
- Never concern about ethic and morality
- Fear more on punishment than conscious
- Follow majority
- Fear to report abuse
- Care only own benefits

Structure and organization

- Unbalancing structure
- Unclear vision
- Out of date
- Duplicate
- Discord (unsynchronized)
- Conflict of Objective

52

Solving the problem by using National Integrity Plan

Citizen Development

- Build up ethic and moral by using suitable religion
- Educated
- Develop quality of life and well livelihood

Ethical Leader

- Create culture of morality
- Build up role model
- KPI

System and procedure

- Increase transparency
- Reduce unnecessary procedures
- Quick response to problems
- Support and promote ethic and moral in both public and private organizations

National Integrity Plan

Cultural

Ethic is the first priority

- Launch Act of anti-corruption
- Establish public organization to handle complaints
- Set up particular cabinet to strengthen morality of public sector in every levels
- Promote "corporate governance" in private sector

Structure and organization

Support and promote integrity, morality, and ethic in all sectors, institutes and organizations, as follows:

- Family, Community, Social
- Religion
- Economic
- Politic
- Management

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Philippines...**From principles to Action**

Thematic Areas

- Service Quality
- Innovation Leadership
- E-Government
- Regulatory Reform
- Citizen-centered Service

Targets

- Central government
- Local government
- Public service agencies
- Public enterprises

Methods

- Center of Excellence
- Best practice manual
- Training
- Observational study mission
- Development of NPOs
- Seminar
- Workshop
- Research
- Study Meeting
- Adoption of P & Q Tools

Results

- Citizen satisfaction
- Public trust
- Cost-effectiveness
- Competitiveness
- Quality of life

Themes in Public Sector Reform (Productivity) APO Jakarta Workshop, July 2012

Service quality focuses on achieving service excellence by continuous incremental improvements in the quality of services offered by public-sector organizations.

Innovation leadership results in the creation of more efficient, effective products and services that are readily available to governments by influencing others in the accomplishment of public tasks.

e-Government focuses on the effective use of information and communication technologies in the operations of public-sector organizations to improve overall productivity.

Regulatory reform refers to helping governments improve regulatory quality by reforming regulations that raise unnecessary obstacles to competition, innovation, and growth, while ensuring that regulations efficiently serve important social objectives.

Citizen-centered service means learning citizens' expectations, measuring service performance, ensuring accountability, and improving the capacity of the public sector.

These themes cover most of the public sector reform initiatives that are the focus of the management excellence agenda in APO member countries

Anti-Red Tape Act (2007)

Aimed at improving government service by establishing across Government:

- Citizens Charters
- Service Standards
- Process Improvement
- Red Tape Reduction
- Report Cards Survey
- Penalties for Bribery and Corruption in Service Delivery

Transparency and Anti-Corruption

Open Government Partnership

- Open Government Initiative: Agency Transparency Seal

- Under the Law, all Public Servants must submit an annual Statement of Assets, Liabilities and Net Worth (SALN)

- In 2012, the Chief Justice of the Supreme Court was impeached and dismissed for failing to disclose all of his financial and property assets.

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Philippines...From principles to Action (Cont.)

One-Stop Service

- The Philippine Government has implemented a one-stop business registration service, as a collaborative one-stop effort of several departments and agencies.
- Passport Offices and Vehicle License Offices have been opened in Shopping Malls around the country, serving as the hub for one-stop government offices in shopping centers.

E-Government

No Face-to-Face

- The Philippine Government has implemented information websites and e-services across many government departments.
- Examples include obtaining NSO birth certificates through on-line ordering; reserving a time slot for a passport renewal appointment; obtaining information about
- individual Social Security System account payments; and on-line tax filing.

Citizen's Portal

Ngayong ikakasa na ang budget sa Kongreso, kailangang masiguro ang paggugol na matuwid sa budget ng bayan. Ano ang maaambag mo?

BUDGET NG BAYAN

In line with the Administration's thrust of ensuring fiscal transparency, accountability, and citizen engagement, the Citizen's Portal is an avenue for the public to inquire and engage about the National Budget.

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ASEAN Workshop "New Era for the Public Sector Reform in ASEAN Community"

17 – 18 January 2013 at Novotel Siamsquare, Bangkok Thailand

Objectives

- Conducting a platform to establish best practices and baselines in various aspect of governance in the region
- Promoting dialogue and good practice exchange among ASEAN members in identifying the necessary characteristics of public sector reform to promote good governance and developing norms on good governance
- Creating practical recommendations for designing and building cooperative activities among ASEAN Members

Knowledge sharing from the workshop

Public Management

- Share experience in designing and implementing a public management development program (Philippines)
- Share about developing a government quality management system (Philippines)
- Invite civil servants from other ASEAN countries to attend our Public Management Development Program courses (Philippines)
- National Blue Ocean Strategy (Malaysia)
- Risk Management (Malaysia)
- Strategic Management (Malaysia)
- 5s practices: conducive office environment, SWAT (Malaysia)
- Customer Relation Management (Malaysia)

