



DGA
Digital Government Development Agency

Foreigner (2023 - 2027)

Portal Roadmap

The Next of Digital Government Service for Foreigners

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Executive Summary

The Digital Government Development Agency, or DGA, is a government agency committed to the legal responsibility of facilitating the integration of digital services provided by government agencies to create a One-Stop Service (OSS) for all residents in Thailand. According to the Digital Government Development Committee, the DGA has been facilitating businesses and citizens in Thailand. However, when referring to all residents, it is necessary to include foreigners in Thailand. Currently, it is discovered that each government agency's facilitation or provision of government services to foreigners is distinct; not all services have been consolidated into a single point of contact. As a result, it is necessary to improve foreign service to make it more convenient, as foreigners are critical to Thailand's economy and capabilities.

The DGA has developed a "Foreigner Portal Roadmap (2023 - 2027)" to establish guidelines for the development of government services for foreigners by developing a central system for countries to collect information and government services to facilitate foreigners' online transactions. Foreigner expectations analysis and leading practice analysis are used to synthesize Thailand's development guidelines and to collect data on foreigner-related services. Additionally, examine the current situation of the relevant government agencies in order to prioritize delivery of services.

With the cooperation of the government agencies, DGA gained valuable insights into this Foreigner Portal Roadmap (2023 - 2027) in the form of comments and suggestions from discussions, in-depth interviews, focus groups, and public hearings. The roadmap will help elevate and enhance service for foreigners in each segment to be more convenient and be able to access effective and comprehensive government services, to meet the demand of foreigners. Meanwhile, government agencies will integrate information and operations to create value, experience, and a positive image for foreign visitors, as well as to contribute to Thailand's competitiveness on an equal level with other countries.

1 Introduction

1.1 Rationale

At present, Thailand has developed a national strategy to drive the economy and increase the country's capacity, which is in line with the digital government development plan of Thailand, which suggests driving the economy with digital technology by upgrading and connecting digital services of government agencies to create a One-Stop Service to facilitate people living in Thailand. In both the public sector and the private sector, including foreigners, which is a key sector that is important to stimulating the economy of Thailand and continuing to develop the country's economy in the long run. Last year, DGA developed and launched a service portal system to facilitate the use of its services by citizens and business sectors. While government services for foreigners are still in a decentralized form, there is a lack of integration of information between government agencies.

DGA recognizes the importance of Foreigner Portal Roadmap (2023 - 2027), which is a roadmap for the development of digital services for foreigners in accordance with the current and future context of Thailand. As a result of studying the current state of government services and an example of the development of a service portal for foreigners abroad, we are able to analyze the approaches to the development of services and service portals for foreigners in different phases as well as link services between relevant agencies. The service portal for foreigners will be one of the key engines to drive the development of digital government, creating a one-stop service for foreigners to conveniently access and receive services from government agencies, responding to the needs of foreigners and stakeholders as well as enhancing Thailand's digital competitiveness on a global scale.

1.2 Objectives

The roadmap will help to integrate government information and simplify the digital service process. And to create a centralized service on the service portal that will facilitate government agencies and foreigners to carry out various transactions, reducing the burden of time, costs, and redundant information.

1.3 Project implementation work plan

The Foreigner Portal Roadmap (2023 - 2027) aims for foreigners to be able to access all government services anywhere, anytime, and will be the key mechanism to drive the digital government and create a one-stop information service for foreigners to easily access and use

government services. The project implementation work plan includes a study of the services in both the Thai and foreign contexts, as well as a survey of the opinions of stakeholders to figure out how digital services for foreigners should be developed.



Figure1.1: Project implementation work plan

- 1. Research for service for foreigners** found that there are 31 main agencies related to service for foreigners both on online and offline platforms. Research into the case studies from Best Practices countries and countries ranked close to Thailand shows that each country has different approaches to improving their government services. However, the main factor is the same, which is the integration of government services into a single source to facilitate the people. After applying the criteria for selecting the countries to study, a total of 12 countries to study were obtained, which can be divided into 2 groups: The following 9 countries are the leading countries:(1) United Kingdom (2) New Zealand (3) Federal Republic of Germany (4) Kingdom of Denmark (5) Australia (6) Hong Kong Special Administrative Region (7) Republic of Korea (8) Republic of Estonia and (9) Netherlands, as well as 3 countries that ranked similarly to Thailand: (10) Japan, (11) Malaysia, and (12) Republic of India.
- 2. Survey of expectation and demand of the foreigners** about service for foreigner. With the changing world situation and context, it can be seen that in the digital age and the new normal, foreigners have more expectations and demands for online government services, especially in visa, security, healthcare, and travel, which are the services related to entering Thailand, such as visa application service, information on procedures for entering Thailand during the

COVID-19 epidemic, and information on the list of quarantine hotels. The survey found four service characteristics as follows: 1) One-Stop Service because it is a service that can receive services in one place and reduce the amount of time and effort in the operation. Having a service that facilitates transactions 3) systematized data collection, which can reduce data duplication, including being able to share information between government agencies; and 4) easy and convenient identity verification, which will make transactions via online channels convenient, fast, and save time in using the service. and has high security.

3. **Readiness of the government agencies.** From the study of As-Is Assessment from data collection and in-depth interviews with representatives from 31 relevant agencies, it was found that most agencies still have limitations in providing services as follows:

- The lack of linking basic information about foreigners across agencies makes it impossible to provide fully personalized services.
- External agencies have different levels of digital development, causing the need to modify the operating model or perform other additional tasks such as preparing a clarification letter.
- Providing incomplete or unclear important information, such as information on procedures, processes, or primary responsibility agencies, makes the agency often burdened with answering questions from foreigners.
- Legal and regulatory restrictions prevent full online service.

4. Research service, prioritize service and development of Foreigner Portal Roadmap (2023 - 2027), divided in to 3 phase as follows:

- Quick Win Phase and Phase 1 “End-to-End Digital Journey, Drive the Economy” (2023) focus on elevating service for tourists through Entry Thailand and connecting to create a comprehensive digital service for businesspeople and investors through the BOI website. By focusing on these two groups of foreigners as they are important to the economy of investment in Thailand, along with developing an information portal

for all foreigners, to cover all the services for foreigners, developing a Single Sign-On system to facilitate foreigners reduces the burden of giving redundant information. In addition, discussions and guidelines for the issuing of non-residence identification numbers for foreigners will be initiated, so that foreigners can prove and verify their identity in the country more conveniently. In this phase, the service will cover 53 services, including visas, healthcare, traveling, finance and tax, security, and business-related services.

- Phase 2 “Foreigner Portals” (2024–2025) focuses on developing an information portal for all foreigners to fulfill the expectations of all segments; establishing a newly developed service on the platform/portal for each segment of foreigners; and jointly designing, developing, and connecting to create a comprehensive digital service for foreign laborers, who are the second largest segment of foreigners in Thailand, behind tourists. Phase 2 will also discuss the development of authentication through digital ID as well as a pilot test for digital ID. In this phase, the service will cover 46 services, including visas, traveling, healthcare, labor, and security.
 - Phase 3 “One Account, All Services” (2026-2027) operations will focus on enhancing and linking more information on the “Information Portal for All Foreigners” and developing a comprehensive digital service for international students and long-term residents in Thailand, pushing for an authentication system through digital ID for foreigners to facilitate foreigners in doing government transactions. In this phase, the service will cover 39 services, including finance and tax, education, transportation, family, security, and residence.
5. **Focus group and drafting roadmap for development**, the consultant with DGA held 3 focus group meetings to exchange and hear opinions about the development roadmap from stakeholders in all groups, both the government, the private sector, and foreigners.

6. **In-depth discussions with key agencies** that provide additional services to foreigners to receive further opinions on the development of a service portal for foreigners
7. **Improve the roadmap** to obtain the development guidelines that are most consistent and appropriate to the Thai context.

The development of a service portal for foreigners of all groups will not be able to succeed if there is no government data linkage and proactive work to comprehensively integrate government services for foreigners and create value for foreigners. DGA will help the related agencies to remove impediments and constraints that impede the growth of digital services and develop a foreigner's service portal.

2 The current services for foreigners provided by the Thai government

2.1 Government agencies and the types of services for foreigners

The consultant has conducted a study and analyzed the current situation of Thailand's digital platforms and portals for foreigners. Data has been gathered within the Thai government agencies related to foreign tourism services, separated into 5 groups: 1) tourists, 2) workers 3) businesspeople and investors 4) temporary residents, and 5) students.

According to the study, it was found that the foreigner's journey (customer journey) consists of four periods: travel preparation, entering the country, residence in the country, and departing from the country. Foreigners will receive services or may have to contact for services by themselves from the Thai government agencies and the related agencies in a total amount of 31 agencies. Assisting each group of foreigners as an ecosystem is shown in the following figure. For each group of foreigners, there will be different service needs, and for each service, there will be an agency that has the authority or is primarily responsible for providing services for foreigners of that type.



Figure 2.1: Government agencies related to foreign tourism services.

The following are some examples of current important digital platforms/portals by Thai government agencies:

- **The electronic visa system (Thai E-Visa)** was developed by the Department of Consular Ministry of Foreign Affairs to facilitate those who want to travel to Thailand in obtaining an online visa.
- **The Alternative Quarantine Location Information Center for Foreigners (ASQ Paradise)** was developed by cooperation between the Tourism Authority

of Thailand (TAT) and private entrepreneurs to develop a platform in the form of the ASQ Paradise website. supports searching for accommodation and information that is classified as an alternative quarantine location. Facilitating travelers arriving in Thailand under the situation of the COVID-19 pandemic.

- **Online services through websites and applications on smartphones from the Immigration Bureau** to provide online services for foreigners during the residential period in Thailand, entrepreneurs, or other related persons such as residential providers for foreigners could also contact the Immigration Bureau without having to travel to the office.
- **The Thailand Pass platform** was launched in November 2021 and developed on the website by the Ministry of Foreign Affairs and the Digital Government Development Agency (Public Organization) to collect travel information and health information in the same place. The Thailand Pass ID and QR Code have the objective of supporting the measures to facilitate travelers (Ease of Traveling) by creating a personal identity by using Thailand Pass ID and QR Code, which are automatically examined by using Artificial Intelligence (AI).
- **ThailandPlus Application** is a further development from the 'MorChana' application, to track and assess the risk of COVID-19 for travelers in Thailand. Supporting special types of tourists (Special Tourist Visa: STV) who wish to stay in Thailand for a long period, along with facilitating travelers in showing risk status to officers through the application, to reduce the duration and procedure for checking the documents at the disease control checkpoint when traveling to Thailand.
- **The Thailand VRT Application** was developed by the Revenue Department, Immigration Bureau, and Krungthai Bank to provide a VAT refund service for foreigners using Blockchain technology that makes this service more accurate and efficient.



Figure 2.2 Examples of digital platforms/portals of primary government agencies

However, government agencies that provide services or have the authority to provide services for each group of foreigners are still operated separately, which may lead to a lack of integration for service to foreigners throughout the customer journey. In the future, the procedure may need to change its methods to integrate more flow of information between related organizations, which will reduce problems that may occur with foreigners (e.g., difficulty in obtaining services, complexity, and confusion in having to request services from many agencies, etc.). Furthermore, facilitate foreigners in terms of reducing the time spent filling in the request forms for each agency or service, creating an easy experience that is convenient and fast to build confidence for foreigners who come to request services from government agencies and related agencies in Thailand.

At present, the relevant agencies provide a total of 225 services for foreigners, which can be divided into service channels and the type of service as follows:

1. Service channels are divided into 170 online services, 31 offline services, and 24 online and offline services.
2. The type of service is divided into provisioning 98 services, 83 transaction services, and 44 other various types of services.

More than 86 percent of services are delivered online, mostly as information services, followed by transaction services and other services.

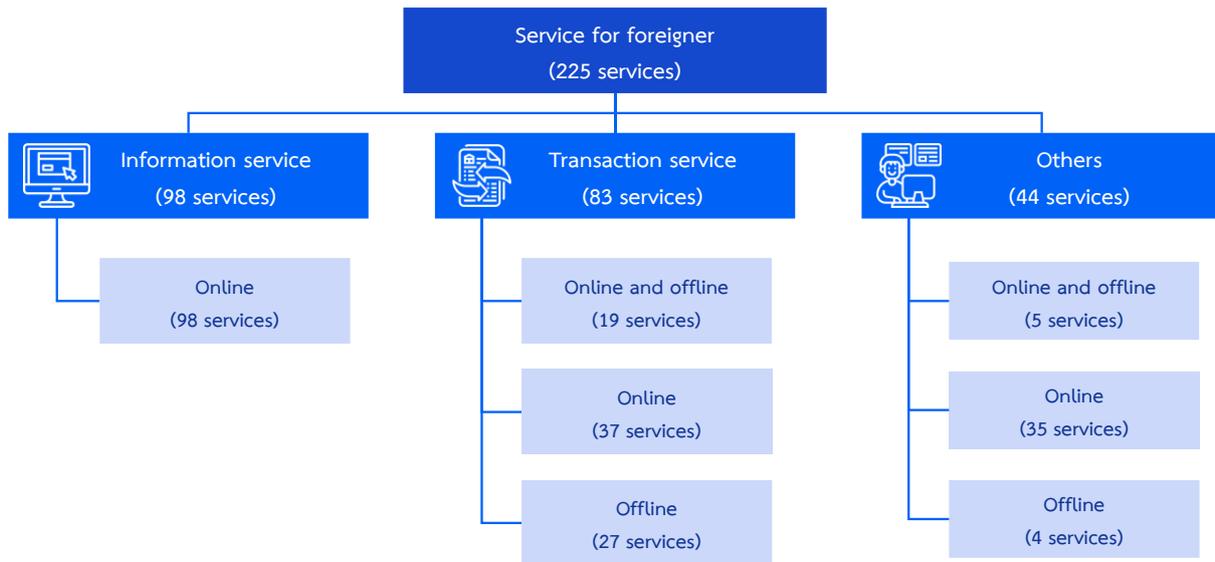


Figure 2.3: Government agencies are involved with foreign tourism services.

2.2 Foreigner segmentation

In this section, the consultant will define the types of foreigners along with analyzing the importance of each type of foreigner to the Thai economy and society by utilizing the data from the database from relevant agencies (e.g., the Immigration Bureau, the Department of Consular Division, the Tourism and Sports, the Foreign Labor Administration Office, the Thailand Convention and Exhibition Bureau (Public Organization), the Department of Business Development, and the Office of the Higher Education Commission, etc.), which has systematically stored the data for an easy-to-use purpose. Then, using the database, analyze the types of foreigners to identify the target group for developing a portal for foreigners (foreigner segmentation) based on their importance to the Thai economy and society.

Based on the statistical data of the numbers of foreigners traveling to Thailand above, and in the context of their importance to the Thai economy and society. The consultant, therefore, proposed to specify the type of foreigners (foreigner segmentation) according to the purpose of traveling to Thailand into 5 main categories, 1) Tourists 2) Labors 3) Businesspeople and Investors 4) Temporary residents, and 5) Students. However, the next section will be the study of the travel process (customer journey) of foreigners, which will show related and specific services for foreigners.

Therefore, from the statistical information of the agencies above, the consultant had to analyze and define the scope of foreigners by considering their purpose in traveling together with the groups of foreigners, categorized by the related agencies, and the impacts that had

on the development of both countries' economies and societies, which consist of various factors (e.g., gross domestic products (GDP), income distribution, labor force, investment in the business sector and consumption, etc.).

Therefore, proposed to specify the types of foreign in a subsystem (Foreigner Sub Segmentation) according to the division of the relevant departments into **10 sub-categories:** 1) Tourists 2) MICE tourists 3) Medical tourists 4) Skilled Labor 5) Unskilled Labor 6) Businesspeople and Investors 7) Visitor (90 days). 8) Long-term residents (1 and 10 years) 9) Diplomacy or Consular or Officials, and 10) Students. Each type of foreigner has details and examples of analysis of the importance to the Thai economy and society as follows:

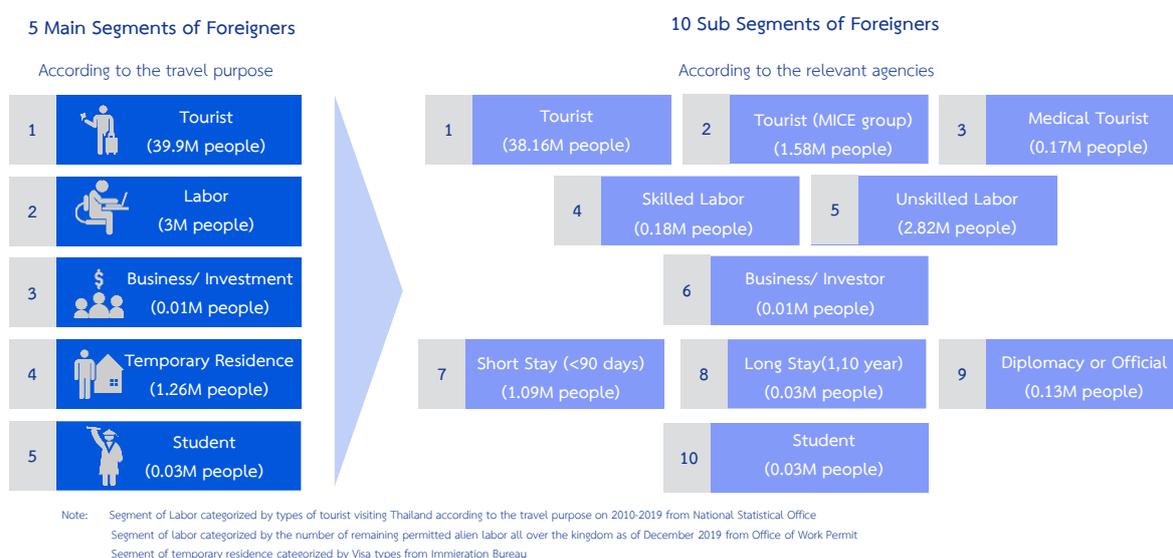


Figure 2.4: Classification of the main and the subtypes of foreigners.

2.3 Customer Journey of Foreigners in each category

2.3.1 Customer Journey of Foreign Tourists

Currently, the ecosystem serves foreign tourists at each stage of customer journey, including the preparation process for entering the country, the residency period, and departure from the country. Service ecosystem for tourists detail as follows:

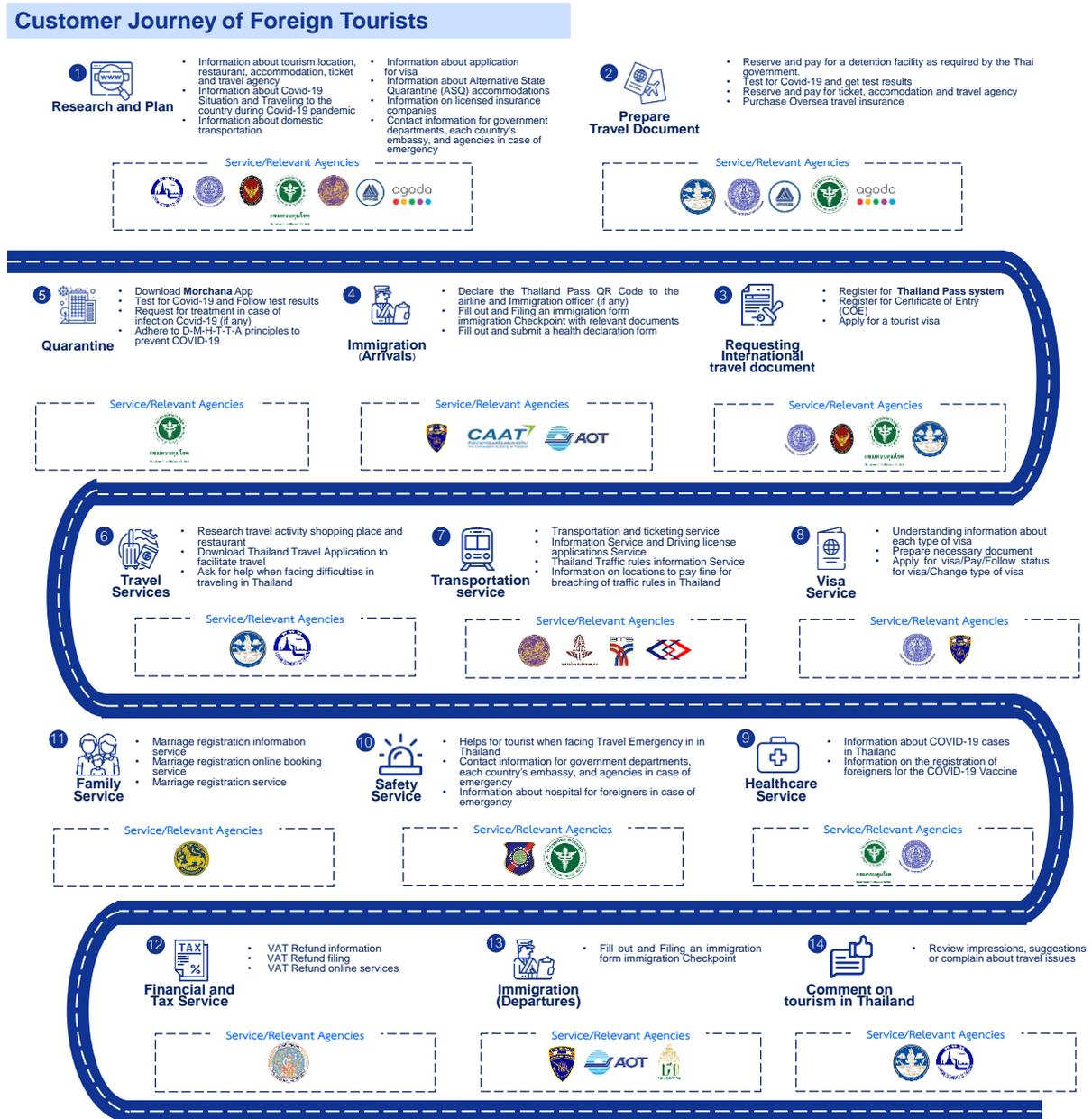


Figure 2.5: Customer Journey of Foreign Tourists

2.3.2 Customer Journey of Skilled Labors Foreigners

Currently, the ecosystem serves foreign skilled labor in each stage of customer journey, including the preparation process for entering the country, residency period, and departure from the country. The service ecosystem for skilled labors detail as follows:

