



The Next of Digital Government Service for Foreigners

Digital Government Development Agency (Public Organization) (DGA)

Table of Contents

Executive Summary	6
1 Introduction	7
1.1 Rationale.....	7
1.2 Objectives.....	7
1.3 Project implementation work plan	7
2 The current services for foreigners provided by the Thai government	12
2.1 Government agencies and the types of services for foreigners	12
2.2 Foreigner segmentation	15
2.3 Customer Journey of Foreigners in each category.....	17
2.4 Problem and obstacles faced in government service for foreigner	22
3 Expectations and needs of foreign from government services	24
3.1 Satisfaction in using current government services	24
3.2 Pain points of government service and Gain points expected by foreigners.....	42
4 Direction and trend of platform or portal development to serve foreigners in a global context	44
4.1 A case study of developing a platform or portal for foreigners abroad	44
4.2 Summary of the central platform/portal study of the 12 countries sample.....	50
4.3 Summary of directions and trends in the development of platforms or portals that are suitable for the context of Thailand	51
5 Digital services for foreigners	54
5.1 Selection of key service groups to develop on the central portal for foreigners (To-be Service Scope)	55
5.2 Prioritization of service development.....	57
6 The Next of Digital Government Service for Foreigners	80
6.1 The Next of Digital Government Service for Foreigners Roadmap	80
6.2 System usage diagram.....	84
6.3 Designing system features and capabilities	86
6.4 Critical key success factors.....	94
6.5 Benefit from portals	96

List of Figures

Figure1.1: Project implementation work plan.....	8
Figure 2.1: Government agencies related to foreign tourism services.....	12
Figure 2.2 Examples of digital platforms/portals of primary government agencies	14
Figure 2.3: Government agencies are involved with foreign tourism services.	15
Figure 2.4: Classification of the main and the subtypes of foreigners.....	16
Figure 2.5: Customer Journey of Foreign Tourists.....	17
Figure 2.6: Customer Journey of Skilled Labor Foreigners.....	18
Figure 2.7: Customer Journey of Foreign Businesspeople and Investors.....	19
Figure 2.8: Customer Journey of Long-Term Residents	20
Figure 2.9: Customer Journey of International Students	21
Figure 2.10: Problem and obstacles faced in government service for foreigner	23
Figure3.1 : Socioeconomic characteristics of surveyor.....	24
Figure 3.2: Satisfaction in using current government services	25
Figure 3.3: Problems with using government agency websites and experience of foreign platforms/portals abroad.	25
Figure3.4: Services with high demand from foreigners according to the survey	26
Figure3.5: Characteristic of central portal demanded by foreigners	26
Figure 3.6: Satisfaction of tourists in using government services, including problems and obstacles.....	27
Figure 3.7: High demand service and the central platform/portal features that tourists preferred.....	28
Figure 3.8: Satisfaction of MICE tourists in using government services, including problems and obstacles.....	29
Figure 3.9: High demand service and the central platform/portal features that MICE group preferred.....	30
Figure 3.10: Satisfaction of medical tourists in using government services, including problems and obstacles	30
Figure 3.11: High demand service and the central platform/portal features that medical tourism preferred.....	31
Figure 3.12: Satisfaction of foreign skilled laborers in using government services, including problems and obstacles.....	32

Figure 3.13: High demand service and the central platform/portal features that foreign skilled laborers preferred.....	32
Figure 3.14: Satisfaction of foreign unskilled laborers in using government services, including problems and obstacles.....	33
Figure 3.15: High demand service and the central platform/portal features that foreign unskilled laborers preferred	34
Figure 3.16: Satisfaction of foreign businesspeople and investors in using government services, including problems and obstacles	35
Figure 3.17: High demand service and the central platform/portal features that foreign unskilled laborers preferred	36
Figure 3.18: Satisfaction of visitors (no more than 90 days) in using government services, including problems and obstacles.....	37
Figure 3.19: High demand service and the central platform/portal features that visitors (no more than 90 days) preferred.....	37
Figure 3.20: Satisfaction of long-term residents in using government services, including problems and obstacles.....	38
Figure 3.21: High demand service and the central platform/portal features that long-term residents preferred	39
Figure 3.22: Satisfaction of diplomacy or consular or official in using government services, including problems and obstacles.....	40
Figure 3.23: High demand service and the central platform/portal features that diplomacy or consular or official preferred.....	40
Figure 3.24: Satisfaction of international students in using government services, including problems and obstacles.....	41
Figure 3.25: High demand service and the central platform/portal features that international students preferred.....	41
Figure 3.26: Pain points of government service and Gain points expected by foreigners.....	43
Figure 4.1: Form of platform/portal to serve foreigners in international countries.....	45
Figure4.2: Summary of country selection criteria in case studies.....	46
Figure4.3: Development of a central platform/portal for foreigners of the Kingdom of Denmark.....	48
Figure4.4: Development of a central platform/portal for foreigners of New Zealand	49

Figure4.5: Summary of development trends and trends of the platform or central portal for foreigners.....	51
Figure4.6: Key aspects of the development of a central platform/portal for foreigners.....	53
Figure5.1: The process of selecting services to be developed in The Next of Digital Government Service for Foreigners.....	55
Figure5.2: Criteria for selecting key services to develop on the central portal for foreigners..	57
Figure5.3: Criteria for prioritizing service development.....	58
Figure5.4: International Impact Assessment Criteria and the impact on the country	61
Figure6.1: The Next of Digital Government Service for Foreigners Framework.....	81
Figure6.2: Overview of The Next of Digital Government Service for Foreigners Roadmap and main responsible agencies.....	83
Figure6.3: Basic characteristics of foreigner service.....	84
Figure6.4: System usage diagram	84
Figure6.5: System access model.....	86
Figure6.6: Benefit from The Next of Digital Government Service for Foreigners	97

List of Tables

Table 6.1: Critical Key Success Factors 95

Executive Summary

Digital Government Development Agency or DGA is a government agency committed with 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 business and citizen 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 foreigner service to make it more convenient, as foreigners are critical to Thailand's economy and capabilities.

The DGA has developed a five-year "The Next of Digital Government Service for Foreigners Roadmap" 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 with the government agencies, DGA gained valuable insights into this The Next of Digital Government Service for Foreigners Roadmap in the form of comments and suggestions from discussions, in-depth interviews, focus group, and public hearings. The roadmap will help elevated and enhance service for foreigners in each segment to be more convenient and be able to access to effective and comprehensive government services, meet the demand of the foreigners. Meanwhile, government agencies will integrate information and operation 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 that suggest to drive the economy with digital technology by upgrading and connecting digital services of government agencies to create One Stop Service to facilitate people living in Thailand. Both the public sector, business sector, including foreigners which is a key sector that is important to stimulate the economy of Thailand and continue to develop the country's economy in the long run. Last year, DGA has developed and launched a service portal system to facilitate the use for citizen and business sectors. While government services for foreigners are still in a decentralized form and lack of integration of information between government agencies.

DGA recognizes the importance of The Next of Digital Government Service for Foreigners roadmap, to be 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, to analyze the approaches to the development of services and service portals for foreigners in different phase as well as linking services between relevant agencies. The service portal for foreigners will be one of the key engines to drive the development of digital government, create 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 to enhance Thailand's digital competitiveness on a global scale.

1.2 Objectives

The roadmap will help to integrate government information and simplifying 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 reducing fill in redundant information.

1.3 Project implementation work plan

The Next of Digital Government Service for Foreigners roadmap aims for foreigner to be able to access all the government service anywhere, anytime, and will be the key mechanical to drive the digital government and create one stop information service for

foreigners to easily access and use the government service. The project implementation work plan consists of the study the services both in Thailand and abroad context, a survey of stakeholders' opinions to analyze the appropriate development of government agencies digital services for foreigners as follows:

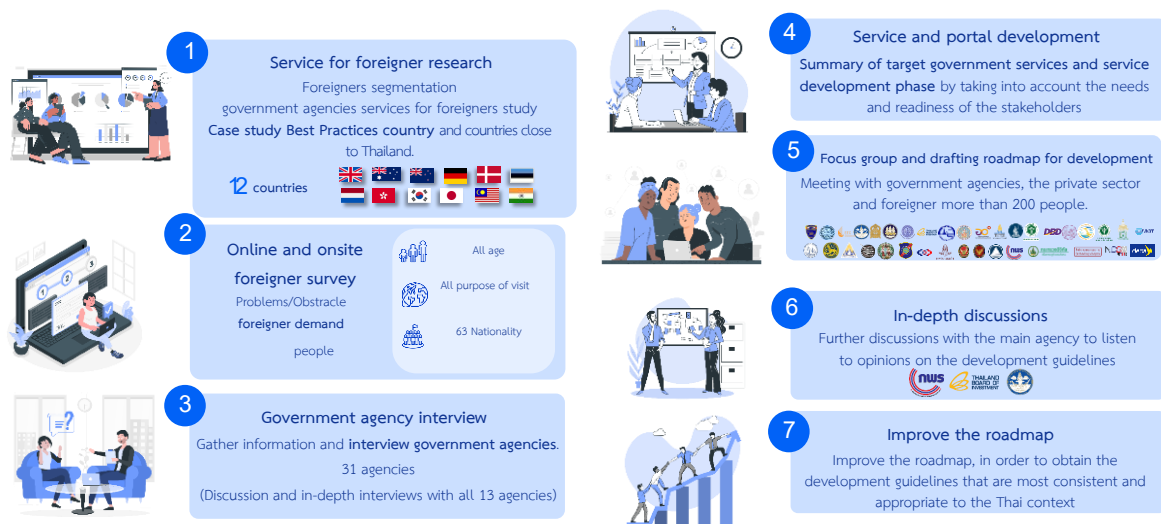


Figure1.1: Project implementation work plan

- 1. Service for foreigner research** found that there are 31 main agencies related to service for foreigners both in online and offline platform. Research the case studies from Best Practices countries and countries ranked close to Thailand shows that each country has different approaches to improve their government services. However, the main factor is the same, which is the integration of government service 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: 9 Leading countries as follows: (1) United Kingdom (2) New Zealand (3) Federal Republic of Germany (4) Kingdom of Denmark (5) Australia (6) Hong Kong SAR (7) Republic of Korea (8) Republic of Estonia and (9) Netherlands and 3 countries that ranked close to Thailand: (10) Japan (11) Malaysia and (12) Republic of India
- 2. Survey of expectation and demand of the foreigners** in 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 traveling, which are the service related to entering to Thailand such as visa application service, information on procedures for entering Thailand during the

Covid-19 epidemic, information on the list of quarantine hotels. The survey found 4 service characteristics as follows: 1) One-Stop Service because it is a service that can receive services in one place and reduce the process and time in the operation. 2) Having a service that facilitates transactions 3) Systematic 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:

- Lack of linking basic information of 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/ unclear important information, such as information on procedures, processes, primary responsibility agency, makes the agency often burdened with answering questions to foreigners.
- Legal/regulatory restrictions prevent full online service.

4. Research service, prioritize service and development of The Next of Digital Government Service for Foreigners 5-year roadmap (2023 - 2027), divided in to 3 phase as follows:

- Quick Win Phase and Phase “End-to-End Digital Journey, Drive the economy” (0 - 2023) focuses on elevated service for tourists through Entry Thailand and connecting to create a comprehensive digital service for the businesspeople and investors through BOI website. By focusing on these two groups of foreigners as they are important to the economy

of investment in Thailand along with developing information portal for all foreigners to cover all the service for foreigners. Developing a Single Sign On system to facilitate foreigners in reducing the burden of giving redundant information. In addition, discussions and guidelines for the issuing non-residence identification number 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 visa, healthcare, traveling, finance and tax, security and business related service.

- Phase “Foreigner Portals” (0 4 – 2025) focuses on developing information portal for all foreigners to fulfill the expectation of all segments and establish a newly developed service on the platform/portal for each segment of the foreigner and jointly designing, developing, and connecting to create a comprehensive digital service for the labors because foreign labors is the second largest segment of foreigners in Thailand, behind tourists. Phase 2 will also discuss about development of authentication through Digital ID as well as pilot test for digital ID. In this phase the service will cover 46 services including visa, traveling, healthcare, labors, security.
- Phase “One Account All Services” (0 6 - 2027) operations will focus on enhancing and link more information on “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**, consultant with DGA held 3 focus group meetings to exchange and hearing the opinions about development roadmap from stakeholders in all groups, both the government, the private sector, and foreigner.

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** in order 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 are no government data linkage and proactive work to comprehensively integrate government service for foreigners and to create value for foreigners. DGA will help the related agencies to remove impediments and constraints that impede the growth of digital services and developed a foreigner 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 analyzing of the current situation of Thailand's digital platforms/portals services for foreigners. Data has been gathered within the Thai government agencies related to the 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 journey (Customer Journey) consists of 4 periods; travel preparation, entering the country, resident 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. In each group of foreigners, there will be different service needs and in 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)** developed by the Department of Consular Ministry of foreign affairs to facilitate those who want to travel to Thailand in obtaining an online visa.
- **Alternative quarantine location information center for foreigners (ASQ Paradise)** by cooperation between Tourism Authority of Thailand (TAT) and

private entrepreneurs to develop a platform in the form of ASQ Paradise website. Supports searching for accommodation and information that is classified as an alternative quarantine location. Facilitating the 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.
- **Thailand Pass platform** 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. Platform has an objective to support the measures to facilitate travelers (Ease of Traveling) by creating personal Identity by using Thailand Pass ID and QR Code, which 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 of 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 for officers through the application, to reduce the duration and procedure for checking the documents at the disease control checkpoint when traveling to Thailand.
- **Thailand VRT Application** was developed by The Revenue Department, Immigration Bureau and Krungthai Bank to provide VAT refund service for the foreigner using Blockchain technology that make this service more accurate and efficient.



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

However, government agencies who 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 filling in the request form for each agency or service, creating an easy experience, 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, 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.

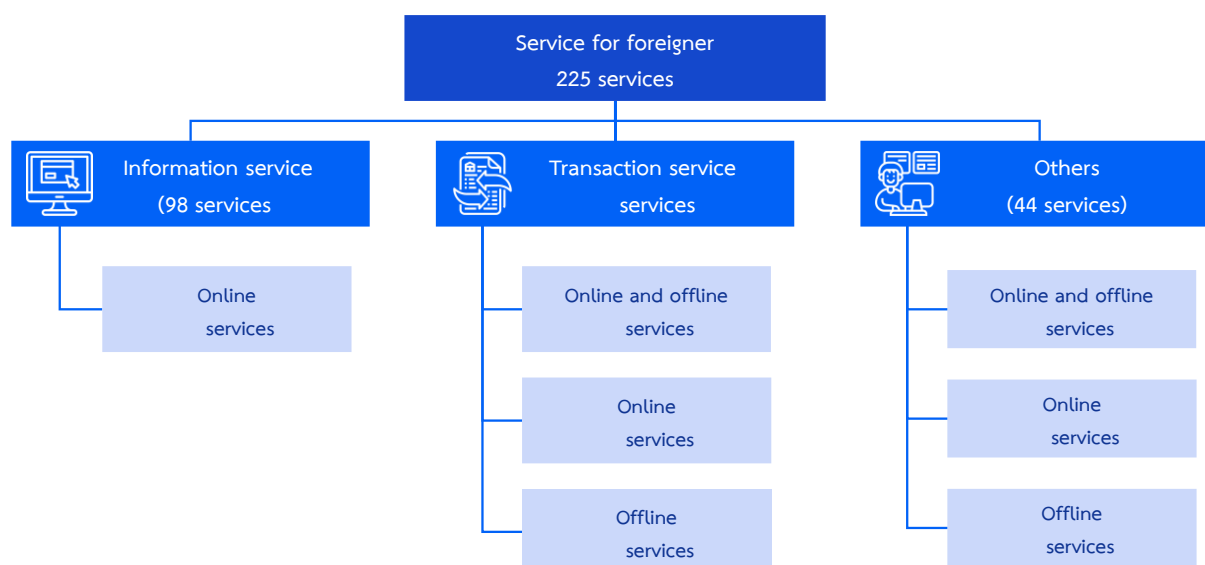


Figure 2.3: Government agencies are involved with foreign tourism services.

2.2 Foreigner segmentation

In this section, the consultant will define the types of foreigners, along with analyzing the importance to the Thai economy and society for each type of foreigners 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 analyze along with the database to determine the type of foreigners to find the target group to develop a central portal for foreigners (Foreigner segmentation) by the importance to the Thai economy and society.