Public Integrity

- Participatory people participation – Button up participatory (Laos)
- Standard of quality: Definition (Cambodia)
- Share experience in conducting integrity review tools in public sector (Philippines)

One Stop Service: Service Improvement

- Successes in modern district-level one-stop-shop models (Vietnam)
- Implemented one-stop-shop and Inter-Agency one-stop-shop at department, districts and communes effectively (Vietnam)
- Local Decentralization: especially OSS (Vietnam)

Performance

- Practices for talent management: correlations between 3C models and HR practices (Vietnam)
- Evaluated the leaders' performance in their leading administrative unit (Vietnam)
- Openly recruiting leaders of states administrative units (Vietnam)
- Competitive contests for management and leadership position (Vietnam)
- Human Resource Management System (Brunei)
- Resource Based Management (Thailand)
- PMQA (Thailand)

IT
- Application of IT in administrative services, especially in M&E process (Vietnam)

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Together Ideas from the workshop

Ideas generated from participant

Exchange program

- Promote the youth exchange program in ASEAN.
- Promote civil servants exchange program in ASEAN.

Conference

- Annual ASEAN meeting by rotation of host.
- VC/Skype among ASEAN countries.
- Build forums of PAR ASEAN online.
- Organize conference to convene all countries to share experience.

Sharing knowledge, Website, IT

- Sharing experiences, ideas, solutions through ASEAN website.
- ASEAN Pubs website
- Policy support for sharing information, staff exchange, IT, …
- Sharing :
  - Direct contact
  - Get involvement from ASEAN secretariat
  - Networking
  - Roadmap to ease formality and bilateral contact
  - Site visit
- ASEAN nations can exchange ideas through a global information system.
- Learn from Thailand their "Public Sector Management Award" concept
- Learning transparency from Malaysia (integrity review tools)

Others

- Cluster insight of significant innovative and effective PAR of ASEAN countries to build up technical handbooks. (hard/soft copy)
- Building up (establishing) international PAR organization representing ASEAN countries to share experience and knowledge regularly.

Create Social Media networking

- Group Name: **ASEAN Pubs**

Turn the Ideas to the Next Move of promoting GG in ASEAN

ASEAN Executive Governance Program   *26th August - 31st August, 2013*

OPDC in associate with World Bank, realize the importance of preparing the public sector system toward ASEAN Community integration, through a program of knowledge sharing, capacity building and collaboration, in order to achieve ASEAN Community readiness at organizational and national levels.

Objectives

- To share visions, experiences, challenges, definitions and measurements in order to create a common understanding for means of good governance for each ASEAN country and in order to improve governance harmonization for the ASEAN Community 2015.

- To apply the good governance concept to public sector performance, identify challenges and the collaboration needed for improving service delivery to all ASEAN citizens.

- To develop the ASEAN executive public workforce to be good governance leaders that can implement plans, policies and strategies effectively.

- To develop a five-year Plan for Governance Harmonization in ASEAN focusing on service delivery for the first year, following up and then developing over the next four years.

Target

- Representatives from each ASEAN Country, that are leaders of or work with policy for public sector development in line with good governance.

Program Overview

- Governance in the ASEAN Blueprint (governance mean for ASEAN, definitions, measurements, and how do we have a common understanding).

- Defining the Governance Challenge for each country.

- Identifying common threads on Governance and how the ASEAN Community can have a common understanding, challenges faced and assist each other on overcoming challenges – Facilitated.

- Governance and AEC-2015 (What does 2015 mean for Governance convergence in ASEAN, should there be certain issues, service standards, rules and regulations that can be harmonized across ASEAN?)

- Governance Harmonization possibilities in ASEAN. Are there some governance standards that can be developed for each country and ASEAN as a collective?

- Delivering Services to Citizens (Fostering Performance in the Public Sector - success, challenges, and agenda ahead).

- Determining Public Sector Performance Succession, Challenges, and Issues

Group Discussion

Group Discussion

- 3 Groups (Thai + Singaporean)

- Discuss about "Good Governance" in your countries / your organizations. What is it defined? And what have you done before?

  - o Choose a few best practices to share in class

- Discuss how Good Governance can be a tool for responding to ASEAN integration?

- Paper work on your group discussion and experiences exchange

- Present 10 minutes per group + Q & A 5 minutes

Outline

Day	Content
1	- Good Governance
	- Good Governance in Thai Context
	o Public Sector
	o Private Sector
	- Good Governance in Detail
	- Good Governance in ASEAN
	- Group Discussion
2	- Group Presentation
	- Wrap up

Today's Agenda

- Presentation

  o 10 minutes each group

  o Q & A 5 minutes each group

- Wrap Up

Wrap Up