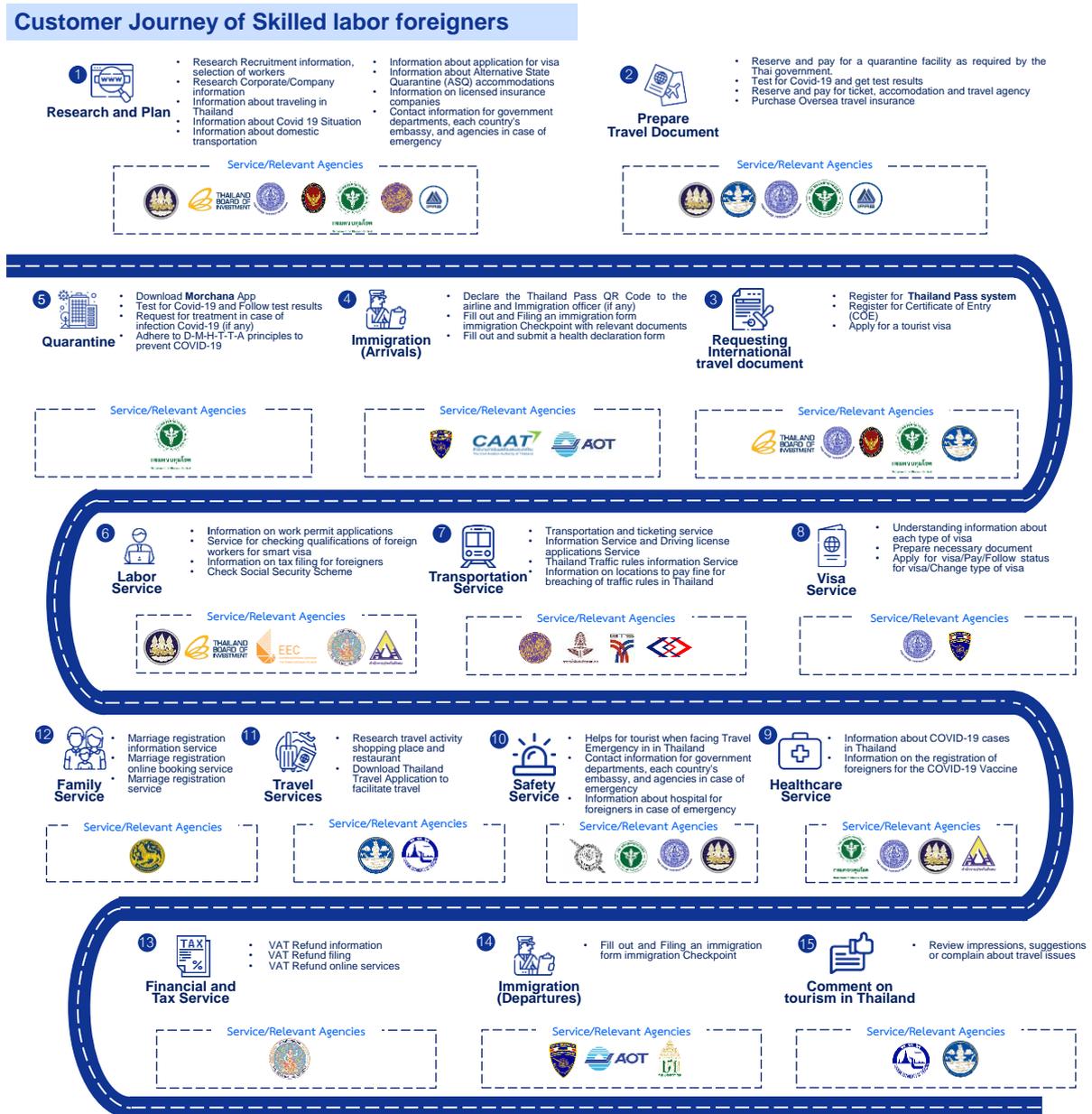


Figure 2.6: Customer Journey of Skilled Labor Foreigners

2.3.3 Customer Journey of Foreign Businesspeople and Investors

Currently, the ecosystem serves foreign businesspeople and investors in each stage of customer journey, including the preparation process for entering the country, residency period, and departure from the country. Service ecosystem for businesspeople and investors detail as follows:

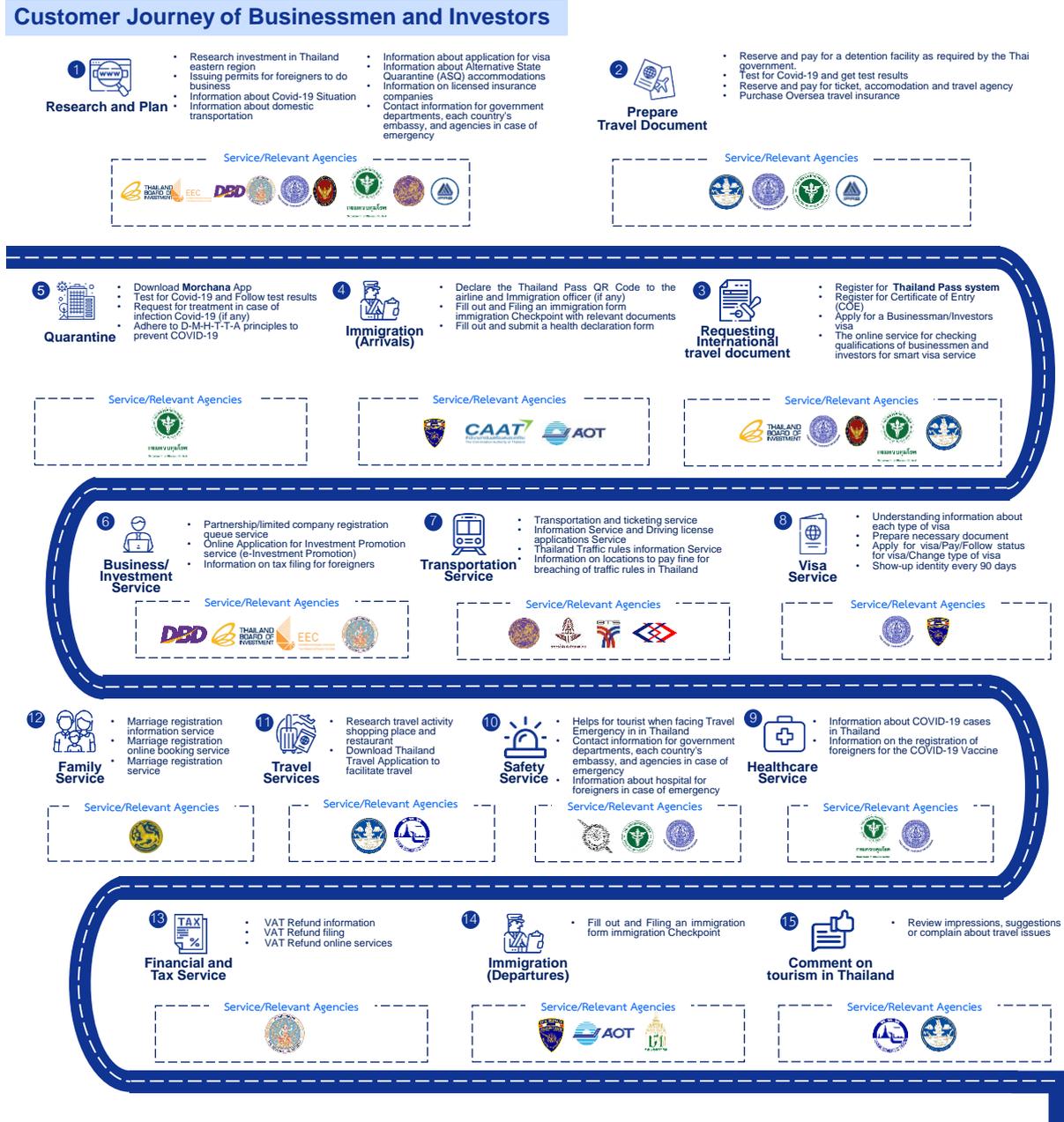


Figure 2.7: Customer Journey of Foreign Businesspeople and Investors

2.3.4 Customer Journey of Long-Term Residents

At present, Customer Journey of long-term residents in each process of customer journey, includes the preparation process for entering the country, residency period, and departure from the country. Service ecosystem for long-term residents detail as follows:

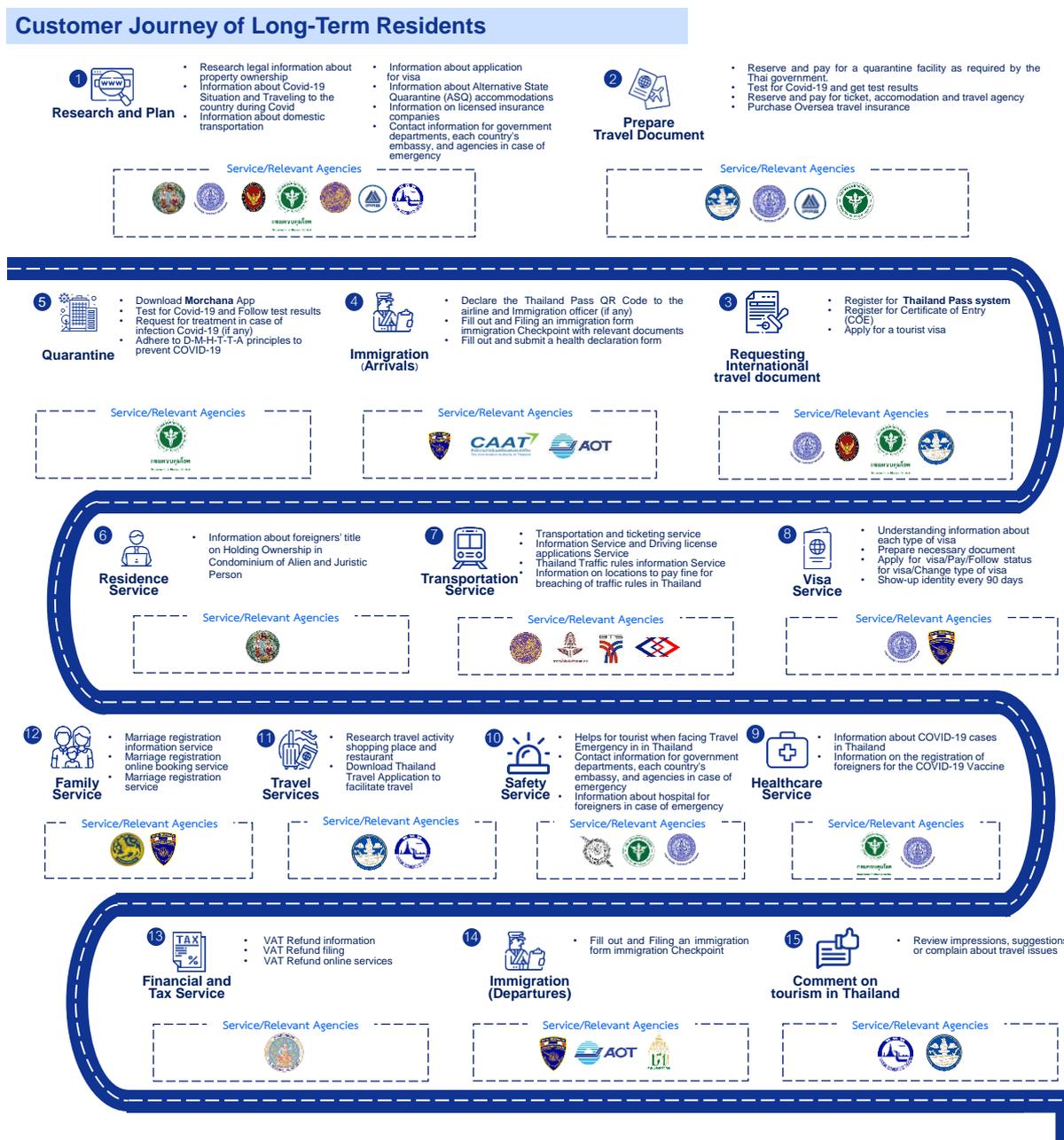


Figure 2.8: Customer Journey of Long-Term Residents

2.3.5 Customer Journey of International Students

At present, Customer Journey of international students in each process of customer journey, includes the preparation process for entering the country, residency period, and departure from the country. Service ecosystem for international students detail as follows:

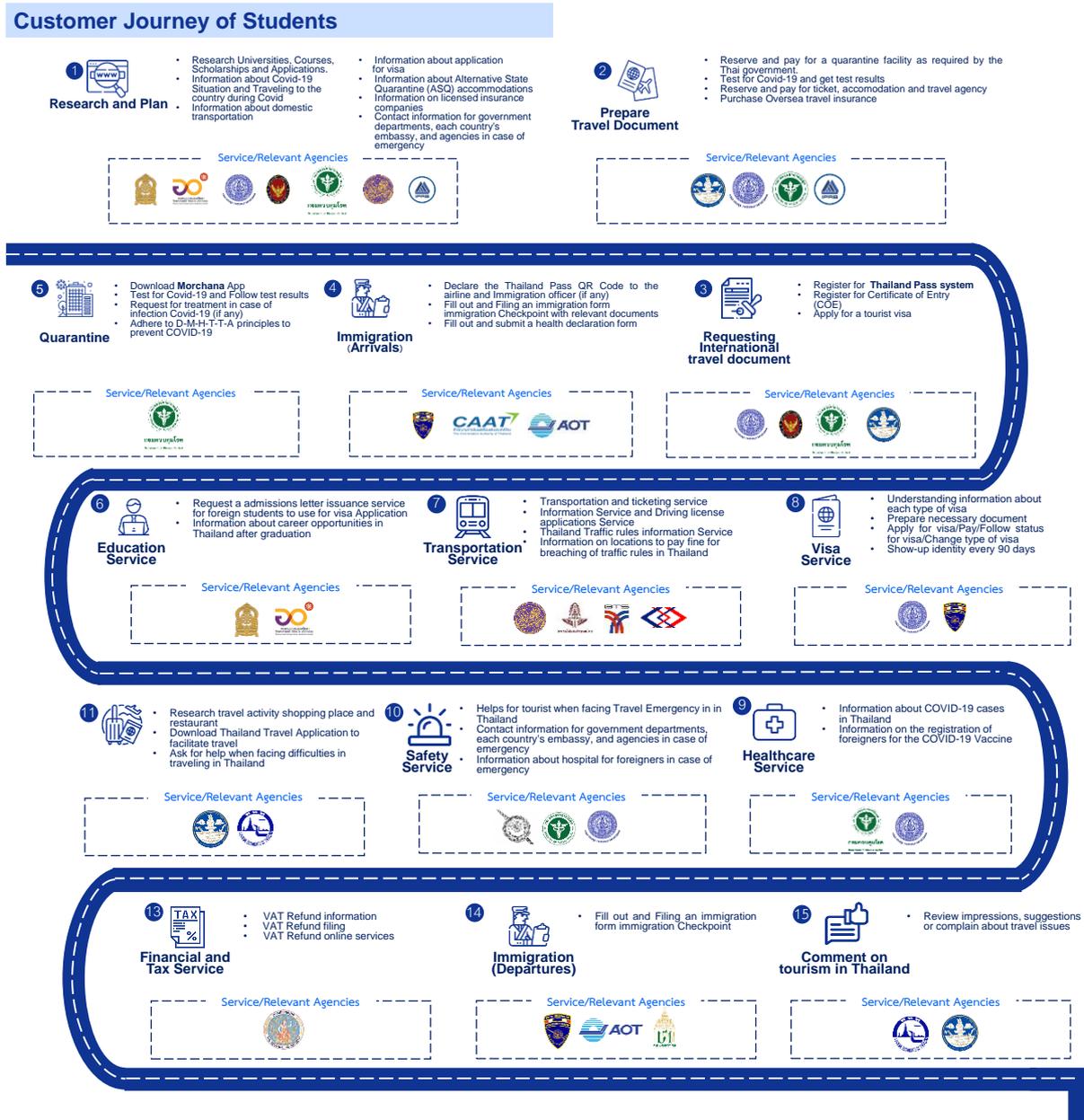


Figure 2.9: Customer Journey of International Students

2.4 Problem and obstacles faced in government service for foreigner

In this part, consultants interviewed 31 government agencies to gain more insight into the current situation of government service for foreigners. Some government agencies still have problems and obstacles that, if resolved, would meet the demands of foreigners. It will also be one of the mechanisms to drive the government toward being a digital government. Consultants have analyst problems and obstacles in the present as follows:

- **Data or service link style** Currently, it has been discovered that several agencies have been integrated to simply provide the procedure for foreigners to enter the country. However, there is still a lack of integration necessary to deliver comprehensive services to foreign visitors throughout their customer journey. As a result, this issue should be addressed by connecting information and services to provide services to foreigners from the time they enter Thailand until they depart; this will facilitate transactions within the country.
- **Personalized Service** At present, each agency has its own website and has its own services available on it. If a foreigner wants to make a transaction, an account is required. Also, some services are available in other languages, such as English and Chinese. According to the study, a gap in development is the use of separate user accounts. This requires foreigners to provide complex information to each agency. Moreover, some services are not served in English or misinterpreted. This causes confusion and incomprehension for foreigners. Therefore, each agency should work together to integrate data to reduce the burden on users. Services for foreigners should be translated into English, and accurate translations should be required so that foreigners can understand them easily and correctly.
- **Service Channel** Currently, the majority of online services are informational services, and the majority of agencies deliver their services via their websites and mobile applications. According to the study, only a few steps of services are available online, the services are not fully comprehensive, and some services are only available via smartphone. As a result, some foreigners are unable to use the services, which may be insufficient to meet their needs. As a result, each agency should offer a more comprehensive standard of service. Any service that may be delivered online should be built in such a way that it benefits the user and reduces transaction costs.

- Government Operations** Currently, some service procedures still have rules or regulations that require paper-based documents, and there are only a few digitally skilled personnel. Studies have shown that there are also restrictions on services, such as online rules or terms of service that require verification at the office. Also, it found that many agencies lack digitally skilled personnel as well as training. Therefore, the law should be amended or updated to facilitate more online services. In terms of personnel, there should be training and development of the digital skills of personnel in the agencies.



Figure 2.10: Problem and obstacles faced in government service for foreigner

3 Expectations and needs of foreign from government services

The study of foreigners' satisfactions and needs for government services focuses on the groups of foreigners who travel to work, operate businesses, invest, temporarily reside in the country, and come to study in Thailand. With respondents and the results of the analysis of 2,139 data points by online and onsite foreign surveys, they can be concluded into different socioeconomic characteristics as follows:

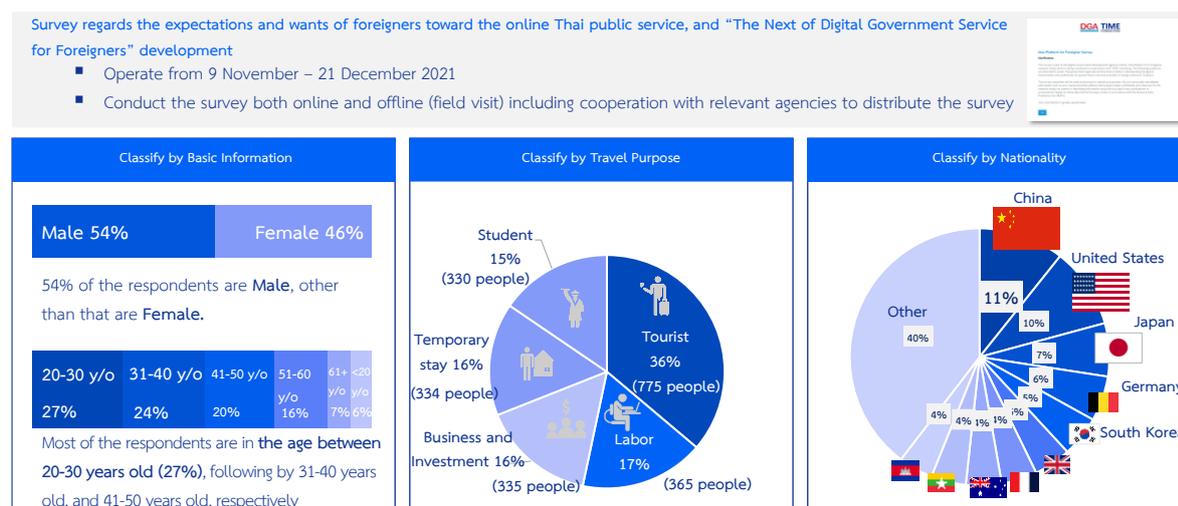


Figure3.1 : Socioeconomic characteristics of surveyor

The questionnaire for the target group also concluded with five issues: 1) Issues and challenges in using government services 2) Satisfaction with current digital government services 3) User experience in using other countries’ government services portal 4) Expected services for foreigners in Thailand's government service portal, and 5) Opinions and recommendations

3.1 Satisfaction in using current government services

According to the survey, a total of 2,139 foreigners covering each group of foreigners found that most foreigners were satisfied with public health services, finance and tax, and tourism. While visa and surveillance services were provided, the transportation side was not as satisfied. However, considering the satisfaction of the use of foreign services in each group, it was found that there is satisfaction in using different services and there are services that only some groups of foreigners use.



Figure 3.2: Satisfaction in using current government services

However, the provision of government websites also affects the satisfaction of the service. If the website has a complex display structure and the screens between websites are intermittent, it makes the user feel complicated and confused about the service. Also, when problems occur, users find it difficult to contact staff. As a result, foreigners were not satisfied with the usage of the service, which was unlike the usage of foreign websites or portals in foreign countries. Where foreigners are more satisfied is because of the effective navigation system and good data layout displayed, along with the website page having a quicker download performance.

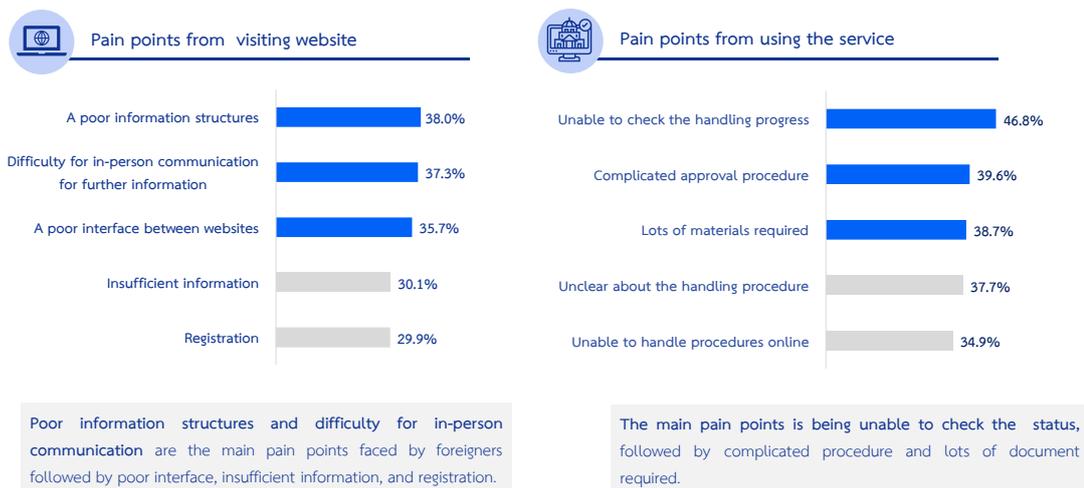


Figure 3.3: Problems with using government agency websites and experience of foreign platforms/portals abroad.

According to the survey, the most needed services by foreigners are the visa application services via e-Visa, tourism, security, and the public health team that facilitates foreigners' entering the country during the COVID-19 pandemic. For example, the information service for the quarantine facility specified by the Thai government, detailed information for foreigners entering the country during the COVID-19 pandemic, and emergency contact

Services with high demand from foreigners according to the survey



Figure3.4: Services with high demand from foreigners according to the survey

Foreigners also need a platform or portal in the form of a single point of service (One-Stop Service) to receive various services in one place, reducing operating procedures and times, and service arrangements that are clear and relevant.