Based on the statistical data of the numbers of foreigners traveling to Thailand above, and the context of 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, in the next section will be the study of the travel process (Customer Journey) of foreigners with 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 scopes of foreigners by considering their purpose in traveling

together with the groups of foreigners, categorizes by the related agencies and the impacts that to the development of both countries in terms of economy and society, which consists 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:

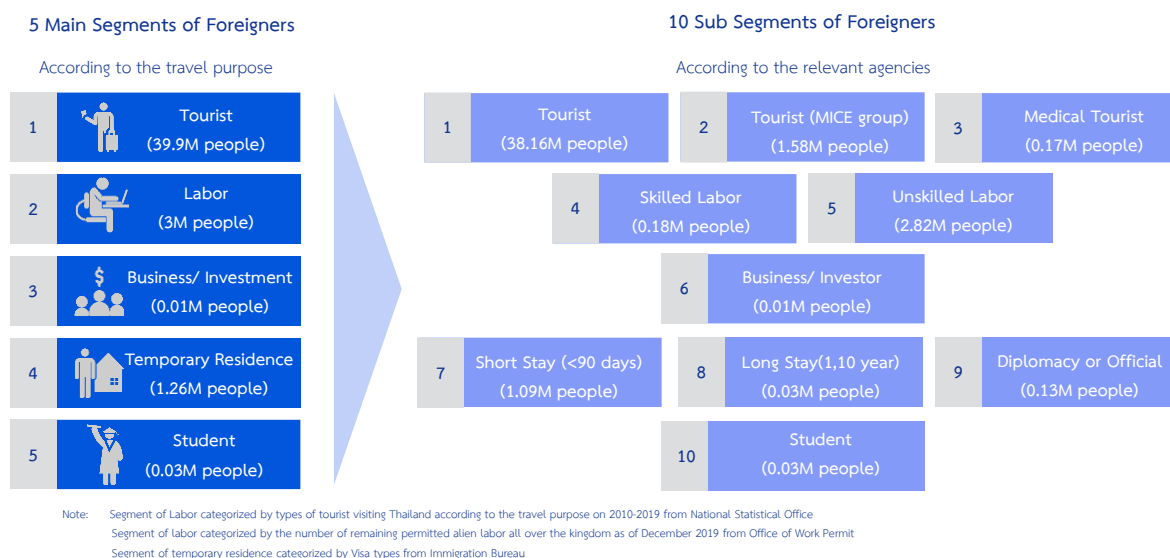


Figure 2.4: Classification of the main and the subtypes of foreigners.

2.3 Customer Journey of Foreigners in each category

2.3.1 Customer Journey of Foreign Tourists

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

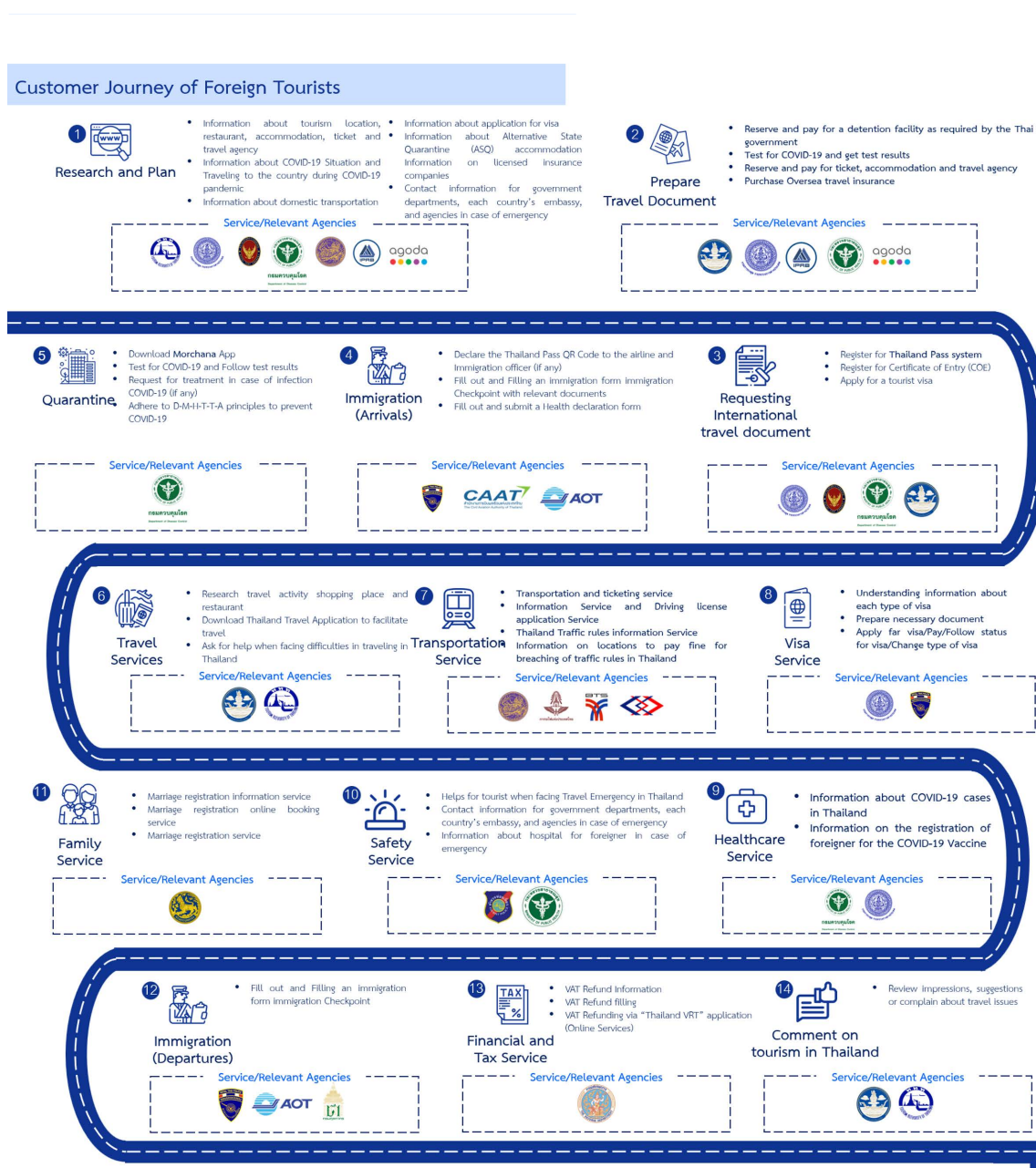


Figure 2.5: Customer Journey of Foreign Tourists

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. Service ecosystem for skilled labors detail as follows:

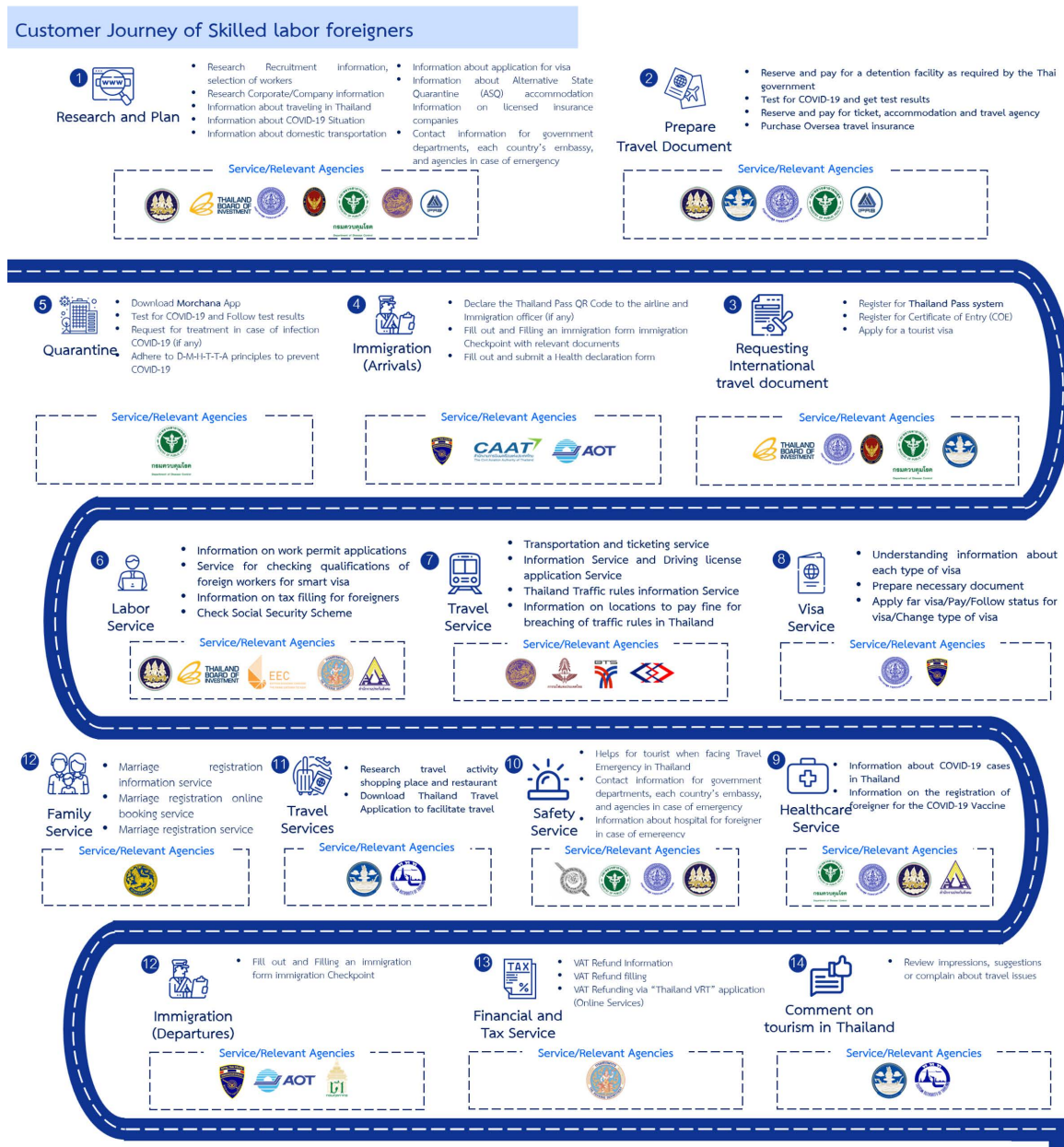


Figure 2.6: Customer Journey of Skilled Labor Foreigners

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:

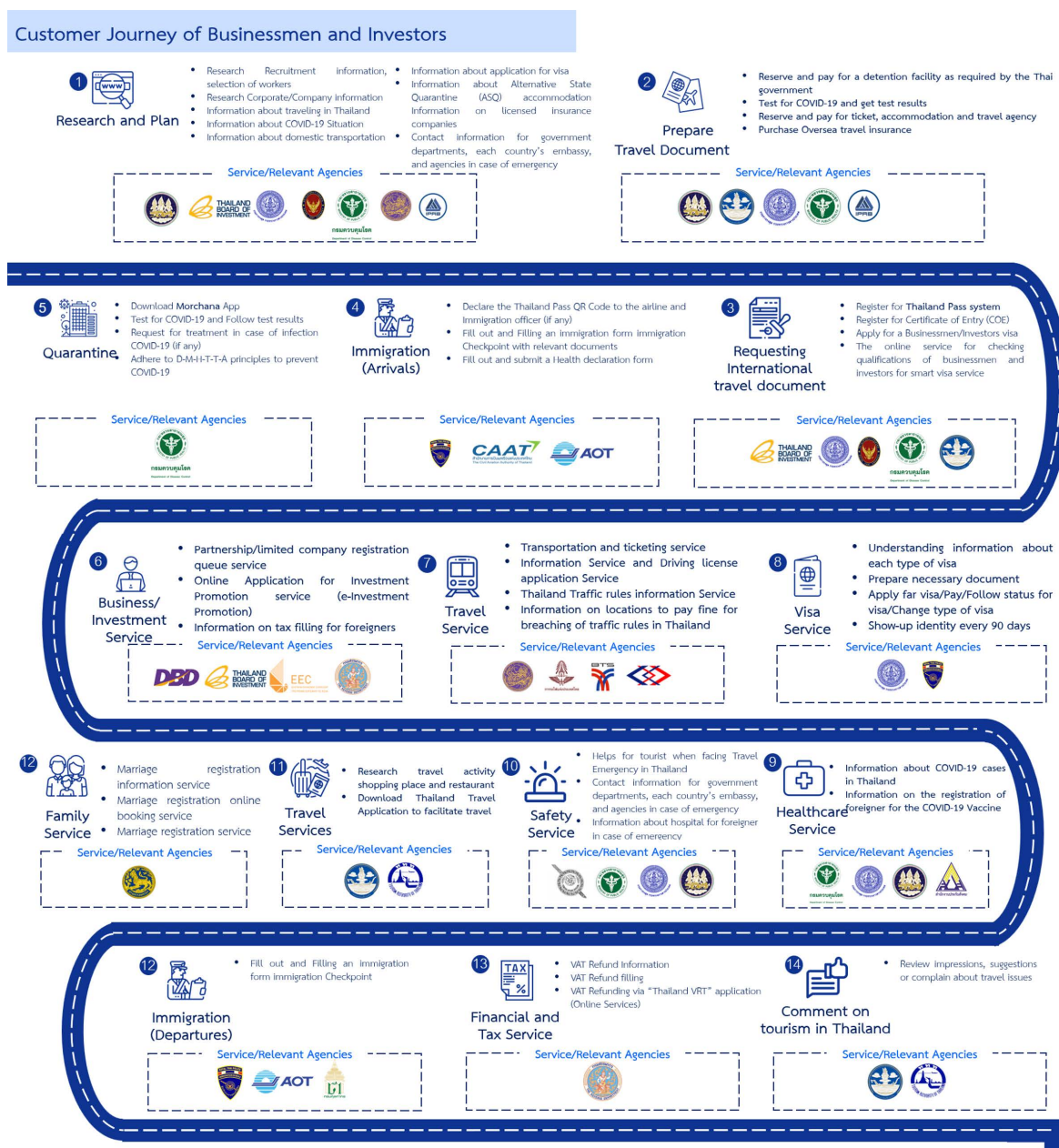


Figure 2.7: Customer Journey of Foreign Businesspeople and Investors

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:

Customer Journey of Long-Term Resident

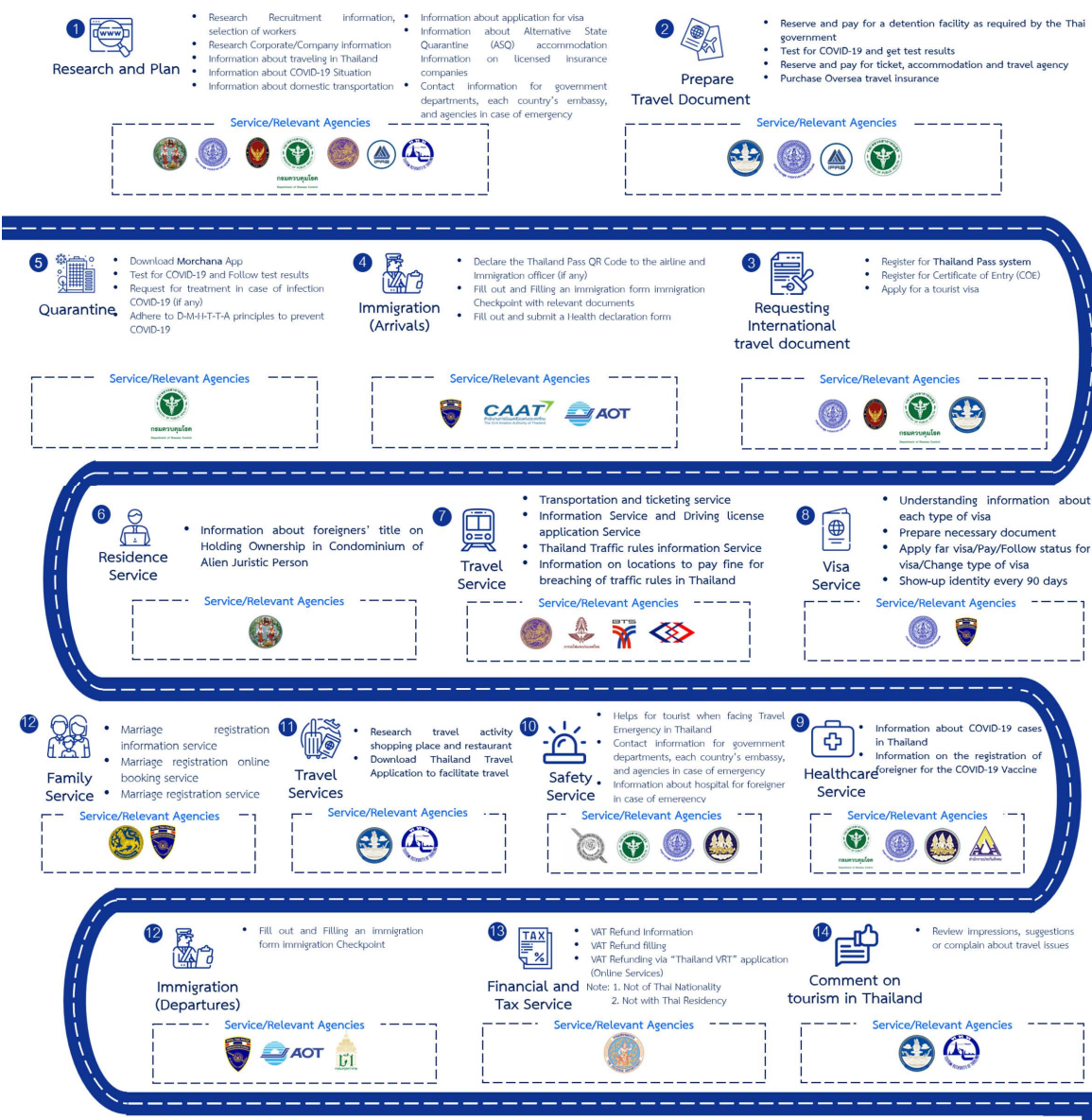


Figure 2.8: Customer Journey of Long-Term Residents

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:

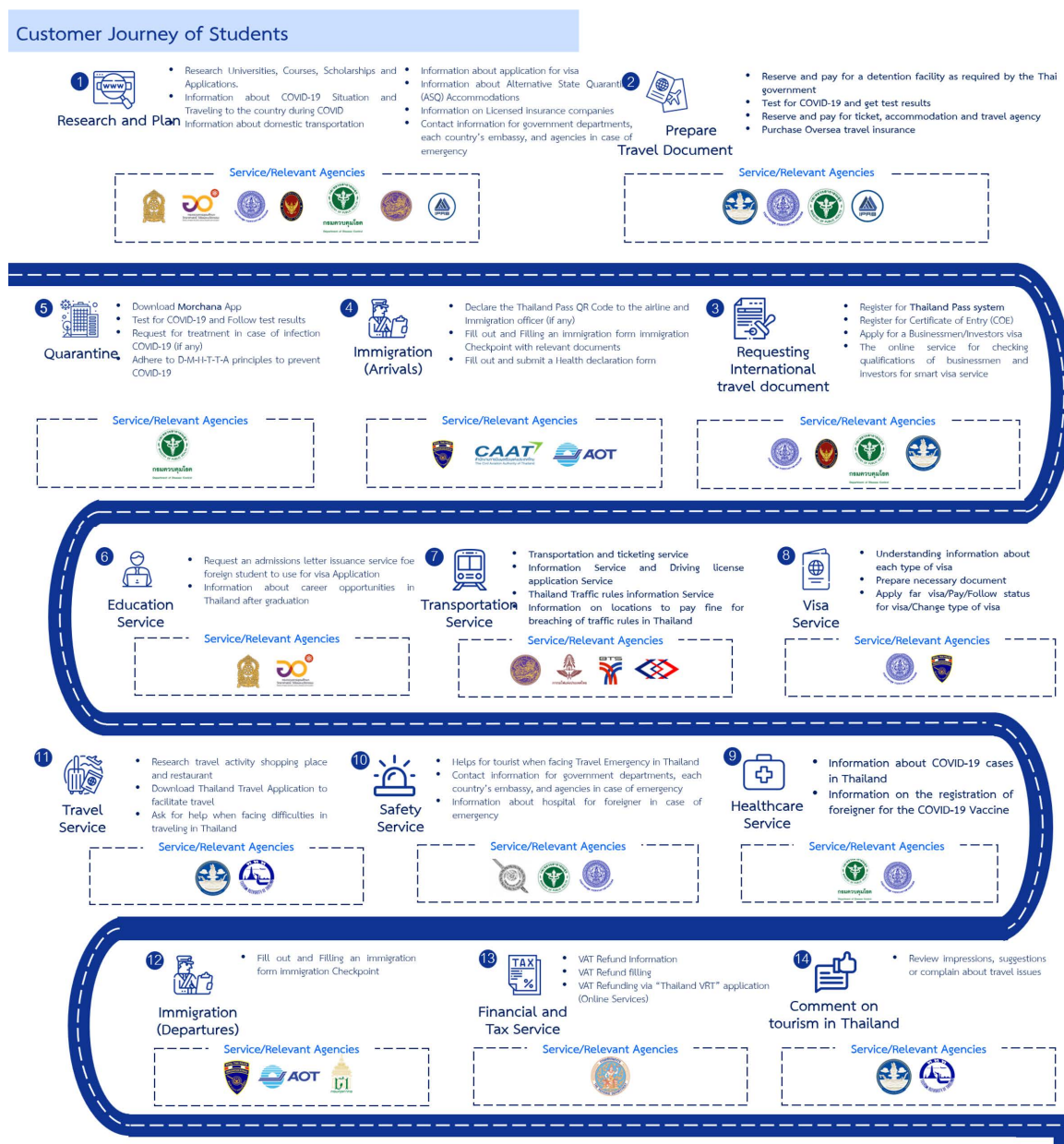


Figure 2.9: Customer Journey of International Students

2.4 Problem and obstacles faced in government service for foreigner

In this part, consultants have interviewed 31 government agencies to gain more insight of current situation of government service for foreigners. Some of government agencies still have problems and obstacles, which if it can be resolve, the service would meet the demand of the foreigner. Also, it will be one of the mechanical to drive the government toward being digital government. Consultants have analyst problem and obstacle in the present as follow:

- **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 service available on its own website. If a foreigner wants to make a transaction, an account is required. Also, some services are available in other languages such as English, 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 to 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 easily and correctly.
- **Service Channel** Currently, the majority of online services are informational service, and the majority of agencies deliver their services via their website and mobile applications. According to the study, only a few steps of services are available online, the service is 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 need. 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 some digitally skilled personnel. The 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 of digitally skilled personnel as well as the trainings. 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.


	As-Is situation	Gaps
	Service model and integration <ul style="list-style-type: none"> Most online services are information service Government agencies have integrated services for the process of entry to Thailand 	<ul style="list-style-type: none"> Some service processes are provided online and needed to be continued through offline channels Lack of work integration for other stages of the journey
	Personalized Service <ul style="list-style-type: none"> Most agencies develop services and user accounts on their online platforms/websites separately 	<ul style="list-style-type: none"> Foreigners repeatedly provide the same information for different government agencies, which can make wrong input information or partial personalize service
	Service Channel <ul style="list-style-type: none"> Most agencies offer service via websites and mobile applications 	<ul style="list-style-type: none"> Some service are only offered in smartphone applications, making it unable to access for some groups of foreigners
	Available Language <ul style="list-style-type: none"> Foreign-related agencies have services offered in other languages such as English and Chinese 	<ul style="list-style-type: none"> Other agencies only provide services in the Thai language or have a partly English database

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 to government services are the groups of foreigners who travel to work, operate the business and invest, temporarily reside in the country, and come to study in Thailand. With respondents and the results for the analysis of 2,139 data, by online and onsite foreigner survey, can be concluded into different socioeconomic characteristics as follows:

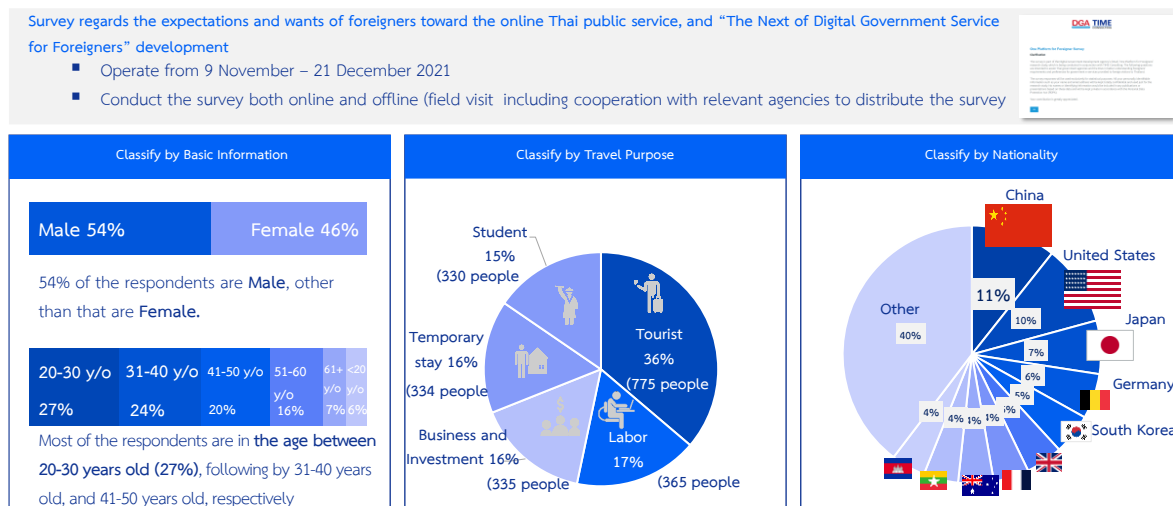


Figure3.1 : Socioeconomic characteristics of surveyor

The questionnaire for the target group also concluded in 5 issues: 1) Issues and challenges in using government services 2) Satisfaction of current government digital services 3) User experience in using other countries' government services portal 4) Expected services for foreigners in the Thai government services 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, surveillance services, the transportation side were 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 are using.



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 get complicated and confused with the service. Also, when the problems occur, users found it difficult to contact staff. As a result, foreigners were not being satisfied with the usage of the service, unlike the usage of foreign websites or portals in foreign countries. Where foreigners are more satisfied with, because of the effective navigation system and good data layout displayed, along with the website page has a quicker download performance.

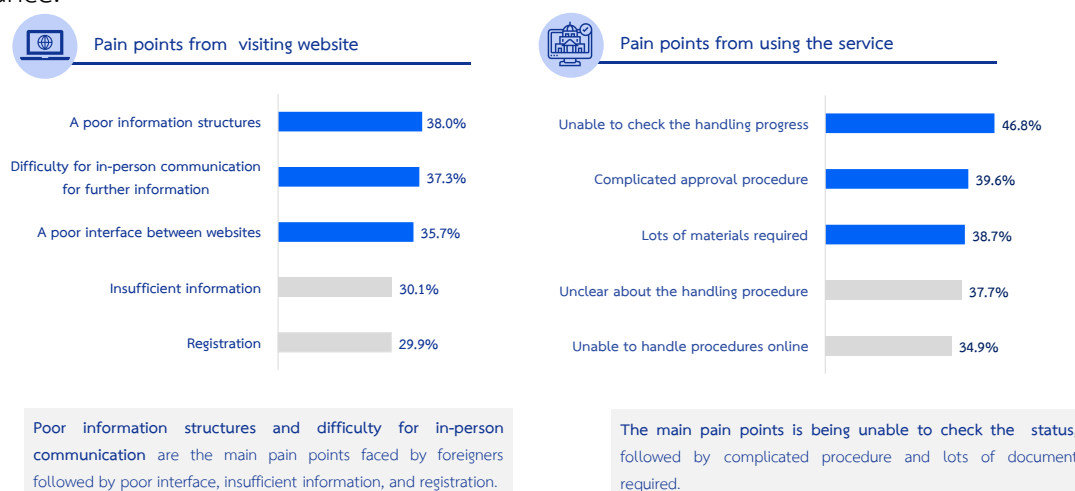


Figure 3.3: Problems with using government agency websites and experience of foreign platforms/portals abroad.