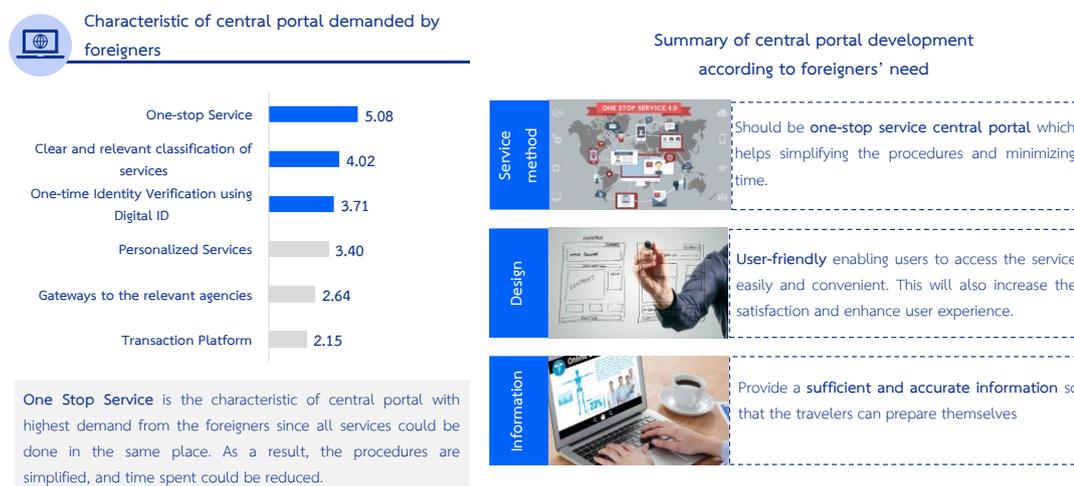


Figure3.5: Characteristic of portal demanded by foreigners

3.1.1 Satisfaction of tourists

Tourists had moderate overall satisfaction, compared to the satisfaction scores in each area. Tourists were very satisfied with the use of government services in public health, finance, and tax, and specific services in tourism (e.g., tourism information services in Thailand, tourism applications, and assistance services for tourists who encounter tourism obstacles). While visa services and surveillance in transportation and other areas were not very high, especially the information services for transportation, traffic infrastructure in the country, the online traffic payment service in transportation, information services for various types of visa applications, and visa filing services through e-Visa for visa applications (more information in Appendix 1). Most tourists encountered problems with using the service but were not able to track their operating status due to some services not yet being available online (e.g., visa procedures, requests for extension, or change of visa types are too complex, confusing the use of the service). In this regard, traveling to Thailand during the pandemic of the Corona 2019 virus (COVID-19) has a different travel procedure. Tourists must register via Thailand Pass before traveling, but still need to fill out tickets (TM.6 and TM.8) again at the destination airport, causing difficulties and additional time to travel. There should be international linkages to recognized vaccination data, such as the QR code or Vaccine Passport, to be able to check the vaccination data while traveling within the country.



Figure 3.6: Satisfaction of tourists in using government services, including problems and obstacles

Tourists had a high level of demand for government services through digital channels. When comparing the service requirements in each area, it was found that tourists had a high demand for digital services in public health, tourism, visa applications, security, finance, and taxes (e.g., the COVID-19 information in Thailand, the list of quarantine facilities designated by

the Thai government, information about tourism in Thailand, visa application services via e-visa, and VAT refund service). Tourists also needed a platform or portal in the form of a One-Stop Service to receive various services in one place, reducing operating procedures and times, service arrangements that are clear and relevant, and one-time identity verification via digital ID.

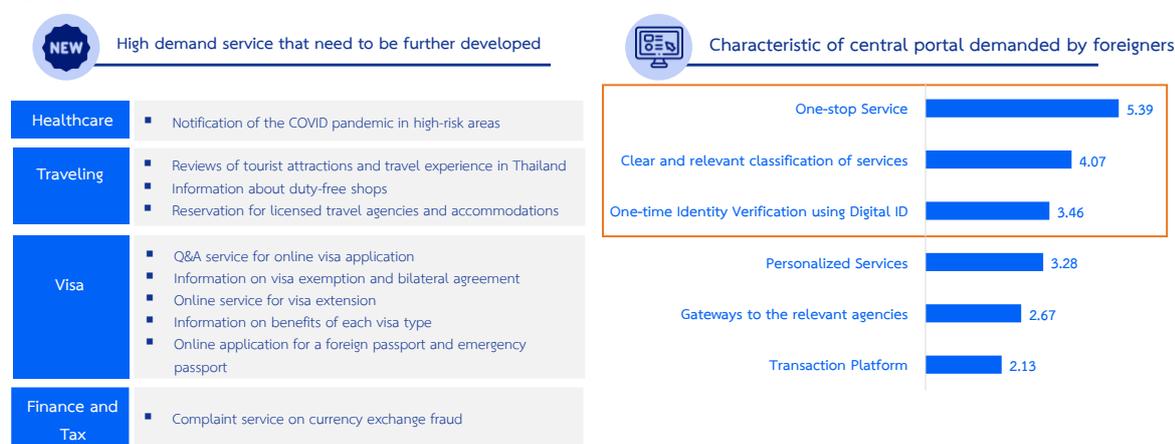


Figure 3.7: High demand service and the platform/portal features that tourist preferred

3.1.2 Government services through digital channels preferred by MICE tourists

MICE tourists had moderate overall satisfaction, compared to the satisfaction scores in each area. MICE tourists were very satisfied with the use of government services in finance and tax and specific services in tourism (e.g., assistance services for tourists who encounter tourism obstacles), while visa services, surveillance in transportation, visa requisition, and other areas were not very high. In particular, the information services for transportation, traffic infrastructure in the country, and travel complaint services using public vehicles in transportation, information services for various types of visa applications, and the e-Visa service applications (more information in Appendix 1). Most MICE tourists encountered problems with using services that were not online. As a result, it was not possible to check the status of the operation, including when requesting permission or approving a large number of documents for submission, making it complicated and time-consuming. The procedures of the departments in each area were also unclear.

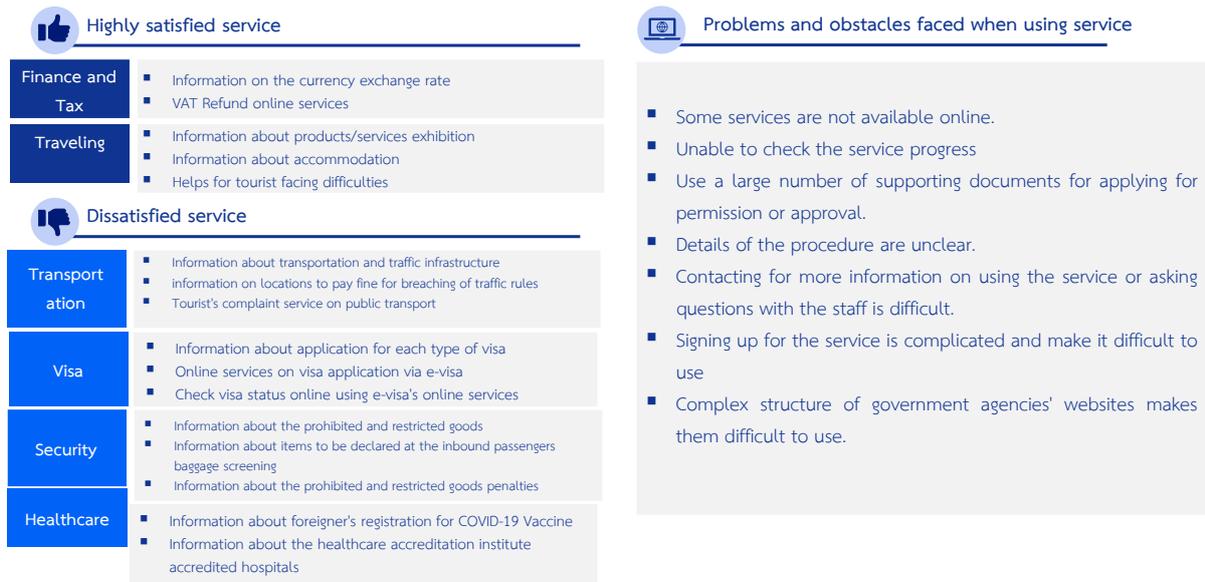


Figure 3.8: Satisfaction of MICE tourists in using government services, including problems and obstacles

MICE tourists had a high level of demand for government services through digital channels. When comparing the service requirements in each area, it was found that the MICE tourists had a high demand for digital services in public health, tourism, visa applications, security, finance, and taxes (e.g., the COVID-19 information in Thailand, the list of quarantine facilities designated by the Thai government, information about tourism in Thailand, information for organizing trade shows or services, visa application services via e-visa, information on hospitals for foreigners that need emergency treatment, and VAT refund service, etc.), while transportation services and the family aspect don't have much demand yet (more details in Appendix 1). In addition to the existing services, tourists also wanted development in certain services to facilitate the use of travel services for other groups of foreigners. For instance, the COVID-19 infection notification service in Thailand through online public health channels, information, reviews, and tourist attractions and experiences in Thailand; information on duty-free shopping locations; accommodation services; or tour companies that are legally licensed to provide services; and assistance services (Q & A). Additionally, questions on visa application through online portals, a list of countries that require a visa and specific details of each country, information and benefits of each type of visa, and complaints services on fraud from foreign exchange in finance and taxes are also included. In this regard, tourists also needed a platform or portal in the form of a one-stop service to receive various services in one place, reducing operating procedures and time, service arrangements that are clear and relevant, and one-time identity verification via digital ID.

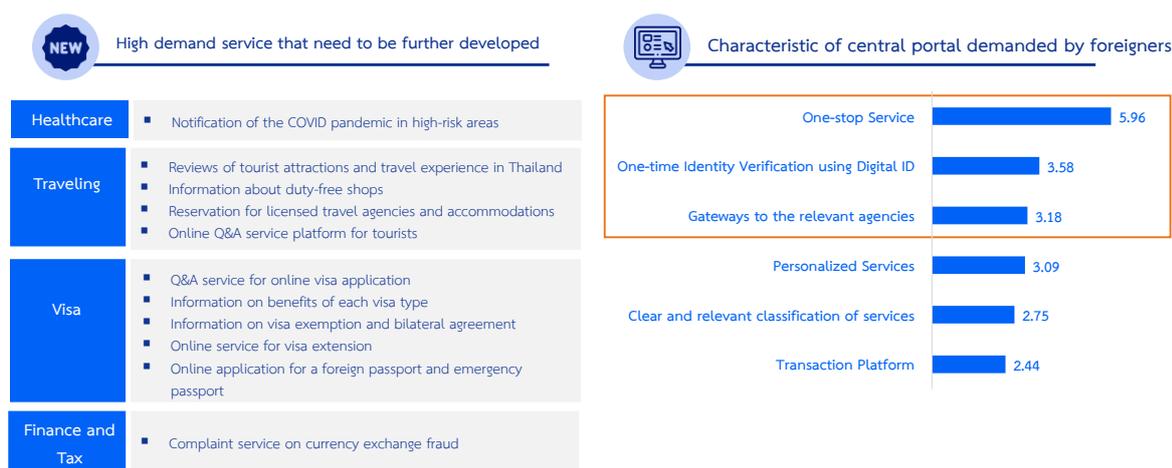


Figure 3.9: High demand service and the platform/portal features that MICE group preferred

3.1.3 Satisfaction of medical tourism

Medical tourists had moderate overall satisfaction, compared to the satisfaction scores in each area. Medical tourists were very satisfied with the use of government services in public health, while visa services and surveillance in transportation and other areas were not very high due to some services not being available online, including the problem of foreign language communication of government officials. The procedures of government agencies were still unclear, as were the requirements for using many documents to apply for permission.

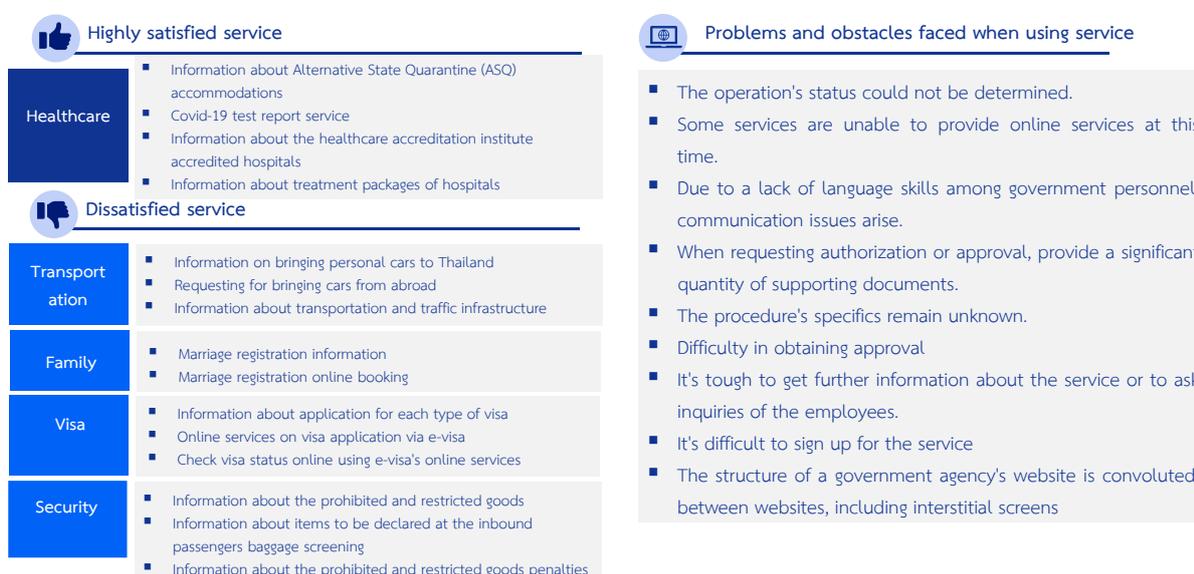


Figure 3.10: Satisfaction of medical tourists in using government services, including problems and obstacles

Medical tourism had a high level of demand for government services through digital channels. When comparing the service requirements in each area, it was found that medical tourists had a high demand for digital services in public health, tourism, visa applications, and security (e.g., COVID-19 vaccination registration service, information on procedures for entering Thailand during the COVID-19 pandemic, hospital information certified by the Institute for Quality Certification, visa application services via e-visa, etc.). In this regard, tourists also needed a platform or portal in the form of a one-stop service to receive various services in one place, reducing operating procedures and time, service arrangements that are clear and relevant, and one-time identity verification via digital vapor and personalized services.

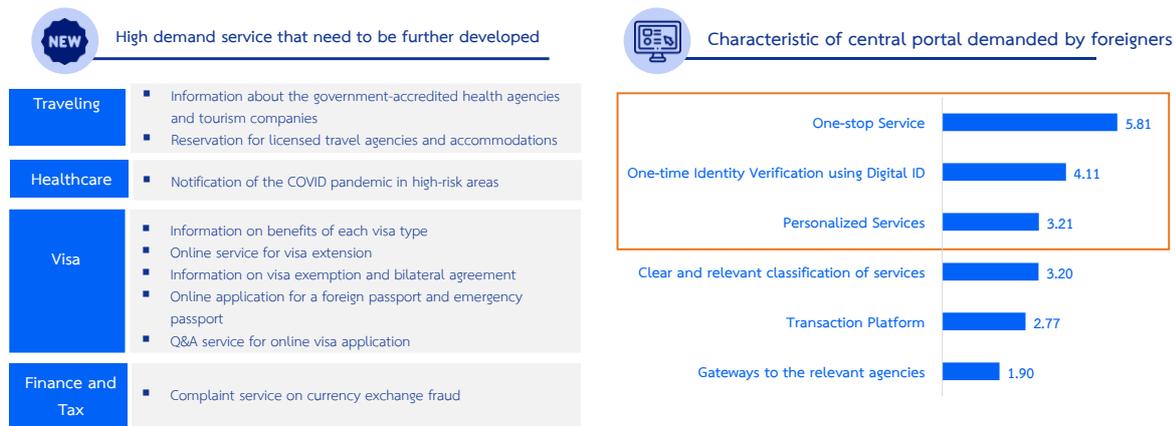


Figure 3.11: High demand service and the platform/portal features that medical tourism preferred

3.1.4 Satisfaction of foreign skilled laborers

Foreign skilled laborers had moderate overall satisfaction, compared to the satisfaction scores in each area. Workers were very satisfied with the use of government services in public health, housing, and tourism. While visas and various types of services, including specific-labor services, were not very satisfied. Most workers encounter problems with the language and communication skills of officials in providing services; the approval process or authorization is complicated; and some services cannot be processed online due to unclear procedures and documentation due to the Thai government's having unclear documents required to apply for a visa, making it difficult to obtain a visa. Additionally, current services that require documents and signatures for paper services cause an inconvenience for the workers who apply.



Figure 3.12: Satisfaction of foreign skilled laborers in using government services, including problems and obstacles

Skilled workers had a high level of demand for government services through digital channels. When comparing the service requirements in each area, it was found that workers had a high demand for digital services in public health, labor, visa applications, and security, residency, family, finance, taxes, and tourism (e.g., information on procedures and locations for requesting a work permit, download services for alien work permit forms in the case of filing a paper form, tax filing information for foreigners, and income tax filing services for foreigners, etc.). Moreover, workers also needed a platform or portal where categories are clear and relevant to access and search for services quickly and easily, including related services and a one-point, complete service (One-Stop Service) and personalized service, respectively.

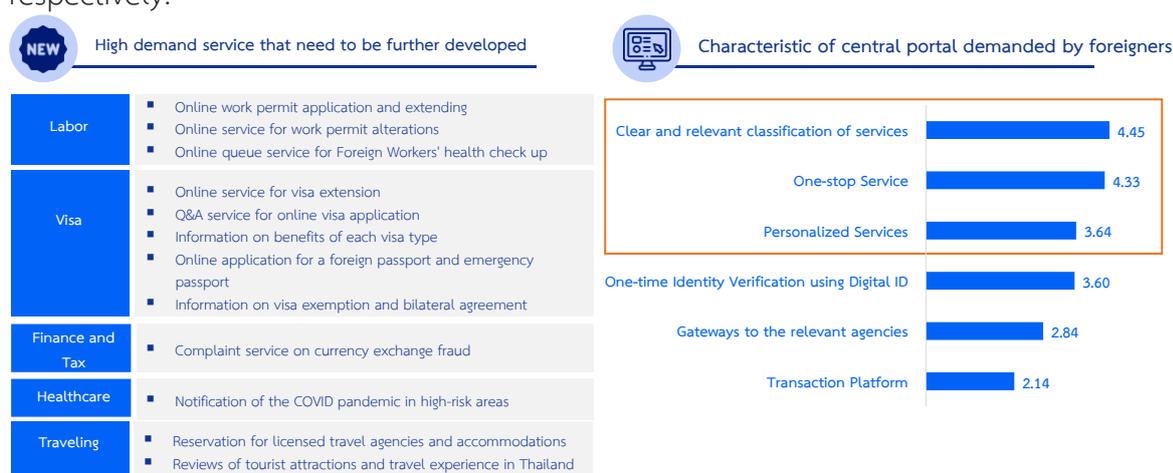


Figure 3.13: High demand service and the platform/portal features that foreign skilled laborers preferred

3.1.5 Government services through digital channels preferred by foreign unskilled laborers

Through digital channels, foreign unskilled laborers had a high level of demand for government services. When comparing the service requirements in each area, it was found that businesspeople and investors had a high demand in all areas, especially for labor, public health, and visa applications. For example, online work permit filing or renewal services, queue booking services, online work permit applications, the reserved service for the health check, the visa renewal service, and online residency requests, services for receiving complaints about fraud from foreign exchange in finance and taxes, notification services for people infected with COVID-19, accommodation services, or tour companies that are legally licensed to provide services, information, or reviews. Moreover, workers also needed a platform or portal where categories are clear and relevant to access and search for services quickly and easily, including related services and a one-point, complete service (One-Stop Service) and personalized service, respectively.



Figure 3.14: Satisfaction of foreign unskilled laborers in using government services, including problems and obstacles

Foreign businesspeople and investors had a high level of demand for government services through digital channels. When comparing the service requirements in each area, it was found that businesspeople and investors had a high demand in all areas, especially for labor, public health, and visa applications (e.g., Alien work permit electronic service system (3 nationalities), information on procedures and locations for requesting work permits, residency service (for more than 90 days (TM.47)), and information on the COVID-19 vaccination service of foreigners and migrant workers residing in Thailand (more details in Appendix 1). In addition

to the existing services, workers also wanted development in certain services to facilitate the use of travel services for other groups and specific groups of foreigners. For example, online work permit filing or renewal services; queue booking services; online work permit applications; health check reservations; the visa renewal service and online residency request; services for receiving complaints about fraud from foreign exchange in finance and taxes; notification of the COVID-19 infection through online channels; accommodation services or tour companies that are legally licensed in providing services, information, and reviews. Moreover, workers also needed a platform or portal where categories are clear and relevant, to access and search for services quickly and easily, including related services and a one-point, complete service (One-Stop Service) and personalized service, respectively.

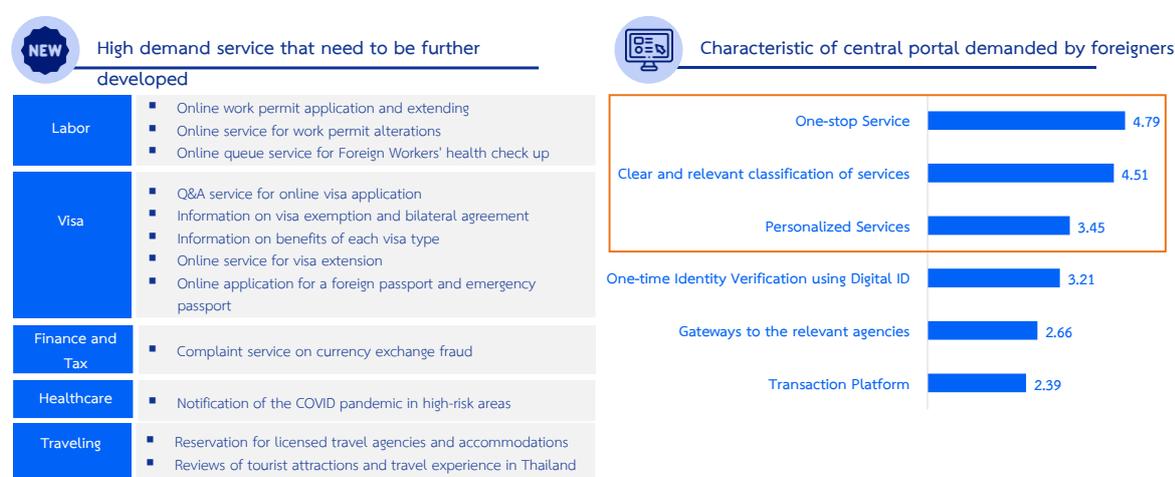


Figure 3.15: High demand service and the platform/portal features that foreign unskilled laborers preferred

3.1.6 Satisfaction of foreign businesspeople and investors

Foreign businesspeople and investors had moderate overall satisfaction, compared to the satisfaction scores in each area. It was found that businesspeople and investors were not very satisfied with the use of various services (e.g., the notification service on the kingdom's residencies for more than 90 days (TM.47), information services for visa changes, and residency requests). In terms of various visa applications (e.g., information services for land acquisition for use as alien residences), For housing (e.g., information and booking for a domicile notification, or information and booking for marriage registration). Including business-specific services (e.g., corporate registration, investment services promotion, filing request service, corporate certificate requisition, etc.), However, businesspeople and investors are very satisfied with service information on investing in Thailand and the Eastern Region (EEC) and exchange rate information (more information in Appendix 1). Most businesspeople and investors encounter problems with services. Operation status could not be checked due to some

services not being available online, along with the request for approval or request for permission procedure being too complicated and requiring a large number of supporting documents. Moreover, government procedures were unclear. For instance, importing into the country will require a large number of paper documents and must be carried out at the airport. Paying taxes using cash at customs is inconvenient. And having to download many tracking applications to travel to the country, investment areas in Thailand are not attractive due to obstacles in policy, laws, and regulations that are lagging, which make Thailand an unattractive destination for businesspeople and investors to operate businesses or invest in.



Figure 3.16: Satisfaction of foreign businesspeople and investors in using government services, including problems and obstacles

Foreign businesspeople and investors had a high level of demand for government services through digital channels. When comparing the service requirements in each area, it was found that businesspeople and investors had a high demand in all areas, especially for labor, public health, and visa applications; e.g., online work permit applications, the reserved service for the health check, the visa renewal service and residency request online, alien passport issuance service/online emergency travel documents, and services for receiving complaints about fraud in foreign exchange in finance and taxes. Moreover, workers also needed a platform or portal where categories are clear and relevant, to access and search for services quickly and easily, including related services and a one-point, complete service (One-Stop Service) and personalized service, respectively.

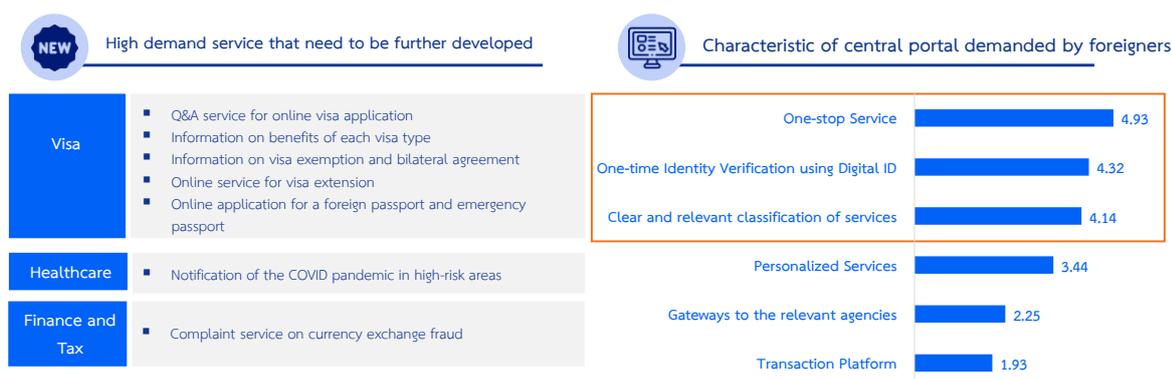


Figure 3.17: High demand service and the platform/portal features that foreign unskilled laborers preferred

3.1.7 Satisfaction of visitors (no more than 90 days)

Visitors had moderate overall satisfaction, compared to the satisfaction scores in each area. It was found that tourists were very satisfied with public health, tourism, and housing. While visa and family and safety surveillance ratings were not very high in satisfaction, specifically, the notification service in the Kingdom residencies for more than 90 days (TM.47), the TM.6 form system used before entering/exiting Thailand, and the service information for visa type changes and residency requests in various cases. In terms of visa applications, more details can be found in Appendix 1. Most visitors, no more than 90 days, encounter problems with foreign language communication from government officials who are not able to provide services to foreigners. Many supporting documents are used in applying for permission or requesting approval, and in some services, the status of operations cannot be checked.



Figure 3.18: Satisfaction of visitors (no more than 90 days) in using government services, including problems and obstacles

Visitors had a high level of demand for government services through digital channels. When comparing the service requirements in each area, it was found that visitors had a high demand for visa applications, public health, safety, financial and tax, transportation, family, and education (e.g., visa application service via e-Visa, emergency report information for COVID-19 infection, COVID-19 vaccination registration service for foreigners residing in Thailand, and information on the procedures to enter Thailand during the COVID-19 pandemic). Visitors also needed a platform or portal where categories are clear and relevant, to access and search for services quickly and easily, including related services and a one-point, complete service (One-Stop Service) and personalized service, respectively.



Figure 3.19: High demand service and the platform/portal features that visitors (no more than 90 days) preferred

3.1.8 Satisfaction of long-term residents

Long-term residents had moderate overall satisfaction, compared to the satisfaction scores in each area. It was found that tourists were not very satisfied, especially with the notification service for residents in the kingdom with more than 90 days (TM.47), the information service for residents in the kingdom, and visa application services via e-Visa. In terms of visa applications, surveillance information, booking a domicile notification, information on nationalization and for infrastructure information services in transport and traffic, and the channel service to pay traffic fines in transportation, etc., more details can be found in Appendix 1. 72 percent of long-term residents have encountered issues with services that were unable to be completed online, making it impossible to check the service's operational status. These applications for approval or registration had a complex procedure, were time-consuming and ineffective, as well as government officials had foreign language communication problems. In addition, in many services, there was no data linkage between departments, causing repetitive work. Also, there was no support for a variety of foreign languages, such as English and Chinese. The agency's information was unclear, especially the information regarding the renewal of a retirement visa used to apply for, which is constantly changing.



Figure 3.20: Satisfaction of long-term residents in using government services, including problems and obstacles

Long-term residents had a high level of demand for government services through digital channels. When comparing the service requirements in each area, it was found that long-term residents had a high demand in all areas, especially for visa applications, public health, security, residency, and family (e.g., travel procedures in Thailand during the COVID-19 pandemic, VISA change documents, detailed information, residency documents in various cases, hospital information for foreigners requiring treatment in an emergency case, and a notification service on residency service for more than 90 days in Thailand (TM.47). Moreover, long-term residents also needed a platform or portal where categories are clear and relevant, to access and search for services quickly and easily, including related services and a one-point, complete service (One-Stop Service) and personalized service, respectively.



Figure 3.21: High demand service and the platform/portal features that long-term residents preferred

3.1.9 Satisfaction of Diplomacy or Consular or Officials

Diplomacy or Consular or Officials had a moderate overall satisfaction, compared to the satisfaction scores in each area. It was found that diplomats, consular or officials, were not very satisfied with the passport application service and the detailed information on qualifications, fees, supporting documents, qualifications, fees, place of application, and supporting documents for the submission of an alien passport or emergency travel document for migrant visas. including the COVID-19 vaccination registration service for foreigners residing in Thailand, foreign workers, and hospital information that has been certified by the Institute for Nursing Quality Certification in Public Health. While visa application services, visa application status checking, and VAT refund services for diplomacy, consular, or official had high satisfaction. Along with the need to use a large number of supporting documents and receive services, they were not able to track the status of operations because most services are not yet available online.



Figure 3.22: Satisfaction of diplomacy or consular or official in using government services, including problems and obstacles

Diplomacy, consular or official, had a high level of demand for government services through digital channels. When comparing the service requirements in each area, it was found that diplomacy, consular, or official had a high demand in all areas, especially for finance and taxes, public health, housing, security, and visas. Moreover, there was also a demand for a platform or portal that could be categorized with a clear and relevant system to access and search for services quickly and easily, including related services, and a one-point, complete service (One-Stop Service) and personalized service, respectively.



Figure 3.23: High demand service and the platform/portal features that diplomacy or consular or official preferred

3.1.10 Satisfaction of international students

International students had moderate overall satisfaction, compared to the satisfaction scores in each area. It was found that students were not very satisfied, especially with the notification service for residency in the kingdom for more than 90 days (TM.47) and the registration website to obtain electronic travel documents (Thailand Pass QR code). For visa applications and surveillance, including the COVID-19 vaccination registration service for international students residing in Thailand and foreign workers in public health, in terms of specialized services in education, there was still not much satisfaction, especially with the information services on the curriculum, scholarships, and the service to download the educational qualification form. Furthermore, government officials lacked communication skills and inter-agency networks, complicating educational information, courses, and scholarships.



Figure 3.24: Satisfaction of international students in using government services, including problems and obstacles

International students had a high level of demand for government services through digital channels. When comparing the service requirements in each area, it was found that international students had a high demand for education, visa applications, and security (e.g., information on curriculums, application information on scholarships in Thailand, download service, equivalent forms, qualification issuance, a letter of acceptance for admission to visa applications, and detailed information on documents for residing in various cases, etc.). However, the demand in terms of tourism, public health, finance, taxes, and transportation was high. Moreover, there was also a demand for a platform or portal that could be categorized with a clear and relevant system to access and search for services quickly and easily, including related services, and a one-point, complete service (One-Stop Service) and personalized service, respectively.



Figure 3.25: High demand service and the platform/portal features that international students preferred

3.2 Pain points of government service and Gain points expected by foreigners

The research on Thai government agencies that provide services for foreigners found that there are many pain points in many agencies. The pain points in providing services consist of four points as follows:

(1) It is difficult to cooperate with government agencies to link services due to the difficulty of exchanging information between agencies, including inadequate personnel and a lack of digital technology skills.

(2) Restrictions in law and regulation about information exchange between government agencies since each agency has different regulations.

(3) Government services are not linked in terms of use since each agency has a different service system and the log in systems are different. Also, there is no portal to connect to each service.

(4) The digital service development process still lacks connection in the development stage due to insufficient budget to develop digital service linking and develop new services.

For gaining points expected by foreigners, there are 4 characteristics demanded by foreigners as follows:

(1) One-Stop Service since it is the service that could be received in one place, reduce the procedure and time in operation.

(2) Having services that facilitate transactions.

(3) Systematic data collection that can reduce data redundancies, and able to share information between government agencies.

(4) Easy authentication, which makes online transactions convenient, fast and time-saving, as well as high security,

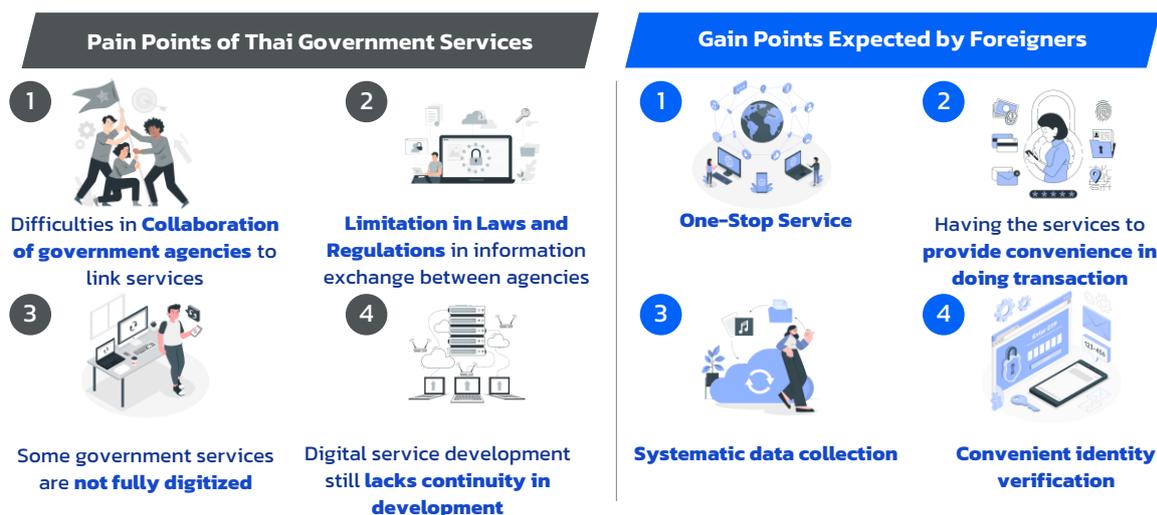


Figure 3.26: Pain points of government service and Gain points expected by foreigners

4 Direction and trend of platform or portal development to serve foreigners in a global context

4.1 A case study of developing a platform or portal for foreigners abroad

Nowadays, many countries around the world have developed a central platform or portal for people in their country to facilitate access to government services, and it helps to save costs in carrying out various transactions. However, it was found that many countries have developed a central platform or portal for foreigners as well, because this group of foreigners is important to the economy and capabilities of the country, both in terms of tourism and investment. Having such a central platform or portal can attract foreigners who are interested in or want to travel to the country to get basic information about that country and can facilitate access to and receive services from government agencies through digital channels. The consultant has studied the central platform or portal to serve foreign nationals in various countries. It was found that the creation of a central platform or portal has 3 types of services as follows:

1. **Serving foreigners on the same portal as the citizens (Blended with Citizen Portal)** is the government's development of a portal that combines government information and services to serve both citizens and foreigners. and provide services with the same set of services. An example of a country that has a portal for foreigners in such a form is the United Kingdom. Singapore, the Philippines, Indonesia, the Republic of India, and Mexico are among the countries represented.
2. **Separated Non-Citizen Section** The government has developed a portal that serves both citizens and foreigners through one portal. But within the portal, there is clearly a separate category of services for foreigners. Examples of countries that have a portal for foreigners in this format are the United States of America, the Republic of Finland, Malaysia, the Republic of Chile, Hong Kong, and the Republic of Vietnam.
3. **Serving foreigners on a separate non-citizen portal** This is the government's development of a portal for foreigners and a portal for citizens. The portal for foreigners is a portal that collects information and government services for foreigners, such as visa application services and work permit application

services. Examples of countries that have a portal for foreigners are the Republic of Estonia, the Republic of Korea, the Kingdom of Denmark, New Zealand, etc.

The consultant studied the top 100 Online Service Index (OSI) countries and found that most countries provide expatriate services by category of services for foreigners on the same portal as their citizens (Form 2). But if we look at just 15 countries with the top OSI scores, more than 60 percent serve foreigners in a third form, i.e., serve expatriates on a dedicated portal.

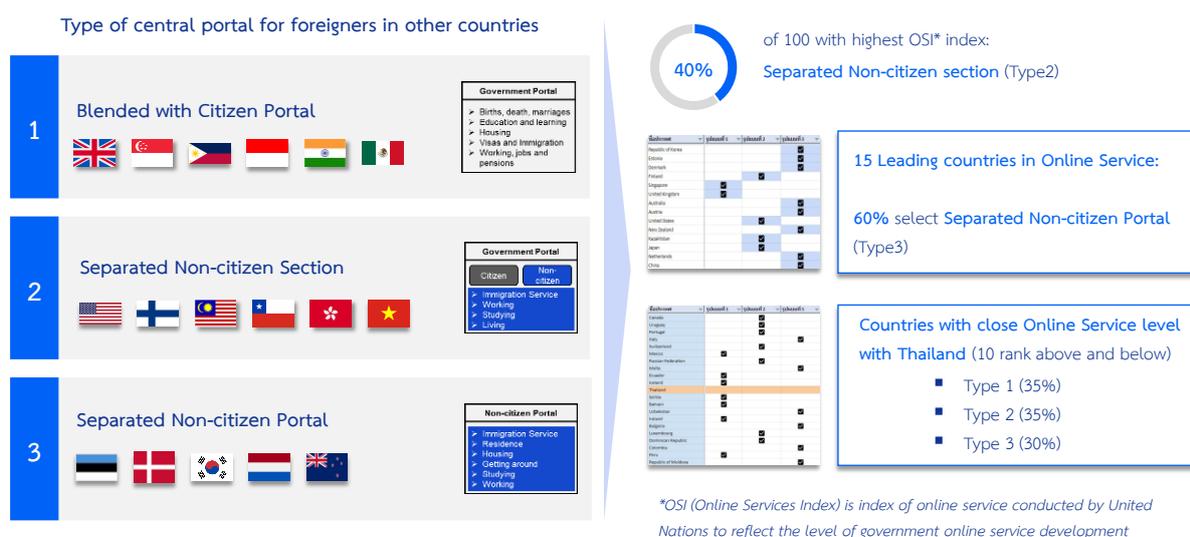


Figure 4.1: Form of platform/portal to serve foreigners in international countries

Many countries have developed a central platform or portal for foreigners by their governments. The development of these countries is a model for developing a leading practice analysis platform for foreigners in Thailand. Therefore, it is necessary to study and analyze the development of a central platform or portal abroad. To synthesize guidelines for the development of digital services in Thailand, using the following criteria for selecting the country to study:

- The **Online Service Index** dimension in the E-Government Development Index (EGDI): This is a comparative assessment of the ability of United Nations member states to implement information technology to provide online services to the public. The availability of EGDI is relevant to many government sectors in the field of electronic transaction services. Therefore, EGDI ranking data can be used as a benchmarking tool for the advancement of e-Services in government.

- **World Digital Competitiveness Ranking (WDCR):** Index that ranks a country's digital competitiveness rankings including the readiness to adapt and apply digital technology by considering both knowledge, technology, and future-readiness.
- **Networked Readiness Index (NRI):** Index rated by the networked readiness of countries around the world, including environmental, political, marketing, and infrastructure. readiness of businesses, governments, and individuals, including the use of information and communication technologies.
- **Travel & Tourism Competitiveness Index:** Index measures the competitiveness of the tourism sector, covering 140 economic regions and measuring factors and policies contributing to the sustainable development of the tourism sector.
- **World Tourism Barometer:** Index reflects the number of international arrivals, ranked by the destination country, which is collected by the World Tourism Organization (UNWTO).

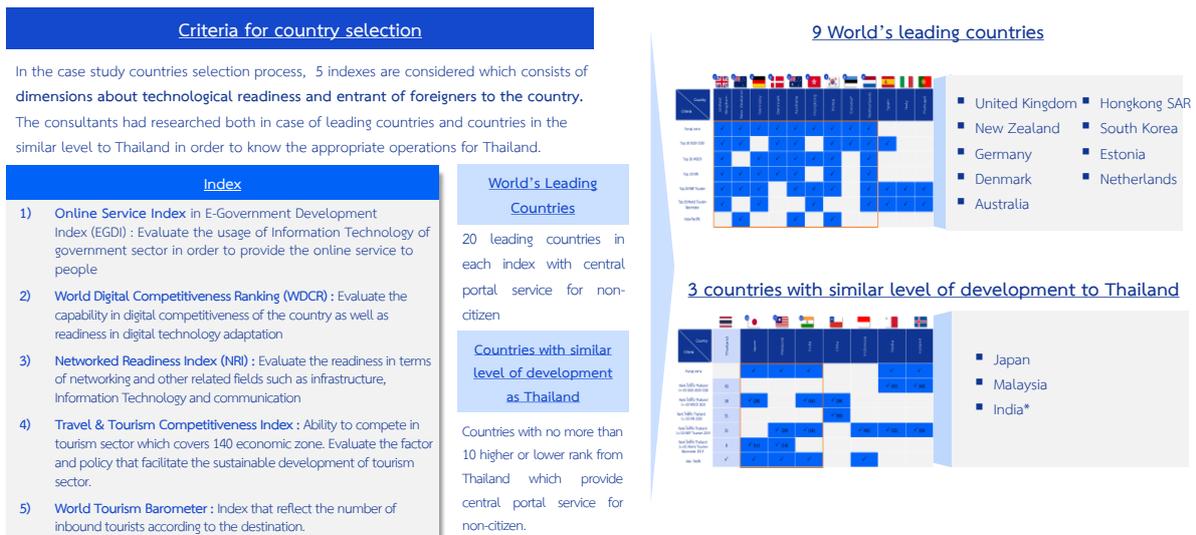


Figure 4.2: Summary of country selection criteria in case studies

According to the study, there are 2 leading practice countries that developed a platform or portal for foreigners abroad, which can be concluded as follows:

1. **Denmark:** There are several central portals for foreigners in Denmark. Each portal has a different responsible agency, and a different objective and target group.
2. **New Zealand:** New Zealand's central portal for foreigners stands out because of its easy accessibility and good service categorization, media, and marketing.

4.1.1 Denmark

There are several central portals for foreigners in Denmark.

Each portal has different responsible agency, and different objective and target group.



Figure 4.3: Development of a central platform/portal for foreigners of the Kingdom of Denmark

4.1.2 New Zealand

New Zealand’s central portal for foreigners stands out

because of its easy accessibility and good service categorization, media, and marketing

Categorize services according to purpose of stay, making it easier to access services

Using articles and videos to reach out to foreigners

Provide newsletter service, allowing users to get up-to-date information

Figure4.4: Development of a central platform/portal for foreigners of New Zealand

4.2 Summary of the central platform/portal study of the 12 countries sample.

According to the study of 12 leading practice countries of e-Services. Government, can be concluded into following:

| | Blended with citizen portal | | | Separated Non-citizen Section | | Separated Non-citizen Portal | | | | | | | |
|-----------------------|---|--|---|--|--|--|--|--|---|--|--|---|----------------------|
| | | | | | | | | | | | | | |
| | United Kingdom | Australia | India | Hongkong | Malaysia | New Zealand | Germany | Denmark | South Korea | Estonia | Netherlands | Japan | |
| System Name | gov.uk | australia.gov.au | National Portal of India | govhk | MyGovernment | New Zealand Now | Make it in Germany | lifeindenmark.dk | hikorea | estonia.ee | Immigration and Naturalization Service | JapanGov | |
| Year of opening | 2012 | N/A | 2005 | 2007 | N/A | N/A | 2012 | N/A | 2008 | 2000 | N/A | N/A | |
| Service recipients | | | | | | | | | | | | | |
| Number of users/month | 84.3 M | 1.1 M | 9.4 M | 1.3 M | 879,689 | 180,135 | 294,313 | 22,721 | 64,822 | 1,664 | 315,618 | 385,413 | |
| Number of services | Information 6,509 Transaction 801 | Information 2,179 Transaction 2,179 | Information 4,497 Transaction 4,497 | Information 203 Transaction 203 | Information 1,038 Transaction 1,038 | Information 664 Transaction 664 | Information 178 Transaction 178 | Information 1,422 Transaction 1,422 | Information 394 Transaction 25 | Transaction 50 Information 50 | Information 312 Transaction 5 | Information 50 Transaction 50 | |
| Service Category | Service Topic | Service Topic | Service Topic | Travel purpose | Service Topic | Travel purpose | Travel purpose | Service Topic | Service Topic | Travel purpose | Travel purpose | Service Topic | |
| Transaction | | | | | | | | | | | | | |
| Service Updates | Service Owner | Portal Owner | Service Owner | Service Owner | Service Owner | Portal Owner | Portal Owner | Portal Owner | Service Owner | Portal Owner | Portal Owner | Portal Owner | |
| Advantage | - One-Stop Service - User-minded design | - Service Information Collection Center | - Complete archives, list of agencies, plans laws, and websites | - Services are divided according to the purpose of foreigners. | - Improve the service to keep up with the situation. | - clear division. - Complete information at every stage of the journey. | - Services are divided according to the purpose - Quick-Check | - Information center - Complete information at every stage of the journey | - Portal & e-Application - The website is properly placed. | - Good design Easy to use - Complete information for all foreigners | - Good design Easy to use - Complete information for all foreigners | - Information about hazard warnings - various social media channel | |
| Constraint | The owner's agency must be ready to develop the system. | Few data, highlight linking service to other website | Website design is difficult to search. | There is some overlap of data in the category. | Access to the service is complicated. | Highlight service links to other websites | Highlight service links to other websites | Highlight service links to other websites | There is no clear categorization of services. | Highlight service links to other websites | Inadequate service information | Information doesn't cover all group of foreigners | |

tourist
 labor
 Businessmen & Investors
 Visitors
 student
 spouse
 Transact on the platform
 link directly to the service provider to transact.

4.3 Summary of directions and trends in the development of platforms or portals that are suitable for the context of Thailand

As a result of several world-leading countries, a central platform or portal for foreigners has been developed by the government. The development of the mentioned country has served as a model for developing a leading practice analysis platform for foreigners in Thailand, including analyzing and synthesizing the results of a survey of foreigners' needs and from interviews and brainstorming sessions with government agencies, the private sector, and those involved to get the direction and trend of developing a platform or a portal for foreigners that is most suitable for the Thai context.

By analyzing and synthesizing both interview results and collecting data from government agencies, private sectors, and relevant stakeholders, the study results developed a platform or portal for foreigners in the case study country. It could be seen that the service for foreigners still has limitations or gaps in development. Thus, four main points can be summarized about the direction and trend of developing a platform or a portal for foreigners.

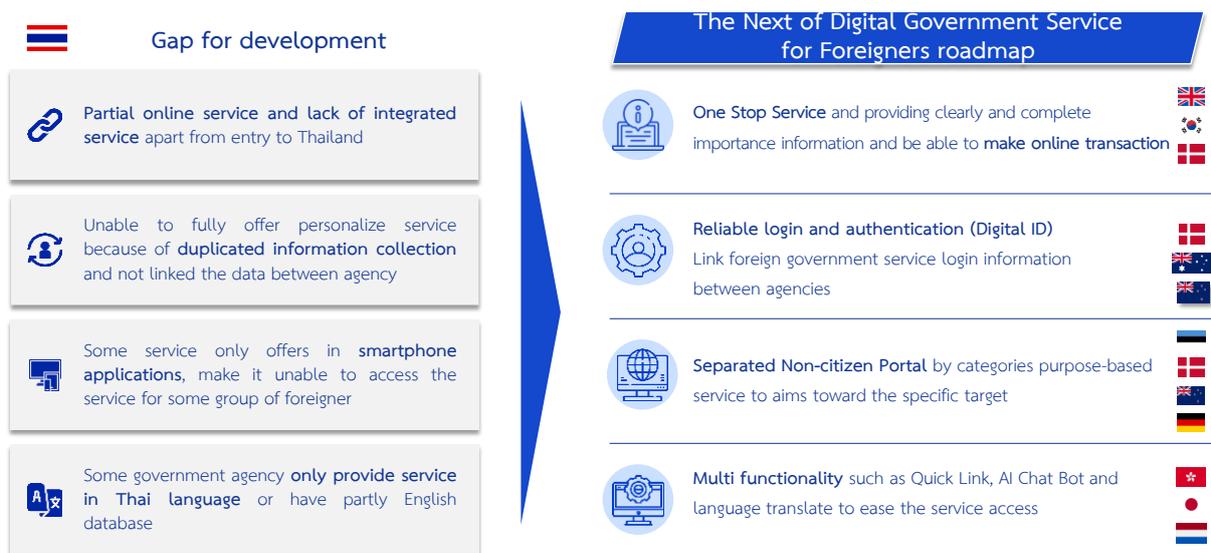


Figure 4.5: Summary of development trends and trends of the platform or portal for foreigners.