According to the survey, most services that foreigners need 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. E.g. the information service for the

quarantine facility specified by the Thai government, detailed information that 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 central 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, service arrangements that are clear and relevant.

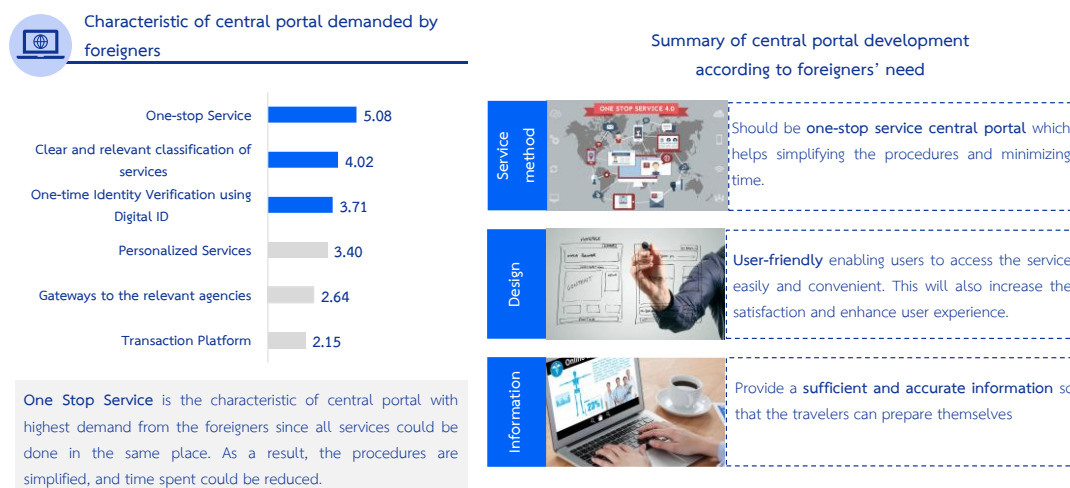


Figure3.5: Characteristic of central portal demanded by foreigners

3.1.1 Satisfaction of tourists

Tourists had a 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 encounter problems with using the service but were not able to track their operating status, due to some services were not yet 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 travel different procedure. Tourists must register via Thailand Pass before traveling, but still, needed to fill out tickets (TM.6 and TM.8) again at the destination airport causing difficulties and 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.

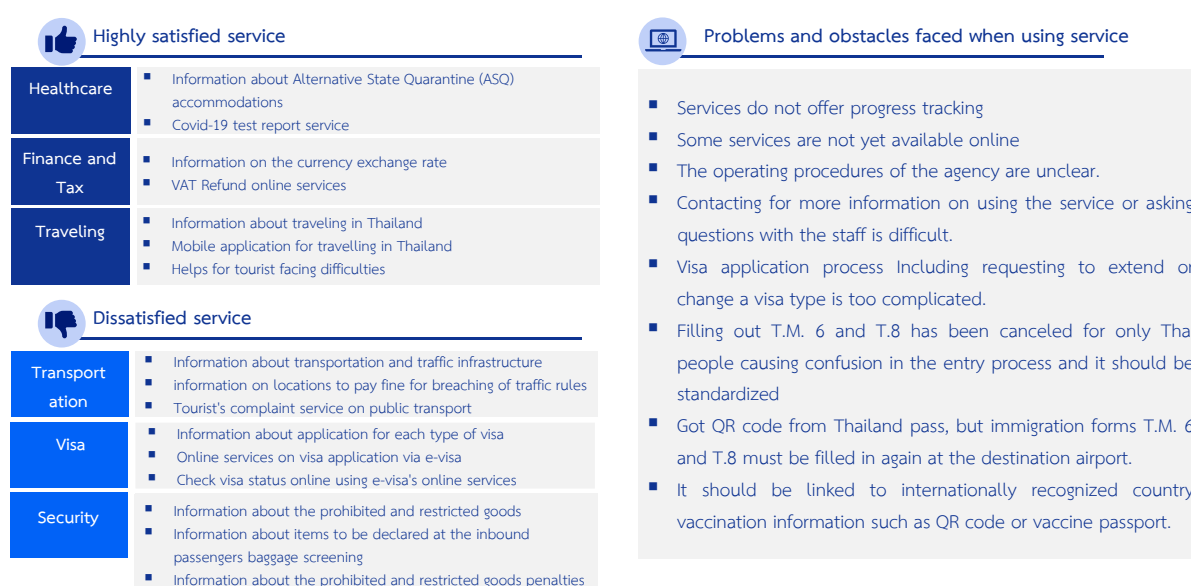


Figure 3.6: Satisfaction of tourists in using government services, including problems and obstacles

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, 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 central portal in the form of a single-point-of-the-art service (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.

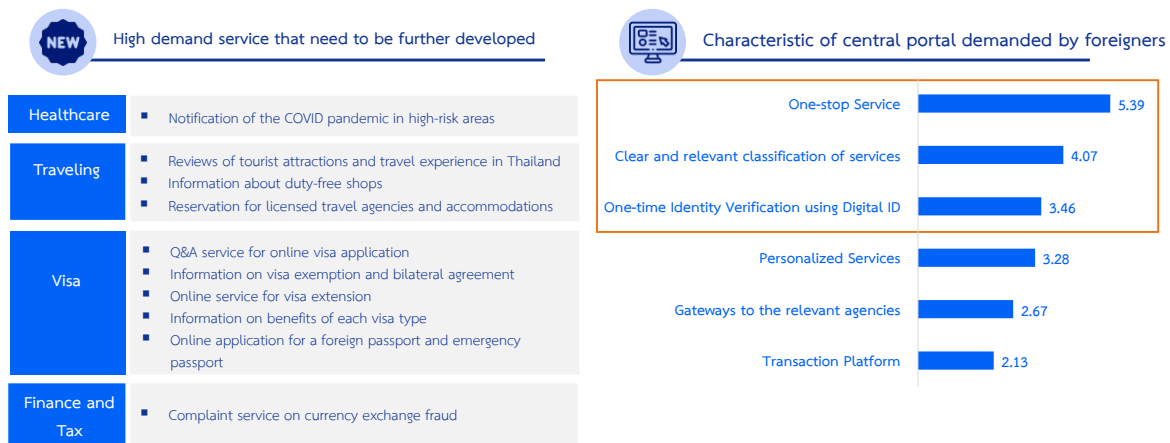


Figure 3.7: High demand service and the central platform/portal features that tourists preferred

3.1.2 Government services through digital channels preferred by MICE tourists

MICE tourists had a 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. Especially 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, time consumed, as well as the procedures of the departments in each area, were unclear.

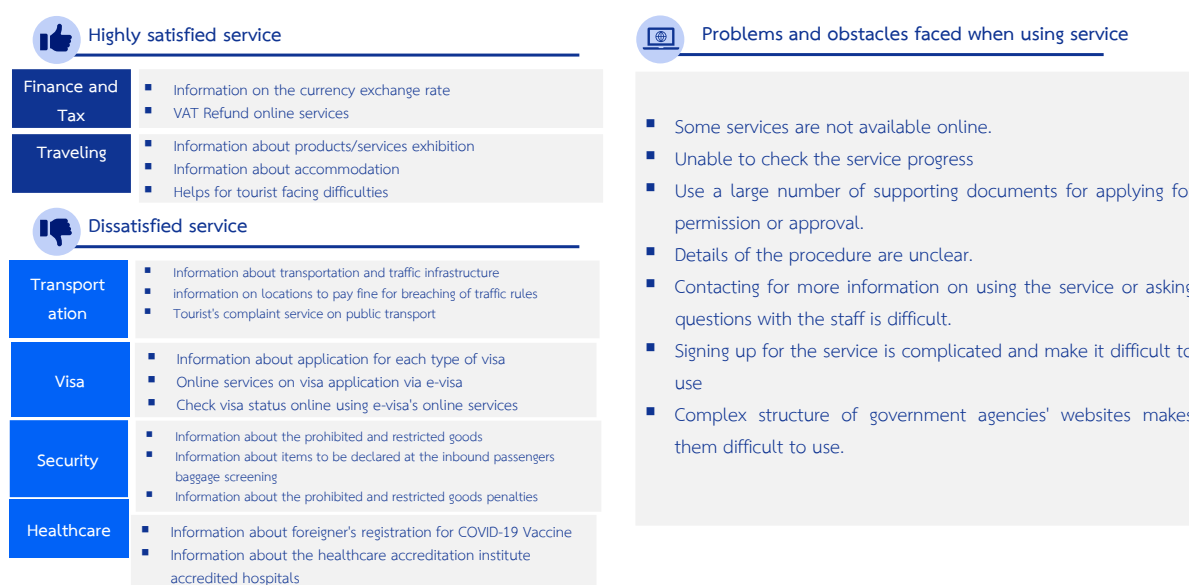


Figure 3.8: Satisfaction of MICE tourists in using government services, including problems and obstacles

The 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, 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 need 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 in providing services, assistance services (Q&A). Additionally, questions on visa application through online portals, list of countries that require a visa and specific details of each country, information and benefits of each type of visa, complaints services on the fraud from foreign exchange in finance and taxes. In this regard, tourists also needed a platform or central 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.

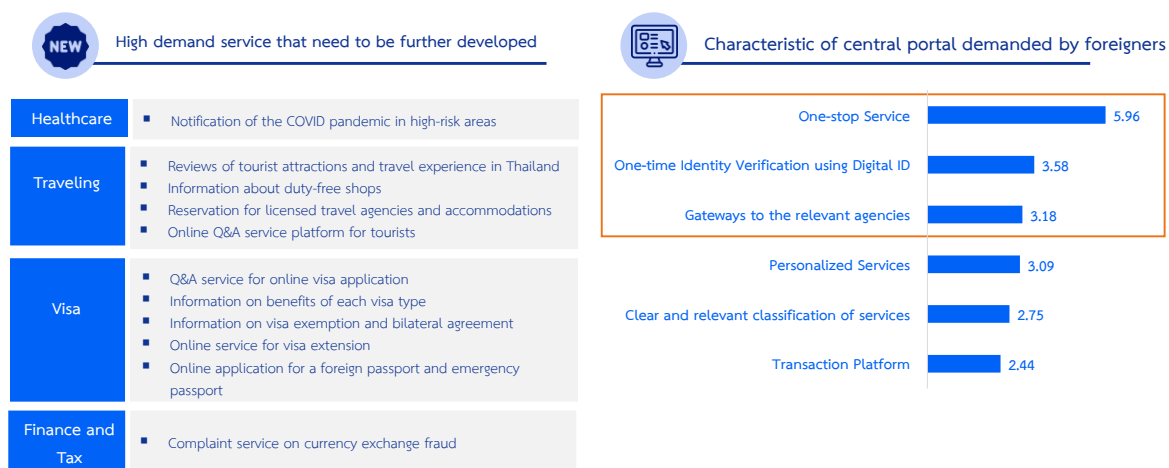


Figure 3.9: High demand service and the central platform/portal features that MICE group preferred

3.1.3 Satisfaction of medical tourism

Medical tourists had a 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 were not yet available online including the problem of foreign language communication of government officials, the procedures of government agencies were still unclear, as well as using many documents to apply for permission.

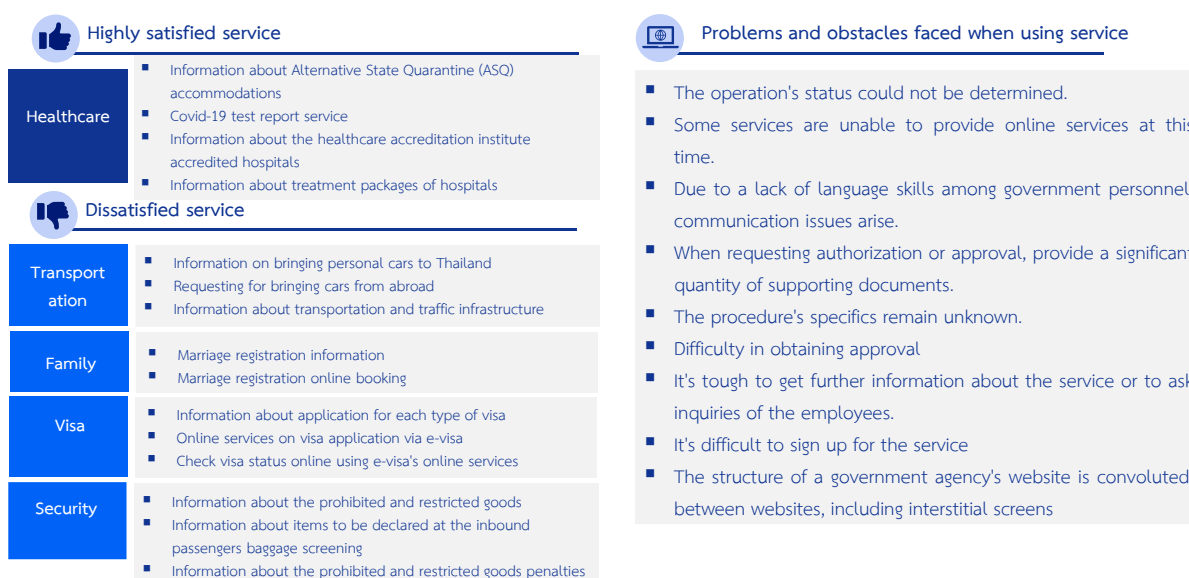


Figure 3.10: Satisfaction of medical tourists in using government services, including problems and obstacles

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 the

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 central 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.

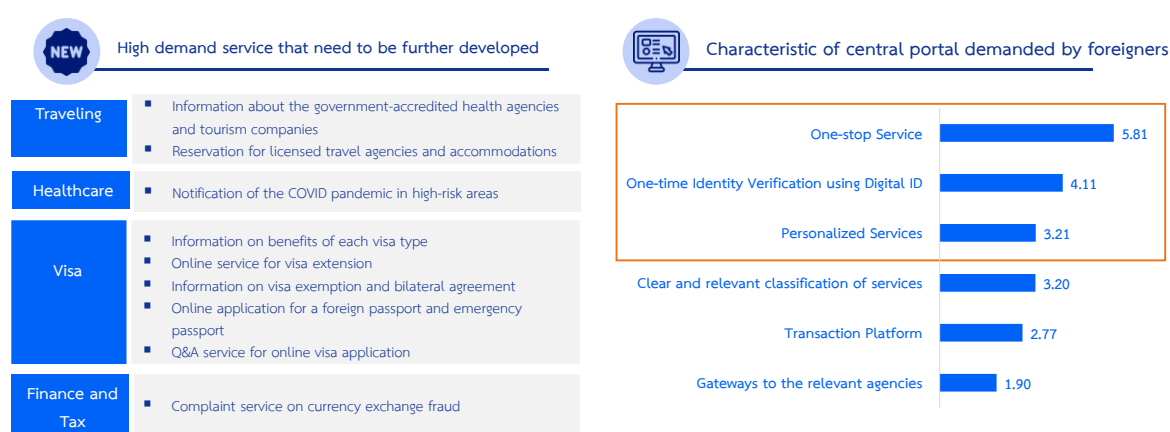


Figure 3.11: High demand service and the central platform/portal features that medical tourism preferred

3.1.4 Satisfaction of foreign skilled laborers

Foreign skilled laborers had a 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 visa and various types of services, including specific-labor services, were not very satisfied. Most workers encounter problems with the language and communication of officials in providing services, the approval process or authorization is complicated, and some services cannot be processed online, unclear procedures and document information due to the Thai government having unclear documents required to apply for a visa, making it difficult to obtain a visa. Additionally, current services that required documents and signing for paper services caused an inconvenience experience for the workers to apply.