Summary of directions and trends in the development of platforms or portals that are suitable for the context of Thailand consist of 4 following points.

- **Providing services on a central platform or portal** There should be a one-stop service for the government sector (one-stop service). Also, the central platform or portal should provide services from providing information services until transactions can be done on a single point of platform can help foreigners or users be convenient and fast. because

transactions can be done anywhere, anytime and create a better transaction experience. The cost of traveling to an agency for transactions, etc., including this central platform or portal, can also be helped by acting as an additional channel for foreigners to access more government transactions.

- **Secure login and authentication process:** The online government services for foreigners should be able to use a single sign-on log-in system to gain access to the online government services. Government agencies must have links and integration of information between them to make appropriate service recommendations, which will make the user impressed with the platform services. Additionally, a digital ID system should be developed to enable foreigners to confirm and authenticate their identification.

- **Providing services to foreigners on a portal that has been developed specifically (Separated Non – citizen Portal),** that is, a website that provides services exclusively to foreigners. This allows foreigners to not be confused by the service. because it is clearly a website only for foreigners. and makes it easier to manage than other forms of portals. In addition, it will be easier to market. Because it will be able to penetrate a specific target group, it is necessary to clearly categorize the service to facilitate access to information by categorizing it according to travel purpose. This will enable foreigners to access more relevant and suitable services.

- **Add-on functionality services** on a portal for foreigners, that is the creation of a portal for foreigners. Additional functions should be provided to facilitate foreigners' access to and understanding of the portal, such as support for foreign languages besides English, to allow those foreigners to access and understand the portal more by considering the large number of foreigners entering Thailand, such as people from China and Japan. In addition to providing information on frequently asked questions, it also helps foreigners learn the basic questions and answers. This is considered to facilitate foreigners and reduce the burden of answering government inquiries. Questions can be sent to the agency as well.

Key aspects of the development of a central platform/portal for foreigners



Figure4.6: Key aspects of the development of a central platform/portal for foreigners

5 Digital services for foreigners

At present, the relevant agencies provide a total of 225 services for foreigners, which can be divided into service channels and the type of service as follows:

1. Service channels are divided into 170 online services, 31 offline services, and 24 online and offline services.
2. The type of service is divided into provisioning 98 services, 83 transaction services, and 44 other various types of services.

More than 86 percent of services are provided in an online form and mostly as an information service. Followed by transaction services and other various types of services.

By accumulating information from 31 government agencies, the agencies mostly have difficulty in service provision regarding a lack of integrated information sharing and different digital capabilities. There are many **problems, obstacles, and challenges** that the agencies have been facing, such as 1) lack of integrated information on foreigners' basic personal information, resulting in limited personalized service 2) Agencies have different levels of digital development, which affect the service channel or require extra development. 3) Inadequate or unclear importance of information provided to foreigners, resulting in unnecessary extra work for agencies, such as answering unrelated repeated questions. 4) Due to technology choices, some services must be carried out during business hours only and cannot be provided as 24-hour services. 5) Legal and administrative constraints impede the development of fully online services. 6) Part of the database is kept in English.

Therefore, it is necessary to organize an analysis process to select which key services (to-be scope) should be developed in the next digital government service for foreigners. By using a conceptual framework for selected services that is based on (1) demand and (2) impact, which has selected services of 53 main services and 119 supplementary services.

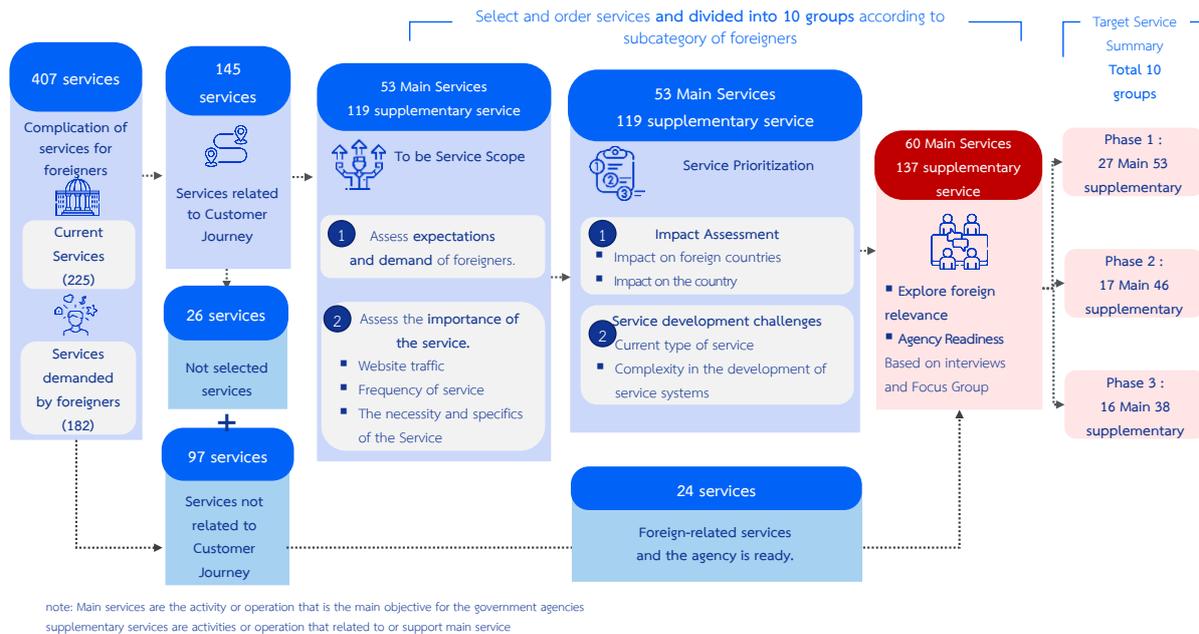


Figure 5.1: The process of selecting services to be developed in Foreigner Portal Roadmap (2023 - 2027)

5.1 Selection of key service groups to develop on the portal for foreigners (To-be Service Scope)

5.1.1 Selection criteria for key services to develop on the portal for foreigners

Selection of key services aimed at developing a centralized portal for foreigners. The government services that foreigners in each target group will use will be selected based on the survey results of foreigners' expectations and needs, which will be used to select important targeted services. By using the Weighted Decision Matrix model with criteria for the selection of 2 axes, namely the vertical axis as the selection criteria from foreign demand and the horizontal axis as the selection criteria from domestic demand, selection is based on the importance of service (impact). When the analysis results from both axes are displayed in the matrix, each criterion has a qualifying score and is weighted among different criteria, where the most important criteria are highly rated. Less important guidelines will score less. The details of the criteria are as follows:

- Demand for foreigners** is to assess the demand for foreign services. The assessment will have a full score of 3 points. The score will use information about the expectations and needs of foreigners (D1) from the survey results by adjusting the score to be in the range of 0 - 3 using the canonical method.
- The importance of service or impact** is to assess the importance of the service by using 3 factors in the evaluation. which consists of the following:

2.1 The traffic and visits of foreigners (I1), a perfect score of 3, weighted 40 percent, was based on data from SimilarWeb, a website that collects various information. It is about access to websites and mobile applications and is processed in a manner similar to Google Analytics.

The scoring criteria are broken down as follows:

- 3 Points : Over 100,000 foreigners' traffic and visits per month.
- 2 Points : Traffic and visits by foreigners between 20,001 – 100,000 times per month.
- 1 Point : Traffic and visits by foreigners between 5,001 – 20,000 times per month.
- 0 Point : The traffic and visits of foreigners is less than 5,000 times per month.

2.2 Frequency of use of services by foreigners (I2), a full score of 3, weighted 20 percent, based on in-depth interviews on the frequency of use of government services by foreigners. The scoring criteria are divided as follows:

- 3 points : The service is used more than once per trip.
- 2 points : The service is used 1 time per trip.
- 1 point : Only used once
- 0 point : Unknown

2.3 The need and specificity of the service (I3), a full score of 3, weighted at 40 percent, considering 3 sub-criteria:

- Services that are necessary for each group of foreigners. The rating is based on the importance of services to foreigners in each group as a service that all groups of foreigners need to use. 1 point
- Services that are specific to each group of foreigners. Ratings are based on the importance of a specific service, whether it is a service used by a certain group of foreigners or service for a specific group of foreigners. 1 point
- There are sub-services in each main service. Ratings are based on the number of sub-services that are an add-on to the parent

service. If any main service has more than 1 sub-service, 1 point is awarded.

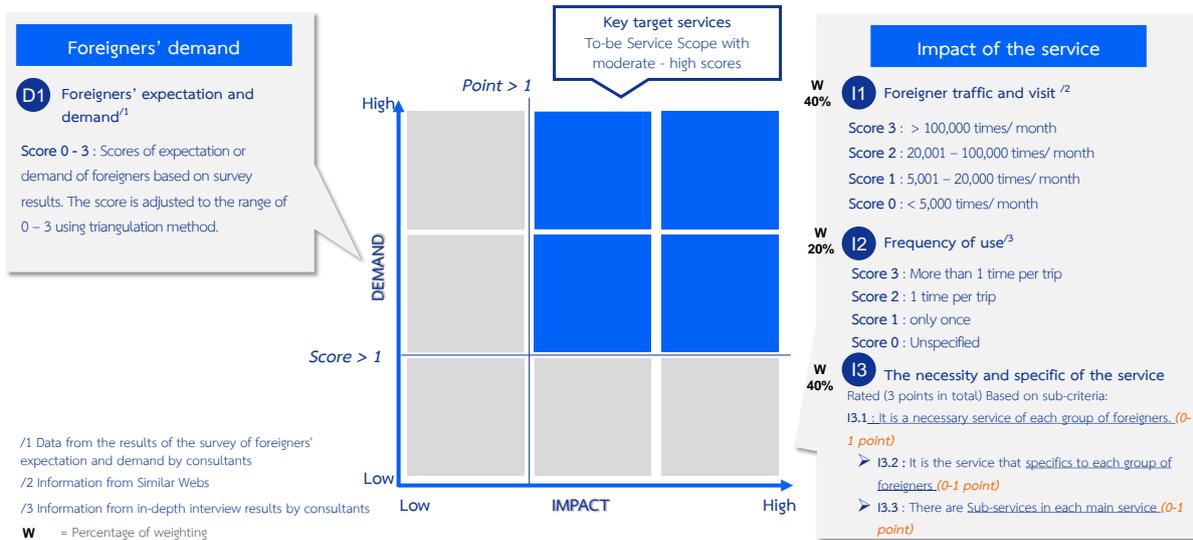


Figure 5.2: Criteria for selecting key services to develop on the portal for foreigners.

5.2 Prioritization of service development

5.2.1 Service Development Priority Criteria

The prioritization of service development periodicity criteria is defined in a prioritization model using the Weighted Decision Matrix model, which is the model used in cases where the criteria are met. Selection and lots of options even though the selection criteria are not equal, the criteria will be in the vertical box. And the option here, which is government services for foreigners, is in the horizontal niche. and government services for foreigners when the results of the analysis from both axes are displayed in the matrix. Each criterion has a qualifying score and is weighted among different criteria, with the criterion of great importance given the high score. The less important guidelines will be scoreless, and the scores of each rated option for each criterion are inserted into the table. Multiply the score of the choice by the score of each criterion to find the weighted sum.

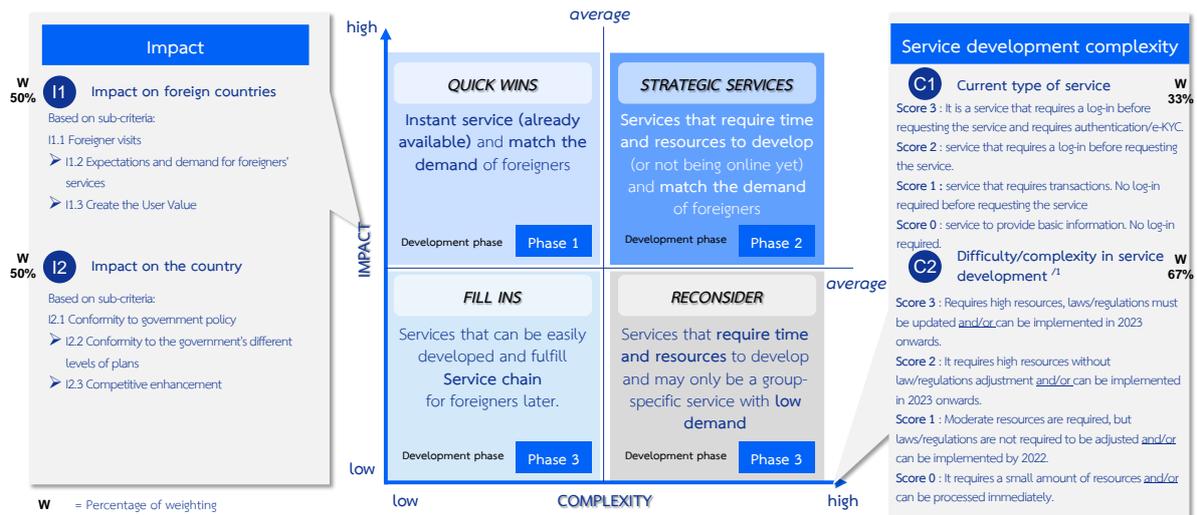


Figure 5.3: Criteria for prioritizing service development.

The criteria in the weighted decision matrix model cover the needs of foreigners (Impact) and challenges in service development (Complexity).

1. **Impact** emphasizes the importance of services and impacts. The results were measured using two main sub-criteria, namely the impact on foreign countries and the impact on the country; details as follows:
 - 1.1 Impact for Foreign Affairs (I1) aims to measure the impact on foreigners of the use of government services from various angles. It consists of three main criteria: use of services, visits by foreigners, and expectations and needs of foreigners' services and creating value for foreigners (user value), with details as follows:
 - 1.1.1. Foreigners' Traffic and Visit Criteria (I1.1) Score of 3, weighted 20 percent, based on information from SimilarWeb, a website that collects various information. About access to websites and mobile applications is processed in a manner similar to Google Analytics, with scoring metrics divided into
 - Over 100,000 foreign traffic and visits per month 3 points
 - Traffic and visits by foreigners between 20,001 – 100,000 times per month 2 points
 - Traffic and visits by foreigners between 5,001 – 20,000 times per month 1 point
 - Foreign traffic and visits less than 5000 times per month 0 points

1.1.2. Foreign Service Expectations and Demand Criteria (I1.2) A score of 3 out of 3, weighted at 40 percent, using data from the survey of foreigners' expectations and needs at the consultation has been prepared. And using the survey results from foreigners to rank the needs of government services in the main services in order of the highest needs by dividing the scoring criteria into:

- Service in high demand or services that are in the top 10 3 points
- Service in high demand or services that are ranked 11-20 2 points
- Service with moderate needs or services that are ranked 21 – 50 1 point
- Low demand service or services that are ranked 51 onwards 0 points

1.1.3. Criteria for creating value for foreigners (User Value) (I1.3) Full score of 3 points, weighted 40 percent, considering 2 sub-criteria as follows:

➤ Satisfaction and demand for services of foreigners (I1.3.1) means that it should be a service developed to create value and satisfaction for foreigners with a full score of 2 by analyzing the results in a mate format. By combining the results of a survey of foreigners' needs and satisfaction together, the results were analyzed. which has a score between 1 and 5 according to the survey as follows:

- Demand is high (Score above 2.5) and Satisfaction is low (Score less than 2.5) as a score of 2 because it shows that the service should be improved and is an important service that foreigners want to use. Therefore, it should be given priority and developed in the first place.
- Demand is high (score above 2.5) and satisfaction is high. (Score above 2.5) 1 point Because it is a service that is still in high demand for foreigners. Although the current service for foreigners already has a high level of satisfaction.
- Demand is low (score less than 2.5) and satisfaction was low. (Score less than 2.5) 1 point because it is a service with a low level of satisfaction. Therefore, it should be developed to solve problems related to the service of foreigners.

- Demand is low (score less than 2.5) and satisfaction was high. (Score above 2.5) 0 points because foreigners do not have a need for services and services have developed in a suitable format and foreigners are satisfied with their current use.

➤ 1.1.3.2A service that meets the needs of each group of foreigners is expected to help solve the problem (Pain Point) (1.1.3.2) A full score of 1, considering two sub-criteria as follows:

- ratings from problems and obstacles analysis results and gap analysis from customer journeys of foreigners compared to travel in other countries. It is a service that provides additional new services or converts the current service model from offline to online. This will help fix the problem of service that is still missing from the Customer Journey by 1 point, or
- Service with moderate to low expat satisfaction. or with a survey score of less than 3 (survey score out of 5, meaning highest satisfaction) 1 point

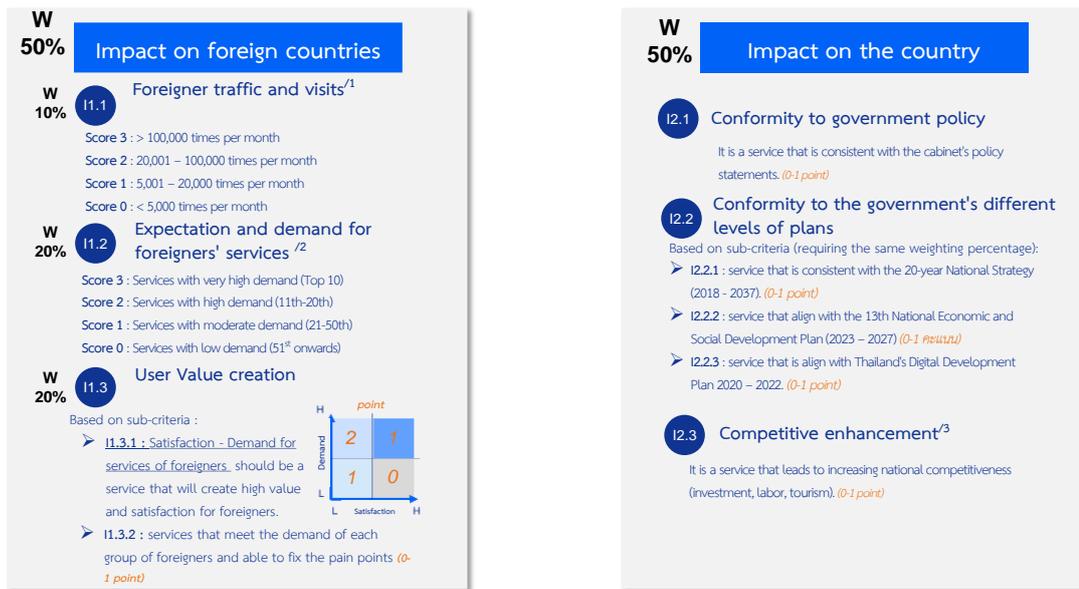
1.2 The impact on Thailand (I2) is made up of three sub-criteria that all need to be given the same weight.

1.2.1. Consistency with Government Policy (I2.1) Full score of 1 point, with services consistent with the policy statement of the Cabinet receiving 1 point.

1.2.2. Consistency with the government's plans at different levels (I2.2) based on sub-criterion, a full score of 3, with each sub-criterion getting the same amount of weight.

- Services that are consistent with the 20-year National Strategic Plan (2018 - 2037) get 1 point
- Services that are consistent with the 13th National Economic and Social Development Plan (BE 2023 – 2027) get 1 point.
- Services that are in line with Thailand's Digital Development Plan 2020-2022 get 1 point

1.2.3. Increasing competitiveness (I2.3) is a service that leads to increasing the country's competitiveness. Referring to the 20-year national strategic plan in the national strategy on building competitiveness, which focuses on development to enhance the potential of Thailand in many dimensions, including the diversity of tourism, the development of special economic zones and the World Economic Forum's competitiveness assessment indicators, with services promoting investment, labor, and tourism getting 1 point.



W = Percentage of weighting

/1 Information from Similar Webs

/2 Data from the results of the survey of foreigners' expectations and demands through by consultants

/3 Based on the 20-year national strategy and competitiveness assessment indicators of World Economic Forum

Figure 5.4: International Impact Assessment Criteria and the impact on the country

2. Complexity of service development challenges covers the analysis of the readiness of agencies in the field of information technology systems, legal and development resources such as budgets and inter-agency cooperation, consisting of 2 sub-critiques as follows:

2.1 The current type of service (C1) is a criterion used to analyze the complexity of the service implementation system. The non-login and basic information service was the easiest to develop, with a score of 3, weighted 33%.

- Services that require a login (Log-in) before requesting the service and require authentication. or using the e-KYC system to verify the identity of the service recipient 3 points
- Services that require a login (Log-in) before requesting the service 2 points

- Services that require transactions and do not require a login (Log-in) before requesting the service 1 point
- Service to provide basic information and does not require a login (Log-in) before requesting the service 0 points

2.2 Difficulty/complexity in developing a service system (C2), a full score of 3, weighted at 67%, is a criterion for considering relevant laws, rules, and regulations and the number of resources required to develop it, such as whether the system is already available online, budget and inter-agency connections.

- Resource-intensive services Laws need to be updated Existing rules and/or can be implemented in 2023 onwards 3 points
- Resource-intensive services but there is no need to amend the law. Existing rules and/or can be implemented in 2023 onwards 2 points
- Service that requires moderate resources but there is no need to amend the law. Existing rules and/or can be implemented in 2022 onwards 1 point
- Service that uses few resources and/or can act immediately 0 points

5.2.2 The results of the service development prioritization

The consultant conducted the scoring according to the above criteria and bring the scores of each service to group the services in each phase which will bring services related to serving foreigners into 4 groups according to the priority in each target group. Here is an example of how to rank them in order:

- **Phase 1 services**, including those in the **Quick Win phase**, are services planned for development in 2023 that are core government services with high scores or weighted contributions to the needs of foreign nationals. (over 1.5 overall score) and low service development challenges (total score less than 1.5) and secondary services that promote such primary services, which are ready and able to be immediately available within fiscal year 2023. In the Quick Win phase in 2023, the focus will be on improving and developing services related to the situation of the COVID-19 outbreak.
- **Phase 2** The main government services that will be developed in the years 2024–2025 are those that will be the main government services with the highest

score or weighted contribution to the needs of foreigners. (over 1.5 overall score) and low service development challenges (total score less than 1.5) and secondary services promoting such core services that can be developed by fiscal year 2025.

- **Phase 3 services** are services that will be developed in the year 2026-2027. They are divided into two parts:
 - Core government services that have a score or weighted contribution to the high demands of foreigners. (over 1.5 overall scores) and high service development challenges (total score above 1.5) and secondary services that promote such core services that can be developed by fiscal year 2027 because they require time and resources to develop, for example, not yet in an online format. and meet the needs of foreigners. It is considered a strategic service.
 - primary government services with low scores or weighted contributions to the needs of foreigners (total score less than 1.5) and low service development challenges (total score less than 1.5) and secondary services that promote such core services that can be developed by fiscal year 2025 onwards, which are easily developed services. and will help to fill in the chain of services to foreigners later (fill in services). (total score less than 1.5) and high service development challenges (total score above 1.5) and secondary services that promote such core services (total score below 1.5). It is a service that requires time and resources to develop. And it may be just a niche service with very high demand. As a result, it should be developed in the most recent version or reconsidered development on a central platform.

When analyzing service development priorities in accordance with the above guidelines, focus group meetings, and the public conference, we can summarize the results of the ranking of services according to different stages: a total of 60 main services and 137 supplementary services, divided into quick win phase, 11 main services and 25 supplementary services, phases 1, 16 main services and 30 supplementary services, phase 2, 17, main services, 44 supplementary services, and phases 3, 16, main services, and 38 supplementary services, details as follows:

Quick Win Phase consists of 25 supplementary services, which will involve with 9 government agencies, and can be categorized as follows:

| Category | Order | Service | Responsible Agency |
|-----------------|-------|--|--|
| Finance and tax | 1. | Vat refund information | <ul style="list-style-type: none"> Revenue department Ministry of Finance |
| | 2. | Vat refund online services | <ul style="list-style-type: none"> Revenue department Ministry of Finance |
| | 3. | Information on vat refund location at airport | <ul style="list-style-type: none"> Revenue department Ministry of Finance |
| Visa | 4. | Information about application for each type of visa | <ul style="list-style-type: none"> Department of Consular Affairs, Ministry of Foreign Affairs |
| | 5. | Online services on visa application via e-visa | <ul style="list-style-type: none"> Department of Consular Affairs, Ministry of Foreign Affairs |
| | 6. | Check visa status online using e-visa's online services | <ul style="list-style-type: none"> Department of Consular Affairs, Ministry of Foreign Affairs |
| | 7. | Registration system for certificate of entry (COE) to Thailand (by air travel) | <ul style="list-style-type: none"> Department of Consular Affairs, Ministry of Foreign Affairs |
| | 8. | Registration website for electronic certificate of entry (Thailand pass QR code) | <ul style="list-style-type: none"> Ministry of Foreign Affairs |
| | 9. | T8 form health questionnaire downloading service | <ul style="list-style-type: none"> Department of Disease Control, Ministry of Public Health Airports of Thailand |

| Category | Order | Service | Responsible Agency |
|-----------|-------|--|---|
| | 10. | Tm.6 form (arrival/departure card) downloading service | <ul style="list-style-type: none"> Immigration Bureau |
| Traveling | 11. | Information about traveling in Thailand | <ul style="list-style-type: none"> Tourism Authority of Thailand, Ministry of Tourism and Sports |
| | 12. | Information about Thai language and culture | <ul style="list-style-type: none"> Tourism Authority of Thailand, Ministry of Tourism and Sports |
| | 13. | Information about weather in Thailand | <ul style="list-style-type: none"> Tourism Authority of Thailand, Ministry of Tourism and Sports |
| | 14. | Mobile application for traveling in Thailand (amazingThailand) | <ul style="list-style-type: none"> Tourism Authority of Thailand, Ministry of Tourism and Sports |
| | 15. | Reviews of tourist attractions and travel experience in Thailand | <ul style="list-style-type: none"> Tourism Authority of Thailand Ministry of Tourism and Sports |
| | 16. | Information about public holiday in Thailand | <ul style="list-style-type: none"> Tourism Authority of Thailand, Ministry of Tourism and Sports |
| | 17. | Information on the entry procedures into Thailand during Covid-19 pandemic | <ul style="list-style-type: none"> Thai embassy |
| | 18. | Helps for tourist facing difficulties in traveling in Thailand | <ul style="list-style-type: none"> Office of the permanent secretary, Ministry of Tourism and Sports |
| Security | 19. | Information about hospital for foreigners in case of emergency | <ul style="list-style-type: none"> Ministry of Public Health |

| Category | Order | Service | Responsible Agency |
|------------|-------|--|---|
| | 20. | Information about ambulance call for specific emergencies such as childbirth | <ul style="list-style-type: none"> Tourism Authority of Thailand, Ministry of Tourism and Sports |
| | 21. | Information about covid insurance | <ul style="list-style-type: none"> Thai General Insurance Association |
| | 22. | Insurance purchase service for foreigners | <ul style="list-style-type: none"> Thai General Insurance Association |
| Healthcare | 23. | Covid-19 test report service | <ul style="list-style-type: none"> Department of Disease Control, Ministry of Public Health |
| | 24. | Information about alternative state quarantine (ASQ) accommodations | <ul style="list-style-type: none"> Thai embassy |
| | 25. | Quarantine reservation service through entry Thailand | <ul style="list-style-type: none"> Office of the permanent secretary, Ministry of Tourism and Sports |

Phase 1 consists of 30 supplementary services, which will involve with 14 government agencies, and can be categorized as follows:

| Category | Order | Service | Responsible Agency |
|-----------------|-------|--|---|
| Finance and tax | 1. | Information on the currency exchange rate | <ul style="list-style-type: none"> Bank of Thailand |
| | 2. | Information on currency exchange rate and cost of living in Thailand | <ul style="list-style-type: none"> Bank of Thailand Tourism Authority of Thailand, Ministry of Tourism and Sports |
| Visa | 3. | Smart visa information and online application | <ul style="list-style-type: none"> The Board of Investment of Thailand |

| Category | Order | Service | Responsible Agency |
|-----------|-------|---|---|
| | 4. | The online service for checking qualifications of businessmen and investors for smart visa service | <ul style="list-style-type: none"> The Board of Investment of Thailand |
| Traveling | 5. | Information about travel agencies and travel agencies' license inspection service | <ul style="list-style-type: none"> Department of Tourism, Ministry of Tourism and Sports |
| | 6. | Information and how to register for free Wi-Fi | <ul style="list-style-type: none"> Ministry of Digital Economy and Society |
| | 7. | Service for receiving opinions and suggestions of traveling in Thailand | <ul style="list-style-type: none"> Tourism Authority of Thailand, Ministry of Tourism and Sports |
| | 8. | Procedure's information and advice for entering and leaving Thailand | <ul style="list-style-type: none"> Airports of Thailand |
| | 9. | Information about products/services exhibition | <ul style="list-style-type: none"> Thailand convention and exhibition bureau |
| Security | 10. | Contact information for government departments, each country's embassy, and agencies in case of emergency | <ul style="list-style-type: none"> Tourism Authority of Thailand Ministry of Tourism and Sports |
| | 11. | Contact information and website of Thai embassy | <ul style="list-style-type: none"> Thai embassy |
| Business | 12. | Information on the hire of immovable property for commerce and industry by alien | <ul style="list-style-type: none"> Department of lands, Ministry of Interior |
| | 13. | Information about business license issuance to foreigners | <ul style="list-style-type: none"> Department of Business Development, Ministry of Commerce |

| Category | Order | Service | Responsible Agency |
|----------|-------|--|--|
| | 14. | English language juristic person certificate request service | <ul style="list-style-type: none"> Department of Business Development, Ministry of Commerce |
| | 15. | Business data warehouse service | <ul style="list-style-type: none"> Department of Business Development, Ministry of Commerce |
| | 16. | Online license inspection | <ul style="list-style-type: none"> Department of Business Development, Ministry of Commerce |
| | 17. | Information about investment in Eastern Economic Corridor (EEC) | <ul style="list-style-type: none"> Eastern Economic Corridor Office |
| | 18. | EEC one stop service (EEC-OSS) | <ul style="list-style-type: none"> Eastern Economic Corridor Office |
| | 19. | Information about processes to invest/do business in Thailand | <ul style="list-style-type: none"> The Board of Investment of Thailand |
| | 20. | Information on how to request investment promotion | <ul style="list-style-type: none"> The Board of Investment of Thailand |
| | 21. | Online application for investment promotion service (e-investment promotion) | <ul style="list-style-type: none"> The Board of Investment of Thailand |
| | 22. | Service for filing notification of receipt of application for investment promotion | <ul style="list-style-type: none"> The Board of Investment of Thailand |
| | 23. | Investment promotion certificate application | <ul style="list-style-type: none"> The Board of Investment of Thailand |
| | 24. | In-person and online clinic | <ul style="list-style-type: none"> The Board of Investment of Thailand |

| Category | Order | Service | Responsible Agency |
|------------|-------|---|--|
| Healthcare | 25. | Information about covid-19 cases in Thailand | <ul style="list-style-type: none"> Department of Disease Control, Ministry of Public Health |
| | 26. | Hotline service when encountering outbreaks of rabies such as covid-19 | <ul style="list-style-type: none"> Department of Disease Control, Ministry of Public Health |
| | 27. | System for tracking and assessing people at risk of contracting covid-19 | <ul style="list-style-type: none"> Department of Disease Control, Ministry of Public Health |
| | 28. | Information about foreigner's registration for covid-19 vaccine | <ul style="list-style-type: none"> Ministry of Foreign Affairs |
| | 29. | Registration for the covid-19 vaccine for foreigners | <ul style="list-style-type: none"> Department of Disease Control, Ministry of Public Health |
| | 30. | Information about the healthcare accreditation institute accredited hospitals | <ul style="list-style-type: none"> Ministry of Public Health |

Phase 2 consists of 44 supplementary services, which will involve with 10 government agencies, and can be categorized as follows:

| Category | Order | Service | Responsible Agency |
|----------|-------|--|--|
| Labor | 1. | Online queue service for foreign workers' health check up | <ul style="list-style-type: none"> Ministry of Public Health |
| | 2. | Information about job positions available for foreigners on online channel | <ul style="list-style-type: none"> Department of Employment, Ministry of Labour |

| Category | Order | Service | Responsible Agency |
|----------|-------|---|--|
| | 3. | Information on job opportunities for foreigners | <ul style="list-style-type: none"> Department of Employment, Ministry of Labour |
| | 4. | Information about volunteer work | <ul style="list-style-type: none"> Department of Employment, Ministry of Labour |
| | 5. | Information on companies that import foreign workers | <ul style="list-style-type: none"> Department of Employment, Ministry of Labour |
| | 6. | List of recruitment agencies for foreigners in Thailand | <ul style="list-style-type: none"> Department of Employment, Ministry of Labour |
| | 7. | Work permit information | <ul style="list-style-type: none"> Department of Employment, Ministry of Labour |
| | 8. | Information on work permit applications | <ul style="list-style-type: none"> Department of Employment, Ministry of Labour |
| | 9. | Online work permit application | <ul style="list-style-type: none"> Department of Employment, Ministry of Labour |
| | 10. | Work permit requesting form downloading service | <ul style="list-style-type: none"> Department of Employment, Ministry of Labour |
| | 11. | Booking service to contact for work permit service | <ul style="list-style-type: none"> Department of Employment, Ministry of Labour |

| Category | Order | Service | Responsible Agency |
|----------|-------|---|---|
| | 12. | Online service for extending a work permit | <ul style="list-style-type: none"> Department of Employment, Ministry of Labour |
| | 13. | Work permit system for importing foreign workers (MOU) from Cambodia, Laos, and Myanmar | <ul style="list-style-type: none"> Department of Employment, Ministry of Labour |
| | 14. | Online service for work permit alterations | <ul style="list-style-type: none"> Department of Employment, Ministry of Labour |
| Visa | 15. | Information about application for foreigner passport and emergency passport | <ul style="list-style-type: none"> Department of Consular Affairs Ministry of Foreign Affairs |
| | 16. | Online passport service | <ul style="list-style-type: none"> Department of Consular Affairs, Ministry of Foreign Affairs |
| | 17. | Information about application for foreigner passport and emergency passport | <ul style="list-style-type: none"> Department of Consular Affairs, Ministry of Foreign Affairs |
| | 18. | Online passport service for emergency case | <ul style="list-style-type: none"> Department of Consular Affairs, Ministry of Foreign Affairs |
| | 19. | Online service for requesting for changing passport | <ul style="list-style-type: none"> Department of Consular Affairs, Ministry of Foreign Affairs |

| Category | Order | Service | Responsible Agency |
|----------|-------|--|---|
| | 20. | Information on visa exemption and bilateral agreement | <ul style="list-style-type: none"> Department of Consular Affairs, Ministry of Foreign Affairs |
| | 21. | Information on benefits of each visa type | <ul style="list-style-type: none"> Department of Consular Affairs Ministry of Foreign Affairs |
| | 22. | Q&A service for online visa application | <ul style="list-style-type: none"> Department of Consular Affairs Ministry of Foreign Affairs |
| | 23. | Application for visa on arrival form downloading service | <ul style="list-style-type: none"> Immigration Bureau |
| | 24. | Online notification of staying in the kingdom over 90 days service | <ul style="list-style-type: none"> Immigration Bureau |
| | 25. | Information about changing visa type | <ul style="list-style-type: none"> Immigration Bureau |
| | 26. | Information about visa extension for each visa type | <ul style="list-style-type: none"> Immigration Bureau |
| | 27. | Online service for visa extension | <ul style="list-style-type: none"> Immigration Bureau |
| | 28. | Tm.7 form (application for extension of temporary stay in the kingdom) downloading service | <ul style="list-style-type: none"> Immigration Bureau |
| | 29. | Information about application for and extension of alien registration book | <ul style="list-style-type: none"> Immigration Bureau |
| | 30. | Information about applying for a resident's visa in Thailand | <ul style="list-style-type: none"> Immigration Bureau |

| Category | Order | Service | Responsible Agency |
|-----------|-------|---|---|
| Traveling | 31. | Reservation service for licensed accommodations | <ul style="list-style-type: none"> Department of Tourism, Ministry of Tourism and Sports |
| | 32. | Reservation for licensed travel agencies | <ul style="list-style-type: none"> Department of Tourism, Ministry of Tourism and Sports |
| | 33. | Information about travel agencies and travel agencies' license inspection service | <ul style="list-style-type: none"> Department of Tourism, Ministry of Tourism and Sports |
| | 34. | Information about the government-accredited health tourism companies | <ul style="list-style-type: none"> Department of Tourism, Ministry of Tourism and Sports |
| | 35. | Information about the government-accredited health agencies | <ul style="list-style-type: none"> Department of Tourism, Ministry of Tourism and Sports |
| | 36. | Information about accommodation | <ul style="list-style-type: none"> Department of Provincial Administration, Ministry of Interior |
| | 37. | Information about duty-free shops | <ul style="list-style-type: none"> Tourism Authority of Thailand, Ministry of Tourism and Sports |
| | 38. | Online Q&A service platform for tourists | <ul style="list-style-type: none"> Tourism Authority of Thailand, Ministry of Tourism and Sports |
| Security | 39. | Information on licensed insurance companies | <ul style="list-style-type: none"> Thai General Insurance Association |

| Category | Order | Service | Responsible Agency |
|------------|-------|--|---|
| | 40. | Information about the government-accredited health agencies for temporary stay | <ul style="list-style-type: none"> Thai General Insurance Association |
| Healthcare | 41. | Information about treatment packages of hospitals | <ul style="list-style-type: none"> Ministry of Public Health Hospitals |
| | 42. | Treatment services according to the hospital program | <ul style="list-style-type: none"> Ministry of Public Health Hospitals |
| | 43. | Notification of the covid pandemic in high-risk areas via an online platform | <ul style="list-style-type: none"> Department of Disease Control, Ministry of Public Health |
| | 44. | Information about health tourism package | <ul style="list-style-type: none"> Department of Health Service Support, Ministry of Public Health |

Phase 3 consists of 38 supplementary services, which will involve with 11 government agencies, and can be categorized as follows:

| Category | Order | Service | Responsible Agency |
|-----------------|-------|---|--|
| Finance and Tax | 1. | Information on tax filing for foreigners | <ul style="list-style-type: none"> Revenue department Ministry of Finance |
| | 2. | Income tax paying information | <ul style="list-style-type: none"> Revenue department Ministry of Finance |
| | 3. | Income tax filing online services | <ul style="list-style-type: none"> Revenue department Ministry of Finance |
| Education | 4. | Information about list of accredited Thai higher education institutions | <ul style="list-style-type: none"> Ministry of Higher Education, Science, Research and Innovation |

| Category | Order | Service | Responsible Agency |
|----------------|-------|--|---|
| | 5. | Equivalent qualification application form downloading service | <ul style="list-style-type: none"> Ministry of Education |
| | 6. | Information regarding Thailand's educational system, school/university websites, and scholarship opportunities in Thailand | <ul style="list-style-type: none"> Ministry of Education Ministry of Higher Education, Science, Research and Innovation |
| | 7. | Information about career opportunities in Thailand after graduation | <ul style="list-style-type: none"> Ministry of Education Ministry of Higher Education, Science, Research and Innovation |
| | 8. | Q&A service about studying in Thailand | <ul style="list-style-type: none"> Ministry of Education Ministry of Higher Education, Science, Research and Innovation |
| | 9. | Information on course details and enrollment procedures for each university or school | <ul style="list-style-type: none"> Ministry of Education Ministry of Higher Education, Science, Research and Innovation University/ international school |
| | 10. | Information on all scholarships available in Thailand | <ul style="list-style-type: none"> Ministry of Education Ministry of Higher Education, Science, Research and Innovation University/ international school |
| Transportation | 11. | Transportation and ticketing services | <ul style="list-style-type: none"> BTS, MRT, State railway of Thailand, Ministry of Transport |

| Category | Order | Service | Responsible Agency |
|----------|-------|---|---|
| | 12. | Information about applying for driving license | <ul style="list-style-type: none"> Department of Land Transport, Ministry of Transport |
| | 13. | Online queue service for driving license applications | <ul style="list-style-type: none"> Department of Land Transport, Ministry of Transport |
| | 14. | Online queue service for driving license extension | <ul style="list-style-type: none"> Department of Land Transport, Ministry of Transport |
| | 15. | Information on bringing personal cars to Thailand | <ul style="list-style-type: none"> Department of Land Transport, Ministry of Transport |
| | 16. | Requesting for bringing cars from abroad for the purpose of travelling | <ul style="list-style-type: none"> Department of Land Transport, Ministry of Transport |
| | 17. | Information about purchasing/car registration/car tax payment | <ul style="list-style-type: none"> Department of Land Transport, Ministry of Transport |
| | 18. | Receiving tourist's complaint service on public transport | <ul style="list-style-type: none"> Department of Land Transport, Ministry of Transport |
| | 19. | Information about transportation and traffic infrastructure in Thailand | <ul style="list-style-type: none"> Tourism Authority of Thailand, Ministry of Tourism and Sports |
| | 20. | Information on transportation and vehicle such as city trips, airlines and vehicles | <ul style="list-style-type: none"> Tourism Authority of Thailand, Ministry of Tourism and Sports |
| | 21. | Information about transit ticket and fee for train | <ul style="list-style-type: none"> State railway of Thailand, Ministry of Transport |
| | 22. | Information about sky train station | <ul style="list-style-type: none"> Mass rapid transit authority of Thailand, Ministry of Transport |

| Category | Order | Service | Responsible Agency |
|----------|-------|---|---|
| | 23. | Information about transit ticket and fee for sky train | <ul style="list-style-type: none"> Mass rapid transit authority of Thailand, Ministry of Transport |
| | 24. | Information about procedures and places for paying fines | <ul style="list-style-type: none"> Royal Thai Police |
| | 25. | Information on locations to pay fine for breaching of traffic rules in Thailand | <ul style="list-style-type: none"> Royal Thai Police |
| | 26. | Information on traffic rules of Thailand | <ul style="list-style-type: none"> Royal Thai Police |
| | 27. | Providing information on breaching of traffic rules in Thailand | <ul style="list-style-type: none"> Royal Thai Police |
| Family | 28. | Marriage registration information | <ul style="list-style-type: none"> Department of Provincial Administration, Ministry of Interior |
| | 29. | Marriage registration online booking | <ul style="list-style-type: none"> Department of Provincial Administration, Ministry of Interior |
| | 30. | Information on obtaining Thai citizenship through naturalization | <ul style="list-style-type: none"> Department of Provincial Administration, Ministry of Interior |
| | 31. | Information about notification of change of domicile | <ul style="list-style-type: none"> Department of Provincial Administration, Ministry of Interior |
| | 32. | Online booking about notification of change of domicile | <ul style="list-style-type: none"> Department of Provincial Administration, Ministry of Interior |

| Category | Order | Service | Responsible Agency |
|-----------|-------|--|---|
| Security | 33. | Information about the customs department's prohibited and restricted goods | ■ Customs department, Ministry of Finance |
| | 34. | Information about items to be declared at the inbound passengers baggage screening | ■ Customs department, Ministry of Finance |
| | 35. | Information about the customs department's prohibited and restricted goods penalties | ■ Customs department, Ministry of Finance |
| Residence | 36. | Information about foreigners' title on holding ownership in condominium of alien and juristic person | ■ Department of lands, Ministry of Interior |
| | 37. | Information on the acquisition of land for residential purpose by aliens | ■ Department of lands, Ministry of Interior |
| | 38. | Information on licensed accommodation's agencies | ■ Department of lands, Ministry of Interior |

6 Foreigner Portal Roadmap (2023 - 2027)

6.1 Foreigner Portal Roadmap (2023 - 2027)

Foreigner Portal Roadmap (2023 - 2027) is developed in accordance with government agencies' readiness to provide online services to foreigners and to meet foreigners' needs. The Foreigner Portal Roadmap (2023 - 2027) is a five-year strategy covering the years 2023–2027 and consists of 4 service portals that can be used via web-based:

1. Portal for tourists

This will be consistent with the policy on ease of travel, which is one of the 12 services that require immediate action. The DGA will contribute to the enhancement of fundamental travel services in and out of the country for all segments of foreigners and services. For tourists that enter Thailand via Entry Thailand, being able to conduct an online transaction is a must.

2. Portal for businesspeople and investors

Which is considered an important group of foreigners who can help drive and stimulate the Thai economy. Through the BOI website, the portal will improve the service for businesspeople and investors. It will also make it easier for investors and businesspeople to work with both agencies.

3. Portal for labors

Foreign labors are the second largest segment of foreigners in Thailand, behind tourists. But the majority of labor services remain offline, and laborers must spend considerable time gathering all the necessary documents and obtaining services from the department. If those services are developed to be able to do the transaction through online channels, it will be very beneficial to both foreigners and agencies.

4. Information portal for all foreigners

The information portal for all foreigners will greatly facilitate foreigners' travels. Regardless of any foreign group, they can find all the information needed on the information portal. The information portal acts as the first gateway to access government services or information. This will assist in meeting demand and covering all foreign segments, including long-term residents and students, who currently lack data collection and online services.

The Next of Digital Government Service for Foreigners

Consist of 4 Portals For each group of foreigners Available online on the website (Web based)

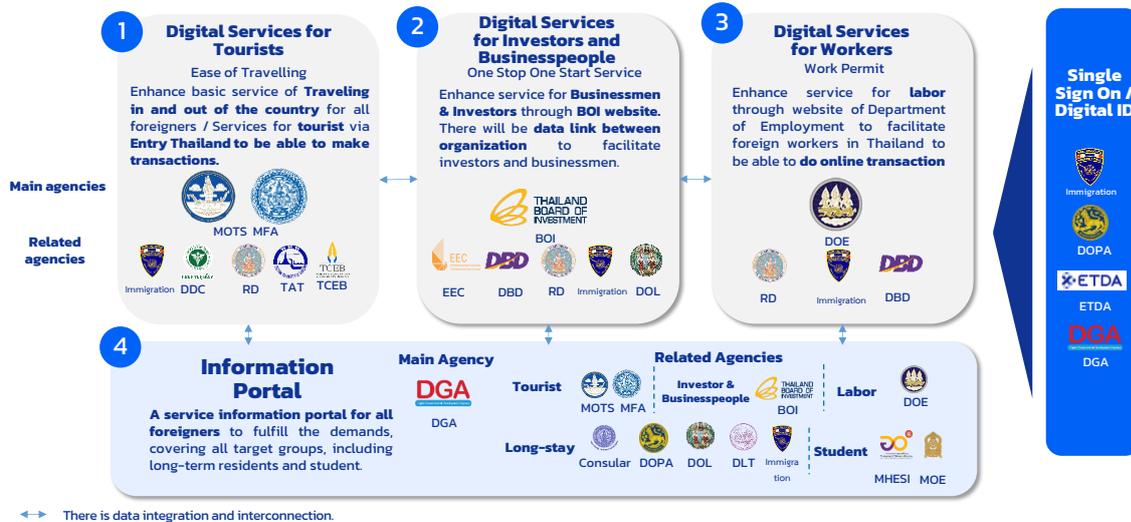


Figure 6.1: Foreigner Portal Roadmap (2023 - 2027) Framework

Foreigner Portal Roadmap (2023 - 2027) is developed in accordance with government agencies' readiness to provide online services to foreigners and to meet foreigners' needs. Foreigner Portal Roadmap (2023 - 2027) is a five-year strategy covering the years 2023–2027 and is divided into three phases. Prioritized services were analyzed and considered in conjunction with recommendations from government agencies through interviews, focus groups, and public conferences. The three-phase development guidelines include the essential details:

6.1.1 Quick Win Phase and Phase 1 “End-to-End Digital Journey, Drive the economy” (2023)

The initial phase of constructing service portals for foreigners focuses on establishing collaboration with government agencies to enhance existing established services and ease foreigners' pain points. In particular, the discussion about elevating common service that is used between entering and leaving the country for all foreigners to be digitalized, and also the discussion about elevating service for tourists through Entry Thailand, and connecting to create a comprehensive digital service for businesspeople and investors through the BOI website, Businesspeople and investors have a significant impact on Thailand's economy through their investments, and government agencies have already established online services for this segment and plan to continue improving and adding new services.

This phase also focuses on developing the Foreigner Portal Roadmap (2023 - 2027), which will allow foreigners to easily access the information and will have all the important information on the portals. Moreover, they developed a Single Sign On system to use in authentication and one-time login systems to use all the services to reduce the amount of redundant information. and also issues a non-residence identification number.

6.1.2 Phase 2 “Foreigner Portals” (2024 – 2025)

Phase 2 operations will focus on developing a comprehensive digital service for foreign labor. Because labor is the second largest segment of foreigners in Thailand, behind tourists, the majority of labor services remain offline, and laborers must spend considerable time gathering all the necessary documents and obtaining services from the department. This is a pain point for foreigners that must be addressed in order to develop services for foreign labor. Moreover, the information portal for all foreigners will be upgraded and compiled with all relevant information to fulfill the expectations of all segments to get all the important common information and services.

6.1.3 Phase 3 “One Account, All of Foreigner Portals” (2026 – 2570)

Phase 3 focuses on developing new services on websites and portals, developing, and connecting to create a comprehensive digital service for the international students and long-term residents in Thailand, which are the segments that have lived in Thailand for a lengthy period of time and are the drivers of increased domestic consumption in Thailand. Agencies related to the student and long-term resident segment still lack information and data gathering in the English language and have problems amending related laws and regulations. Therefore, the portal needs to be developed in order to cover all the information needed for all foreigners. Moreover, they are pushing for a digital ID for foreigners.

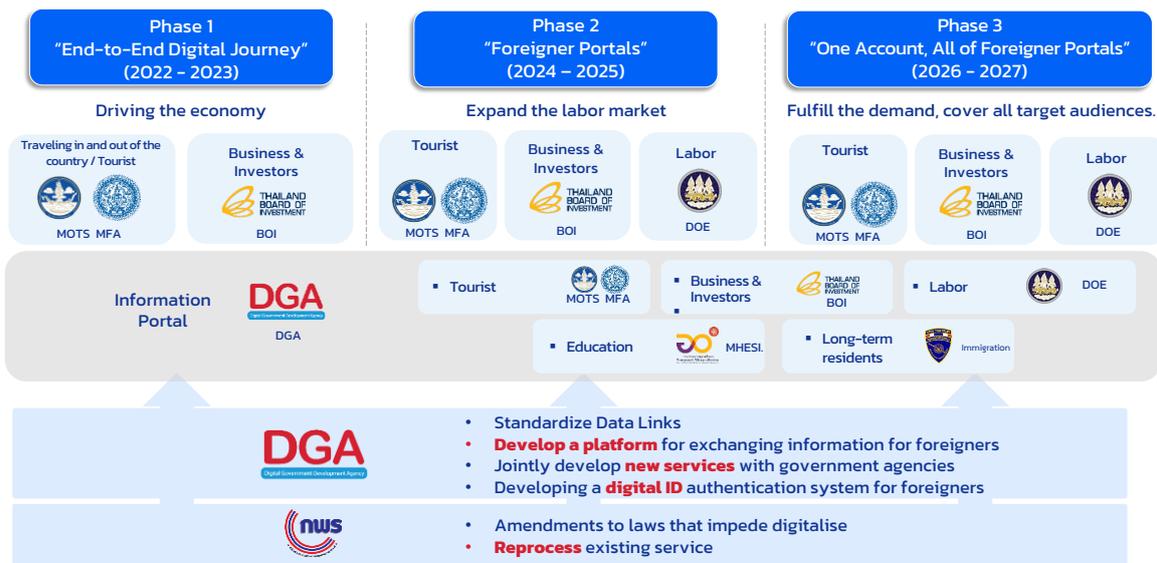


Figure 6.2: Overview of Foreigner Portal Roadmap (2023 - 2027) and main responsible agencies

From a survey of foreigners' opinions on accessing government services via digital channels. The study discovered that foreigners have high expectations for easy-to-use government services and that rigorous data collection and analysis are required for leading countries in digital government development. This enables the portal's format and capabilities to be analyzed and synthesized in a way that is suitable for the Thai environment.

The service portal for foreigners of all groups will be a link and integration of information between agencies to facilitate users or foreigners and reduce the amount of duplicate information. The services will be a single sign-on to help foreigners have a better experience. In addition, a service portal for foreigners will be developed, including the development of a Digital ID, to provide access to government information and services as seamlessly as possible.

Moreover, service portals for all foreigners need to have more service functionality to make foreigners' use of the service portal more effective and to better satisfy their demands, such as by supporting services in several languages, tracking services, and inquiry services.

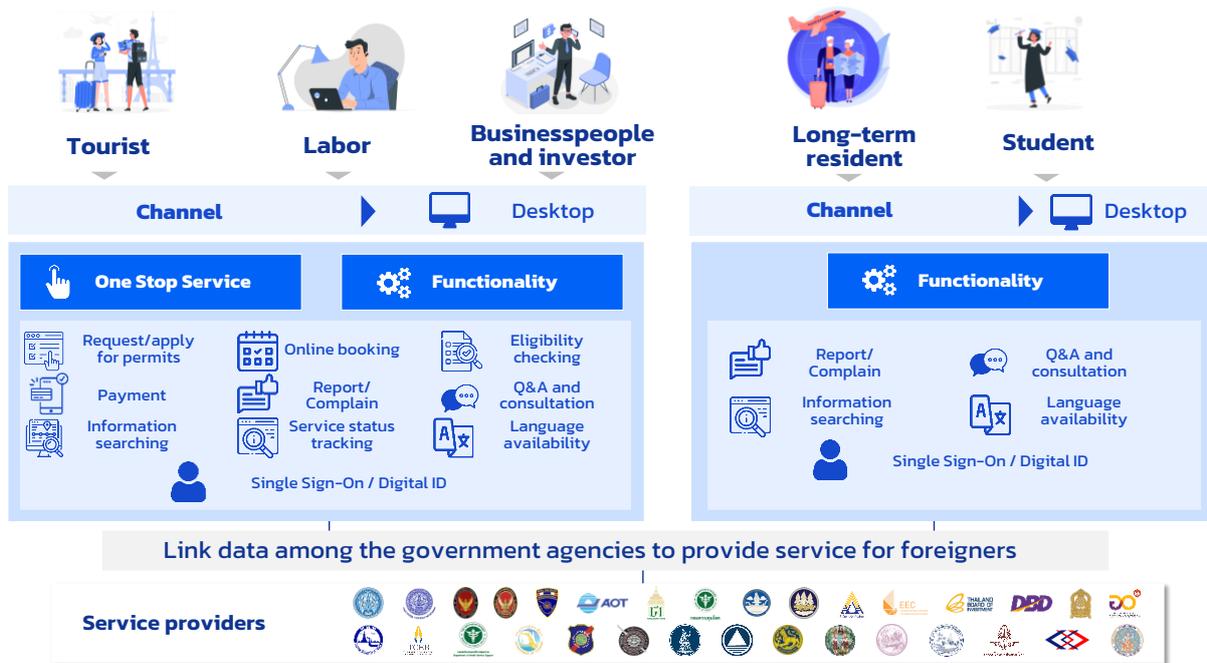


Figure 6.3: Basic characteristics of foreigner service

6.2 Operation of the Foreigner Portal Roadmap in each phase with the relevant authorities.

6.2.1 Guidelines for the implementation of the Foreigner Portal Roadmap in the Quick Win phase and Phase 1 (2023)

The main operating practices during fiscal year 2023 include issuing foreigner identification numbers, development of various service systems and development of Information portal for all foreigners with the following details:

| Operation | Outcome | Responsible Agency |
|---|---|--|
| <p>Issuance of foreigner identification numbers</p> <ul style="list-style-type: none"> Discuss issuing foreign identification numbers. Establish guidelines and patterns for issuing foreigner identification numbers. Developing a foreigner's identification system | <ul style="list-style-type: none"> foreigner's identification system foreigner identification numbers | <ul style="list-style-type: none"> Immigration Bureau Department of Provincial Administration, Ministry of Interior Ministry of Foreign Affairs |

| Operation | Outcome | Responsible Agency |
|---|--|---|
| <ul style="list-style-type: none"> ■ Issue foreigner identification number | | <ul style="list-style-type: none"> ■ Digital Government Development Agency (Public Organization) |
| <p>Development of service system</p> <ul style="list-style-type: none"> ■ Continuously develop Entry Thailand service system and data linkage of relevant agencies. ■ Continuously developing the system to serve businesspeople and investors and linking information of relevant agencies. ■ Develop and link foreigner information exchange and identity verification in single sign-on format. ■ Adjust the main procedures such as visa requests, work permits, and 90-day reporting. | <ul style="list-style-type: none"> ■ Information linkage standard for tourist and businesspeople and investors ■ 32 tourist service systems ■ 15 service systems for businesspeople and investors ■ Foreigners can access various services in single sign-on format. ■ Foreigners can request the service through an English-language-enabled form. | <ul style="list-style-type: none"> ■ Ministry of Foreign Affairs ■ Ministry of Tourism and Sports ■ The Board of Investment of Thailand ■ OPDC ■ Digital Government Development Agency (Public Organization) |
| <p>Information portal for all foreigners</p> <ul style="list-style-type: none"> ■ Discuss how to develop a information portal for all foreigners/information link guidelines. ■ Develop information portal for all foreigners ■ Update service datasets and connect data from other | <ul style="list-style-type: none"> ■ Information portal for all foreigners ■ Tourist information: 1 2 services such as location Facilitation, references, fee collection, insurance, and statistical information ■ Information on business and investor services such as investment/domestic | <ul style="list-style-type: none"> ■ Digital Government Development Agency (Public Organization) ■ Department of Consular Affairs, Ministry of Foreign Affairs |

| Operation | Outcome | Responsible Agency |
|---|--|--|
| organization units to display them on the portal. | <ul style="list-style-type: none"> business details, filing 8 services Information about emergencies, embassy list | <ul style="list-style-type: none"> Department of Disease Control, Ministry of Public Health |

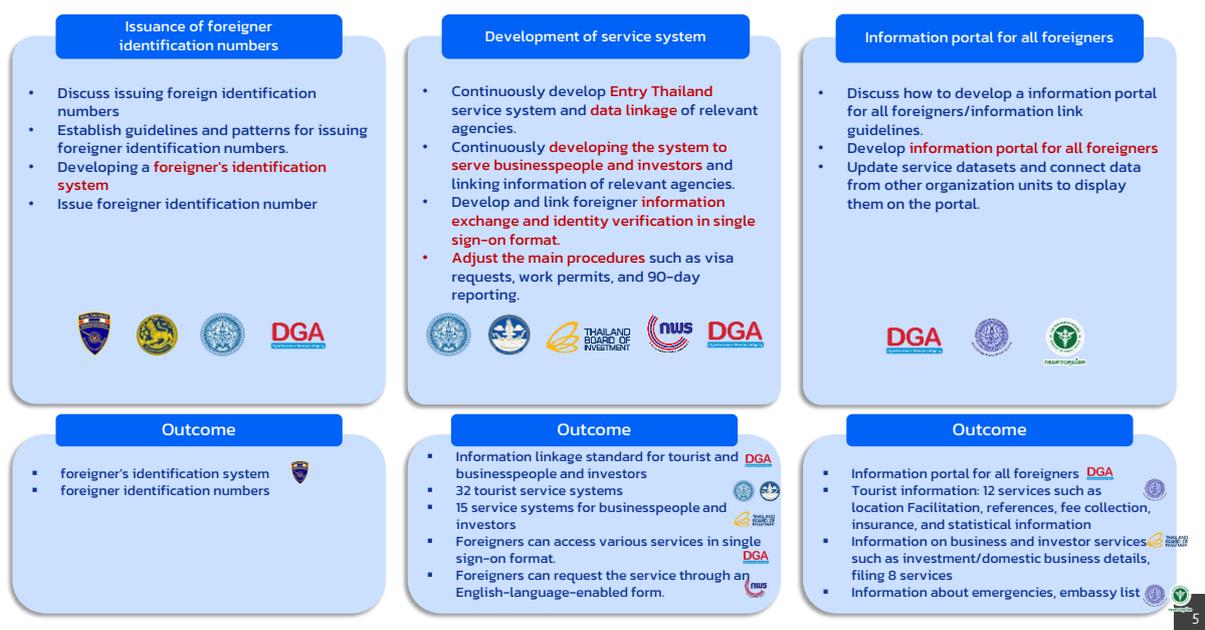


Figure6.4: Guidelines for the implementation of the Foreigner Portal Roadmap in the Quick Win phase and Phase 1 (2023)

6.2.2 Guidelines for the implementation of the Foreigner Portal Roadmap in the Phase 2 (2024 - 2025)

The main operating practices during fiscal year 2024 - 2025 include foreigner Digital ID, development of various service systems and development of Information portal for all foreigners with the following details:

| Operation | Outcome | Responsible Agency |
|---|---|--|
| Foreigner Digital ID <ul style="list-style-type: none"> Study/ discusses linkage between digital ID systems | <ul style="list-style-type: none"> Foreigners can access online services through | <ul style="list-style-type: none"> Immigration Bureau Department of Provincial |

| Operation | Outcome | Responsible Agency |
|--|---|--|
| <ul style="list-style-type: none"> ■ Standardize electronic transactions on digital authentication and verification for foreigners. ■ Pilot Digital ID verification and verification for foreigners. | <p>digital ID authentication and verification.</p> | <p>Administration, Ministry of Interior</p> <ul style="list-style-type: none"> ■ Ministry of Foreign Affairs ■ ETDA ■ Digital Government Development Agency (Public Organization) |
| <p>Development of service system</p> <ul style="list-style-type: none"> ■ Enhance Entry Thailand services and business and investor services, as well as continuous linkage of relevant agencies' information. ■ Enhance the provision of existing service systems and new services for labor groups. Long-term residents (LTR) and students ■ Further linkage of foreigner information exchange via GDX | <ul style="list-style-type: none"> ■ All-in-one basic online services ■ 15 tourist service systems ■ 16 services for labor groups ■ Foreigner information by segment can be linked to exchange information. | <ul style="list-style-type: none"> ■ Ministry of Foreign Affairs ■ Ministry of Tourism and Sports ■ Department of Employment, Ministry of Labour ■ Digital Government Development Agency (Public Organization) |
| <p>Information portal for all foreigners</p> <ul style="list-style-type: none"> ■ Develop and enhance the provision of service portal services to foreigners. ■ Connect information from other agencies to display on | <ul style="list-style-type: none"> ■ All-in-one basic online information and services ■ Basic assistance information needed to provide services to foreigners | <ul style="list-style-type: none"> ■ Digital Government Development Agency (Public Organization) ■ Department of Consular Affairs, |

| Operation | Outcome | Responsible Agency |
|---|---------|--|
| <p>the portal to support labor groups, long-term residents and students.</p> <ul style="list-style-type: none"> Supports information services, foreign aid resources | | <p>Ministry of Foreign Affairs</p> <ul style="list-style-type: none"> Ministry of Education Ministry of Higher Education, Science, Research and Innovation Department of Employment, Ministry of Labour |

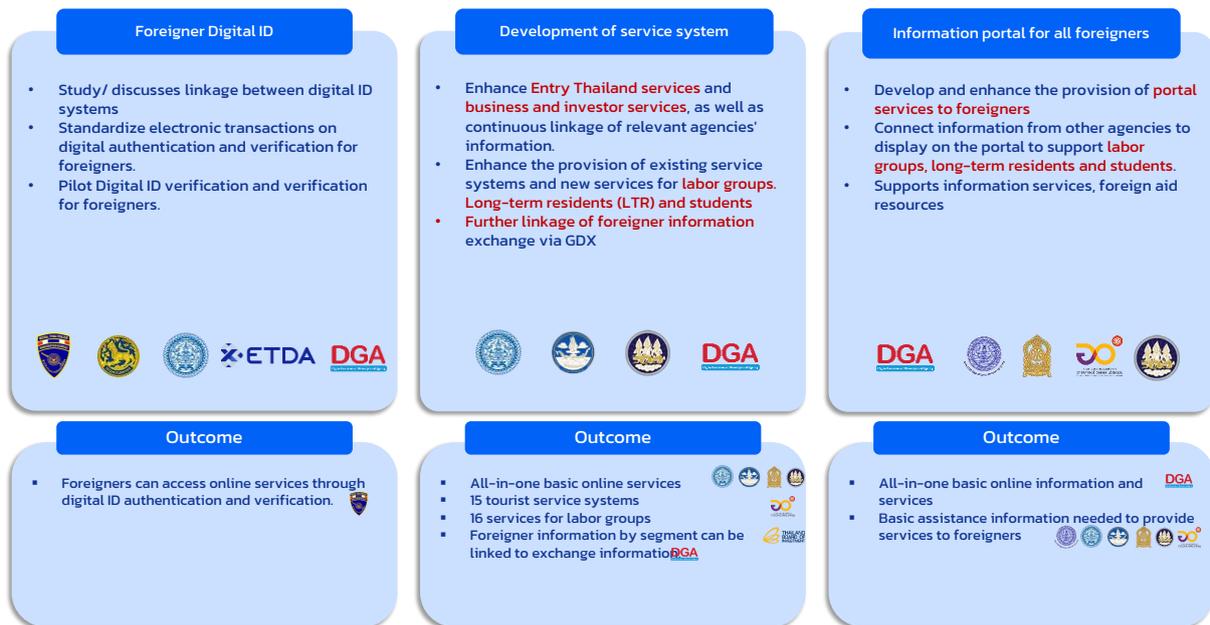


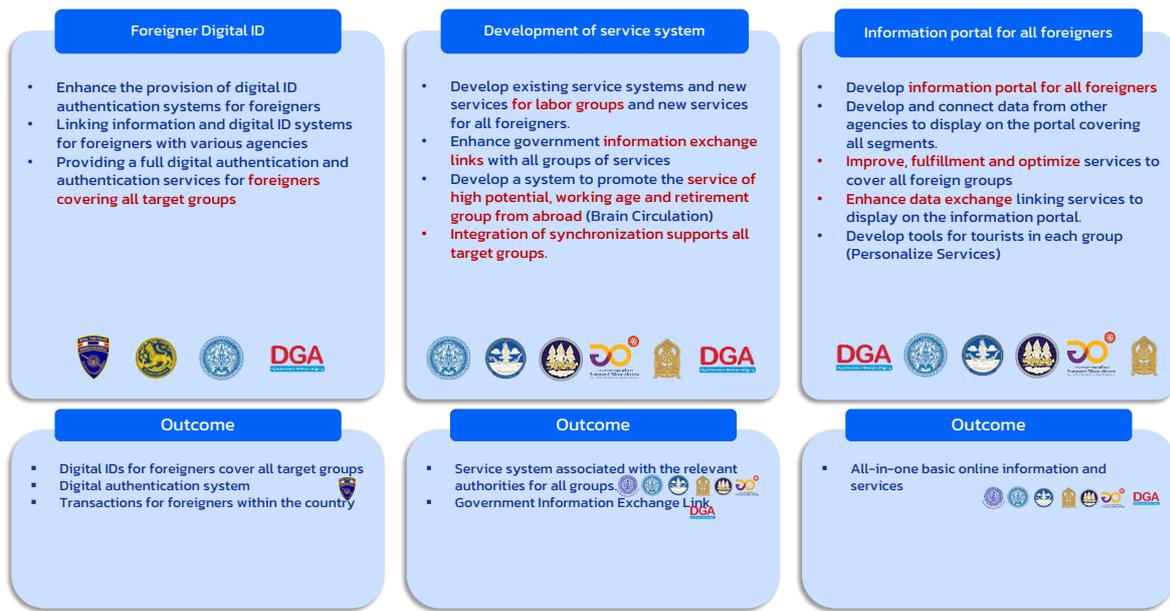
Figure 6.5: Guidelines for the implementation of the Foreigner Portal Roadmap in the Phase 2 (2024 - 2025)

6.2.3 Guidelines for the implementation of the Foreigner Portal Roadmap in the Phase 3 (2026 - 2027)

The main operating practices during fiscal year 2026 - 2027 include foreigner Digital ID, development of various service systems and development of Information portal for all foreigners with the following details:

| Operation | Outcome | Responsible Agency |
|---|---|---|
| <p>Foreigner Digital ID</p> <ul style="list-style-type: none"> ■ Enhance the provision of digital ID authentication systems for foreigners ■ Linking information and digital ID systems for foreigners with various agencies ■ Providing a full digital authentication and authentication services for foreigners covering all target groups | <ul style="list-style-type: none"> ■ Digital IDs for foreigners cover all target groups ■ Digital authentication system ■ Transactions for foreigners within the country | <ul style="list-style-type: none"> ■ Immigration Bureau ■ Department of Provincial Administration, Ministry of Interior ■ Ministry of Foreign Affairs ■ Digital Government Development Agency (Public Organization) |
| <p>Development of service system</p> <ul style="list-style-type: none"> ■ Develop existing service systems and new services for labor groups and new services for all foreigners. ■ Enhance government information exchange links with all groups of services ■ Develop a system to promote the service of high potential, working age and retirement | <ul style="list-style-type: none"> ■ Service system associated with the relevant authorities for all groups. ■ Government Information Exchange Link | <ul style="list-style-type: none"> ■ Ministry of Foreign Affairs ■ Ministry of Tourism and Sports ■ Department of Employment, Ministry of Labour ■ Ministry of Education |

| Operation | Outcome | Responsible Agency |
|--|--|---|
| <p>group from abroad (Brain Circulation)</p> <ul style="list-style-type: none"> ■ Integration of synchronization supports all target groups. | | <ul style="list-style-type: none"> ■ Ministry of Higher Education, Science, Research and Innovation ■ Digital Government Development Agency (Public Organization) |
| <p>Information portal for all foreigners</p> <ul style="list-style-type: none"> ■ Develop information portal for all foreigners ■ Develop and connect data from other agencies to display on the portal covering all segments. ■ Improve, fulfillment and optimize services to cover all foreign groups ■ Enhance data exchange linking services to display on the information portal. ■ Develop tools for tourists in each group (Personalize Services) | <ul style="list-style-type: none"> ■ All-in-one basic online information and services | <ul style="list-style-type: none"> ■ Digital Government Development Agency (Public Organization) ■ Ministry of Foreign Affairs ■ Ministry of Tourism and Sports ■ Department of Employment, Ministry of Labour ■ Ministry of Education ■ Ministry of Higher Education, Science, Research and Innovation |



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Figure6.6: Guidelines for the implementation of the Foreigner Portal Roadmap in the Phase 3 (2026 - 2027)

6.3 System usage diagram

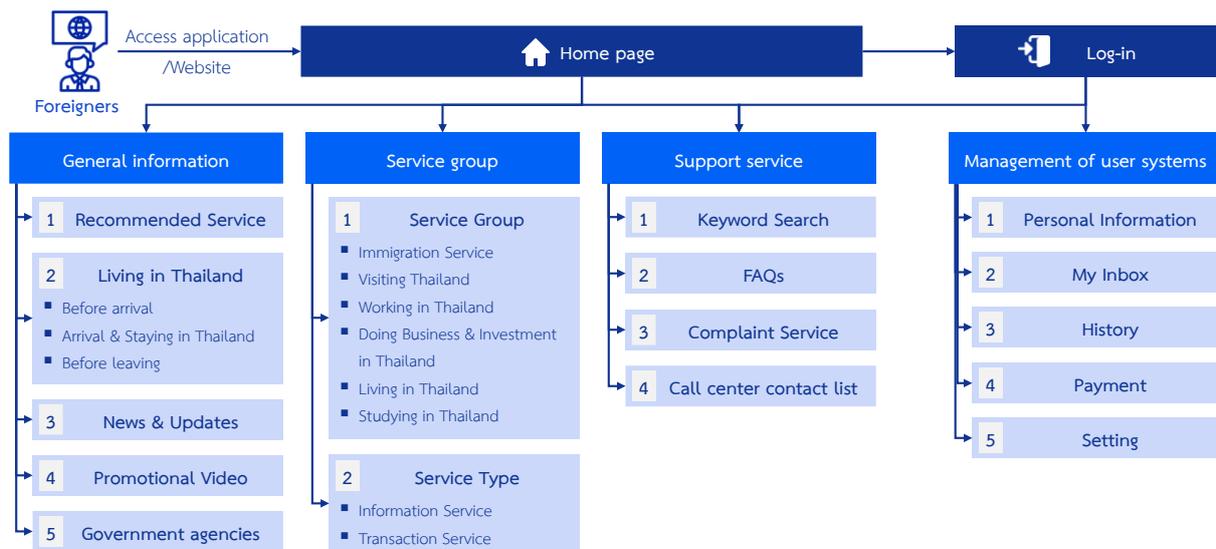


Figure6.7: System usage diagram

Users of the Portal Foreigner service have been categorized into 5 target groups and divided into 4 portals:

The target group of users

- 1) Tourist
- 2) Labor
- 3) Businesspeople and Investors
- 4) Visitor/ Long-term resident

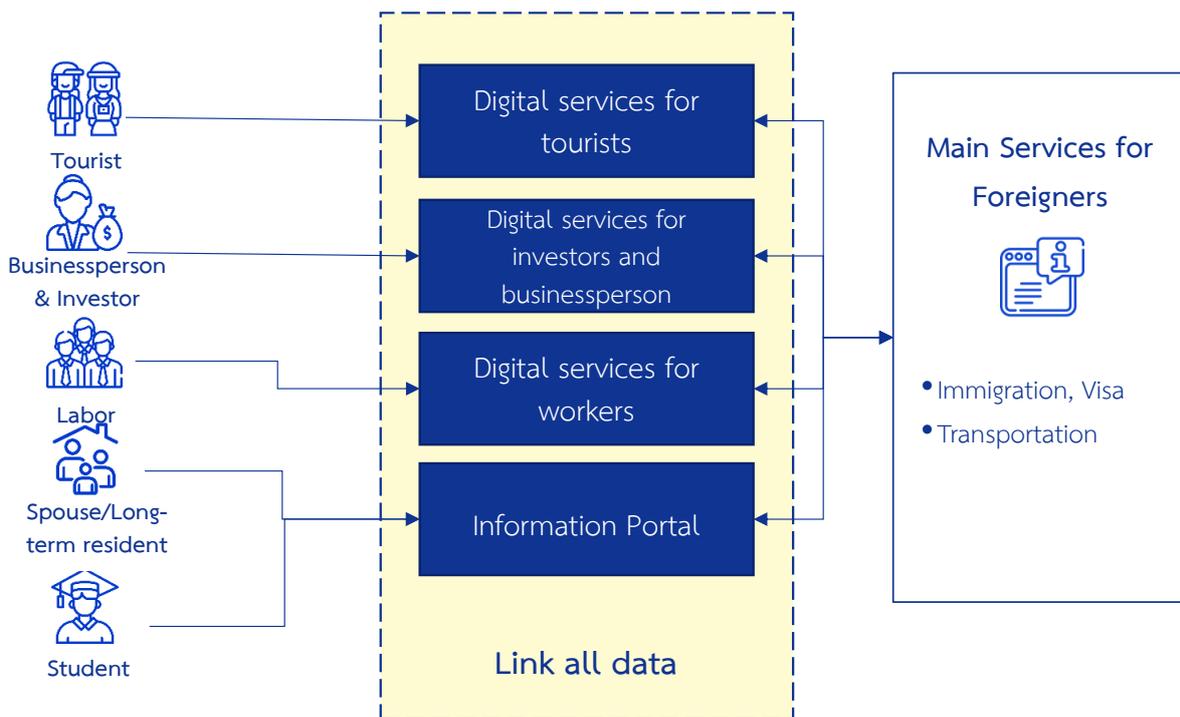
5) Student

Service Portals

- 1) Portal for tourists
- 2) Portal for businesspeople and Investors
- 3) Portal for labors
- 4) Information Portal for all foreigners

The five target groups are offered at different angles in terms of the service provided by each portal. For instance, tourists will have a service group for transportation information or accommodation reservations, and labor will have labor service groups for such things as work permit application services, renewal of work permits, and changes to items in work permits, etc. However, the 5 target groups have a similar core function used in many sectors together (e.g., immigration, data search, inquiries, or mutual feedback). Therefore, every portal can link to all the central services.

The design of work patterns or usage of each target group should be in the same direction in order to be user-friendly. For instance, all requests must be logged in, then select to submit the request according to the desired service, specifying information, along with tracking status, etc. If the service provider is already involved in the service, users will be able to link to the service provider source for direct access.



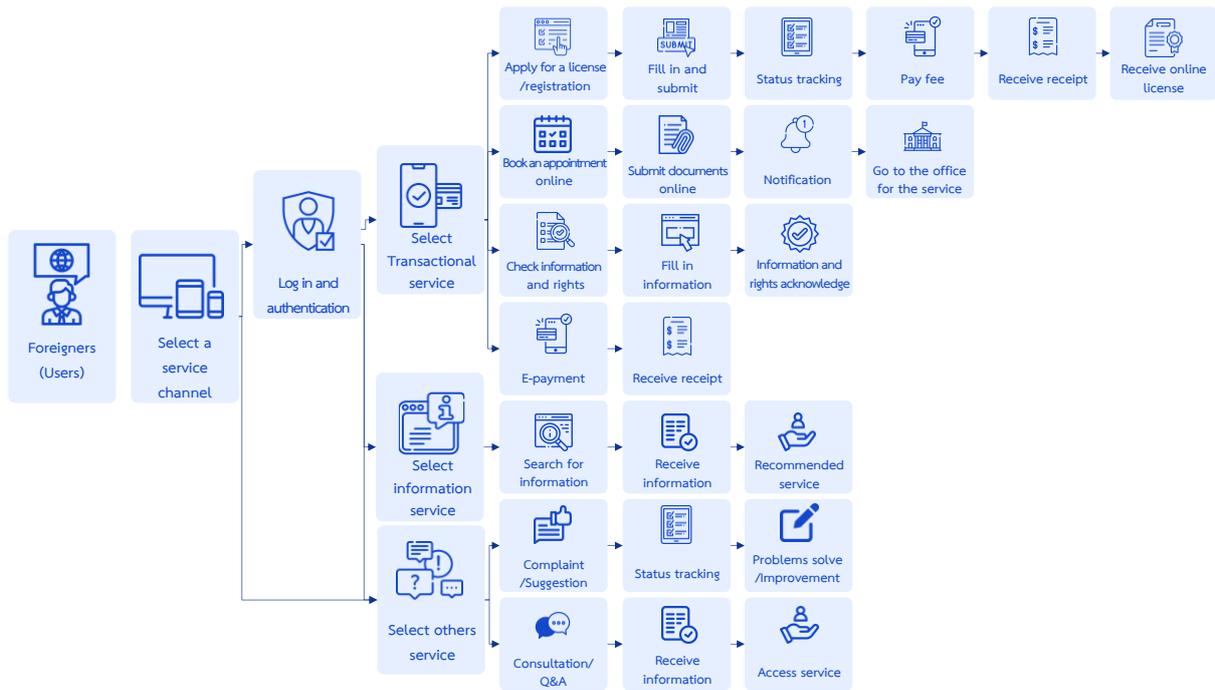


Figure6.8: System access model

6.4 Designing system features and capabilities

Designing system features and capabilities must fulfill the user’s needs. The details of the capabilities of the system can be divided into 14 fields as follows:

| Capabilities | Detail |
|--------------|---|
| 1. Portal | <p>1.1. Develop and create 4 types of portals, categorized by target user group and service as follows:</p> <ul style="list-style-type: none"> ■ Portal for tourists ■ Portal for businesspeople and investors ■ Portal for labors ■ Information portal for all foreigners <p>1.2. All portals can link to the service provider's main service website (common services), such as visa applications, tourism, public health, etc.</p> <p>1.3. Each portal can provide services and disseminate specific information to its target users.</p> <p>1.4. The portal has responsive web application formats and mobile applications.</p> |
| 2. User | System users consist of 4 types |

| Capabilities | Detail |
|-------------------------------------|--|
| | <p>2.1. Foreigners requesting service are divided by visa type as follows:</p> <ul style="list-style-type: none"> ■ Tourist ■ Labor ■ Businesspeople and investors ■ Visitor/ Long-term resident ■ Student <p>2.2. Government service provider official</p> <p>2.3. Administrator</p> <p>2.4. Super Administrator</p> |
| <p>3. Access Chanel</p> | <p>Can access 2 channels, including</p> <p>3.1. Web Application with a Web Responsive format</p> <ul style="list-style-type: none"> ■ Can be shown according to the screen size of the device used, including: <ul style="list-style-type: none"> ➤ Personal computer ➤ Mobile devices, including mobile phones and tablets ■ Supports at least the following browsers: Google Chrome, Safari, Microsoft Edge, Mozilla Firefox, Opera. ■ Supports English, Chinese, and Russian display and is able to expand the number of foreign languages supported unlimitedly. <p>3.2. Mobile Application</p> <ul style="list-style-type: none"> ■ Supports at least the IOS and Android operating systems. ■ Supports display in smartphone and gable formats. ■ Supported devices in all regions. ■ Supports English, Chinese, and Russian display and is able to expand the number of foreign languages supported unlimitedly. |
| <p>4. Infrastructure and others</p> | <p>4.1. Supports at least the portal Log storage as follows:</p> <ul style="list-style-type: none"> ■ Transaction Log ■ User Log ■ System Log |

| Capabilities | Detail |
|--------------|---|
| | <p>4.2. Supports working with database systems</p> <p>4.3. Supports backup in both the cold back-up and hot back-up formats</p> <p>4.4. Supports working with Microsoft Server or Linux</p> <p>4.5. Support for redundancy, either Active-Active or Active-Standby</p> <p>4.6. Supports the Web Application Security Standards based on the principles of OWASP Top 10 Web Application Security Risks of 2021, or the latest year.</p> <ul style="list-style-type: none"> ▪ Broken Access Control ▪ Cryptographic Failures ▪ Injection ▪ Insecure Design ▪ Security Misconfiguration ▪ Vulnerable and Outdated Components ▪ Identification and Authentication Failures ▪ Software and Data Integrity Failures ▪ Security Logging and Monitoring Failures ▪ Server-Side Request Forgery <p>4.7. Support the API security standards based on the principles of the OWASP Top 10 API Security Risks of 2019, or the latest year.</p> <ul style="list-style-type: none"> ▪ Broken Object Level Authorization ▪ Broken User Authentication ▪ Excessive Data Exposure ▪ Lack of Resources & Rate Limiting ▪ Broken Function Level Authorization ▪ Mass Assignment ▪ Security Misconfiguration ▪ Injection ▪ Improper Assets Management ▪ Insufficient Logging & Monitoring <p>4.8. Support the implementation of personal data protection laws in both foreign countries and the Kingdom of Thailand.</p> |

| Capabilities | Detail |
|---------------------------------|---|
| <p>5. Integration</p> | <p>Linking the system with other government agencies under the consent of foreigners and those agencies.</p> <ul style="list-style-type: none"> ▪ Data links to retrieve data or display on the portal. ▪ Data links to check requests or status such as criminal background checks, etc. ▪ Link to send service request information to relevant service providers and update the status of service requests. |
| <p>6. Authentication</p> | <p>Verifying the user with the email that has been applied.</p> <ul style="list-style-type: none"> ▪ For registration to apply for phase 2, foreign users must specify a foreign identification number. ▪ System access (Log in) with the user's email and password. ▪ The ability to access all 4 portals in a Single Sign-on manner. |
| <p>7. Authorization</p> | <p>The system can specify user rights and display the rights of users according to each type as follows:</p> <p>7.1. Foreigners requesting service</p> <ul style="list-style-type: none"> ▪ Able to search for service information of government agencies. ▪ Able to inquire questions or concerns through the platform. ▪ Able to submit complaints and suggestions through the platform. ▪ Able to use the service according to their registration type on each portal. <p>7.2. Government service provider officials</p> <ul style="list-style-type: none"> ▪ Able to manage the request and question information and issue a report on the transaction program format of their department. <p>7.3. Administrator</p> <ul style="list-style-type: none"> ▪ Able to manage operations and the information of the portal. Reporting from the portal. ▪ Able to manage the initial registration information. <p>7.4. Super Administrator</p> |

| Capabilities | Detail |
|-------------------------------|--|
| | <ul style="list-style-type: none"> ▪ Able to manage operations and the information of the portal. Reporting from the portal. ▪ Able to manage advanced registration information. ▪ Able to manage portal settings. |
| 8. Registration | <p>User registration system</p> <ul style="list-style-type: none"> ▪ Filling out registration information to request the service on the portal with identity verification via Foreigner Digital ID. ▪ Supports the real-time API connection to confirm foreigners' information in the Foreigner Digital ID. ▪ Display basic historical information about foreign members. ▪ Display basic information of government service personnel. ▪ Maintaining the history and password of system users (In the case of government officials). |
| 9. Immigration Service | <p>All portals can access or link to the immigration services agencies and visa applications.</p> <ul style="list-style-type: none"> ▪ Support notification service before entering/exiting Thailand. ▪ Supports online queue booking service. ▪ Supports visa renewal requests and the request of residency. ▪ Support request for notification of residence in the Kingdom for more than 90 days. ▪ Support for filing a request for an alien/emergency passport. ▪ Supports search for information in the Immigration Services category and visa applications. ▪ Support for linking Prohibited/Disposal information on the import of declared goods at the baggage checkpoint. ▪ Supports the linking of penalties for importing prohibited items. |

| Capabilities | Detail |
|--|--|
| | <ul style="list-style-type: none"> ▪ Support service, ask-answer, and receive suggestions. |
| <p>10. Transportation Service</p> | <p>All portals can access or link to the communications service agency.</p> <ul style="list-style-type: none"> ▪ Support for queue booking services / per driver's license for foreigners. ▪ Supports the linking of driver's license information. ▪ Support data linking/service for permission to use foreign cars. ▪ Supports data linking, transportation, and traffic infrastructure. ▪ Support for linking train station information. ▪ Supports the linking of ticket information and fares. ▪ Support for linking purchase/ registration/ payment of vehicle tax information. ▪ Supports online traffic payment channels. ▪ Supports the linking of procedures and locations for paying fines. ▪ Support the linking of traffic rules in the Kingdom of Thailand. ▪ Support the linking of traffic violations in the Kingdom of Thailand. |
| <p>11. Portal for tourist</p> | <p>Visiting Thailand Service: Tourism Services</p> <ul style="list-style-type: none"> ▪ Supports data searches in the Tourism Services category. ▪ Support the provision of government-certified health tour company information. ▪ Support for tour company reservations that are legally licensed. ▪ Support service, ask-answer, and receive suggestions. |

| Capabilities | Detail |
|--|---|
| <p>12. Portal for investors and businesspeople</p> | <p>Operating Business & Investment in Thailand Service</p> <p>Business and investment services in Thailand</p> <ul style="list-style-type: none"> ▪ Support income tax filing services for foreigners. ▪ Supports information on paying income tax in Thailand. ▪ Supports search and investment information in Thailand. ▪ Supports appointment system links for advice from the BOI. ▪ Supports integrated service system links (EEC-OSS). ▪ Supports the linkage of English language verification services. ▪ Support for linking services, submitting investment promotion requests. ▪ Support service, ask-answer, and receive suggestions. |
| <p>13. Portal for labors</p> | <p>Working in Thailand Service</p> <p>Domestic work services and foreign labors</p> <ul style="list-style-type: none"> ▪ Support income tax filing services for foreigners. ▪ Supports information on paying income tax in Thailand. ▪ Supports employment services for aliens. ▪ Support for work permit application services, renewal of work permit, and changing the list in the work permit. ▪ Supports queue booking services, receiving services regarding work permits. ▪ Support for booking of labor health-check queue. ▪ Support service, ask-answer, and receive suggestions. |
| <p>14. Information Service Portal</p> | <p>Supports basic data services</p> <p>14.1. Living in Thailand Service</p> |

| | |
|--|---|
| | <p>Providing services for those who wish to reside in Thailand and foreign spouses.</p> <ul style="list-style-type: none"> ■ Supports data links/online marriage certificate reservation system. ■ Supports the linking of naturalization data to Thailand. ■ Support data linking/reservation system, domicile notification queue. ■ Support for providing state-certified housing information. ■ Supports the linking of alien ownership information on the apartment and land. ■ Supports land acquisition data links for alien residence. ■ Supports health insurance data links for temporary residents / COVID-19. ■ Support service, ask-answer, and receive suggestions. <p>14.2. Studying in Thailand Service Providing services for foreign students</p> <ul style="list-style-type: none"> ■ Support for providing educational information in Thailand. Including the list of websites and scholarship information for each international school and university. ■ Support for the university listing service that has been certified by the Ministry of Higher Education, Science, Research, and Innovation. ■ Supports download services, educational qualification forms. ■ Supporting information services for further employment opportunities in Thailand after graduation. ■ Support service, ask-answer, and receive suggestions. <p>14.3. News and Updates</p> <ul style="list-style-type: none"> ■ Support for displaying articles, news, and related PR materials to foreigners. <p>14.4. Promotional Videos</p> |
|--|---|

| Capabilities | Detail |
|--------------|---|
| | <ul style="list-style-type: none"> ■ Supports video media performances to publicize information to foreigners. <p>14.5. Help Service</p> <ul style="list-style-type: none"> ■ Supports data search services by service category and search terms. ■ Support the provision of regular question services for each target group or service. ■ Supports suggestions or complaints. ■ Supports direct contact information. |

6.5 Critical key success factors

The development of Foreigner Portal Roadmap (2023 - 2027) will not succeed with a lack of government data linkage and proactive integration. DGA will facilitate and coordinate with relevant agencies in order to integrate government service centers for foreigners in a comprehensive, complete, and valuable manner. This is to overcome impediments and constraints that limit the growth of digital services and the creation of the Foreigner Portal Roadmap (2023 - 2027).

| Critical key success factors | Action guidelines |
|-----------------------------------|---|
| Cooperation with related agencies | <ul style="list-style-type: none"> ■ Collaborate a meeting to discuss ways to develop and connect services to the Portal with government services for foreigners' providers, and to establish frameworks or procedures for information sharing prior to the start of operations. ■ Hold regular meetings with agencies to monitor their efforts on service enhancements, including legislative revisions. |
| Personnel | <ul style="list-style-type: none"> ■ Promote the development of digital skills for personnel involved in various agencies. |
| Linkage standard | <ul style="list-style-type: none"> ■ Set up standard for information linkage between system and portals. ■ Set up standard for foreigners' authentication. |
| Budget | <ul style="list-style-type: none"> ■ Request to allocate the annual expenditure budget to develop the portal and service systems. |

| Critical key success factors | Action guidelines |
|---|---|
| Legal, regulatory restrictions on the information exchange | <ul style="list-style-type: none"> ■ Gather laws and regulations that hinder the relevant agencies to amend laws and regulations. From the preparation in the Quick Win phase and the first phase to the amendment of the law. and regulations in the relevant sections. ■ Consider privacy policies, e.g. the system must be designed to be consistent with a privacy policy, state the data that needs to be stored, and ask permission to collect data/cookies from users. |
| Digital ID | <ul style="list-style-type: none"> ■ Standards for the use of Digital ID are to be announced for all agencies to use in the same way. ■ User database system has been developed for the platform, Log-in system, and Digital ID system. |
| Building awareness among users of the service portal for foreigners | <ul style="list-style-type: none"> ■ Public relations through various media both online and offline. |

6.6 Benefit from portals

The portal for foreigners will benefit all sectors, including foreigners who are users and government agencies as service providers.

Benefits to foreigners

- **Use government services easily through digital channels.** The portal for foreigners facilitates foreigners' access to the integration of data centers and services.
- **Time and cost effective,** reduce redundancy processes from reprocessing, resulting in time and cost savings.
- **Requesting service at any time,** creating digital services will help increase access to information and services from anywhere and at any time.

Benefits to government agencies

- **By establishing standardized digital services**, government organizations adhere to standards that guide the effective development of services and increase the international reliability of users.
- **Reduce redundant processes**; government agencies can reinvest the resources in developing agencies or providing services in other areas.
- **Increase access to services via expanding access channels**, lowering the cost of privatizing digital services and system development, increasing access to agency data and services, and alleviating the load on agencies to answer inquiries or provide redundant information.

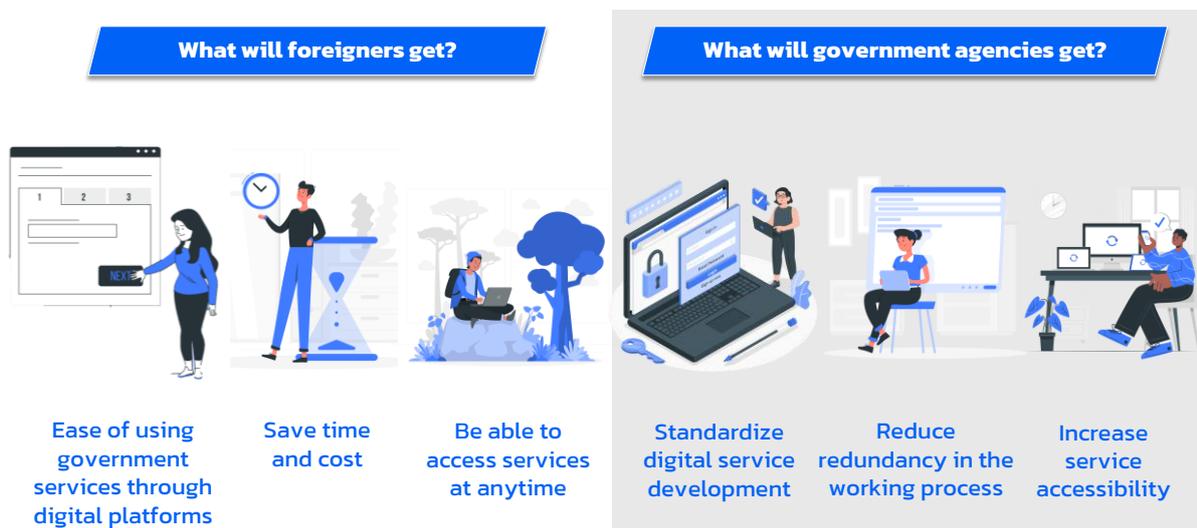


Figure6.9: Benefit from Foreigner Portal Roadmap (2023 - 2027)