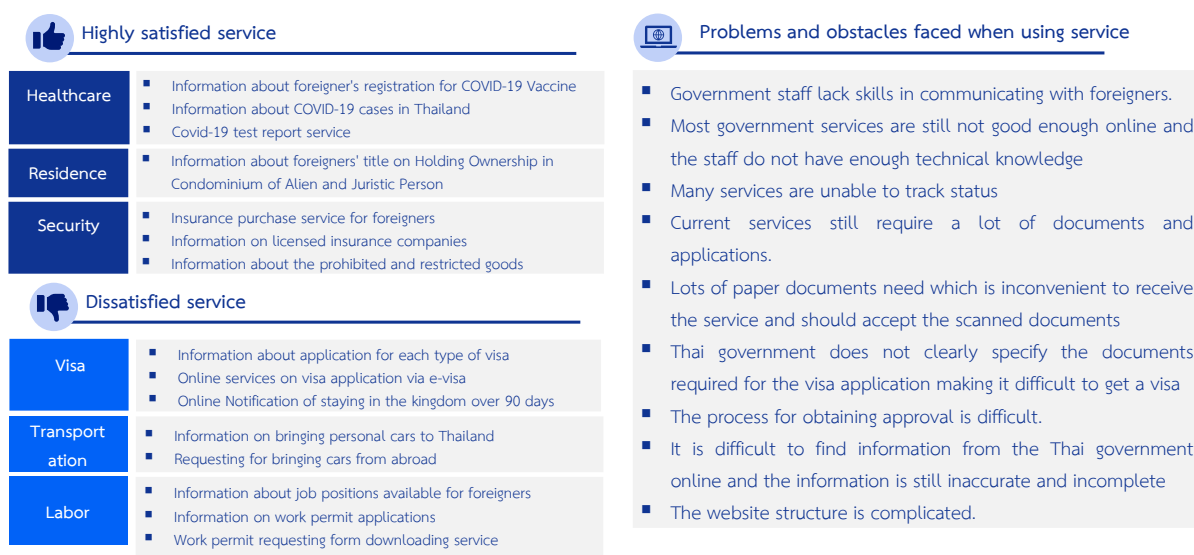


Figure 3.12: Satisfaction of foreign skilled laborers in using government services, including problems and obstacles

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 service 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 central portal that 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.

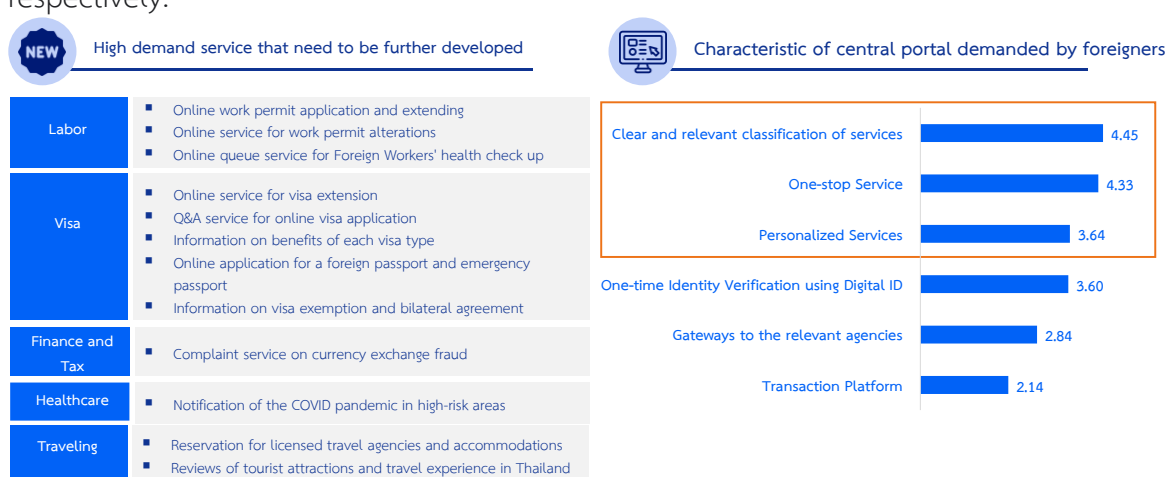


Figure 3.13: High demand service and the central platform/portal features that foreign skilled laborers preferred

3.1.5 Government services through digital channels preferred by foreign unskilled laborers

Foreign unskilled laborers 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. For instance, online work permits filing or renewal service, queue booking service, online service 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, services for receiving complaints about fraud from foreign exchange in finance and taxes, notification service for the covid-19 infection people, accommodation services, or tour companies that are legally licensed in providing services, information, reviews, and tourist attractions and experiences in Thailand. Moreover, workers also needed a platform or central portal that 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 instance, online work permits filing or renewal service, queue booking service, online service work permit applications, health check reservation, the visa renewal service and residency request online, alien passport issuance service/online emergency travel documents, services for receiving complaints about fraud from foreign exchange in finance and taxes, notification for the covid-19 infection through online channels, accommodation services, or tour companies that are legally licensed in providing services, information, reviews, and tourist attractions and experiences in Thailand. Moreover, workers also needed a platform or central portal that 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.

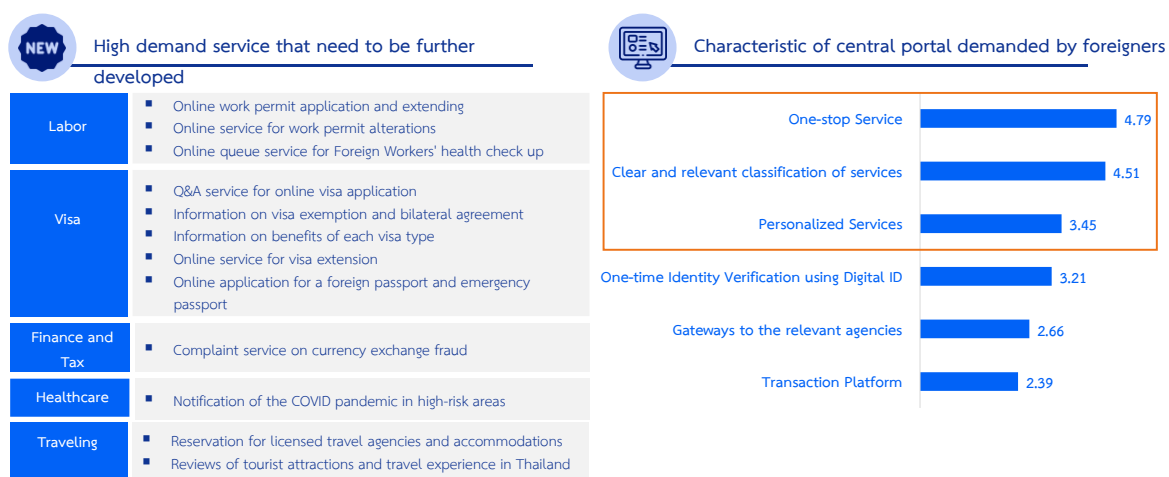


Figure 3.15: High demand service and the central platform/portal features that foreign unskilled laborers preferred

3.1.6 Satisfaction of foreign businesspeople and investors

Foreign businesspeople and investors had a 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 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 service for land acquisition for use as alien residences). For housing (e.g., information and reserving 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, the 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 encountered problems with services operation status could not be checked due to some services were not yet available online, along with requesting approval or requesting permission procedure were too complicated and using 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 that customs were inconvenient, and having to download many tracking applications to travel to the country, investment areas in Thailand were not attractive due to obstacles in policy, laws, regulations that are lagging which causes Thailand an unattractive destination for businesspeople and investors to operate businesses or invest in.

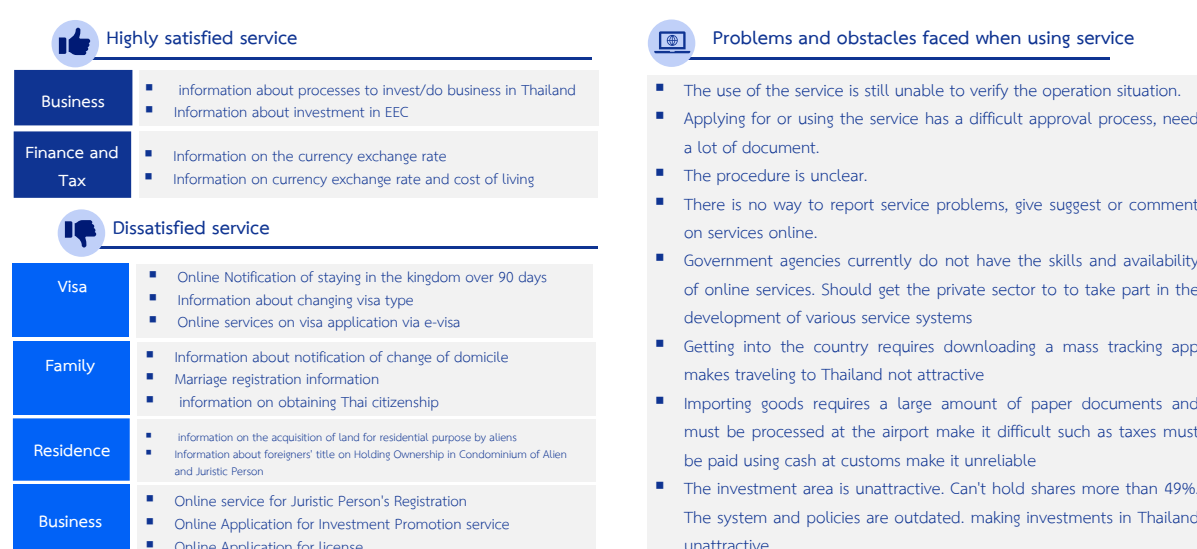


Figure 3.16: Satisfaction of foreign businesspeople and investors in using government services, including problems and obstacles

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 service 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, services for receiving complaints about fraud from foreign exchange in finance and taxes. Moreover, workers also needed a platform or central portal that 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.

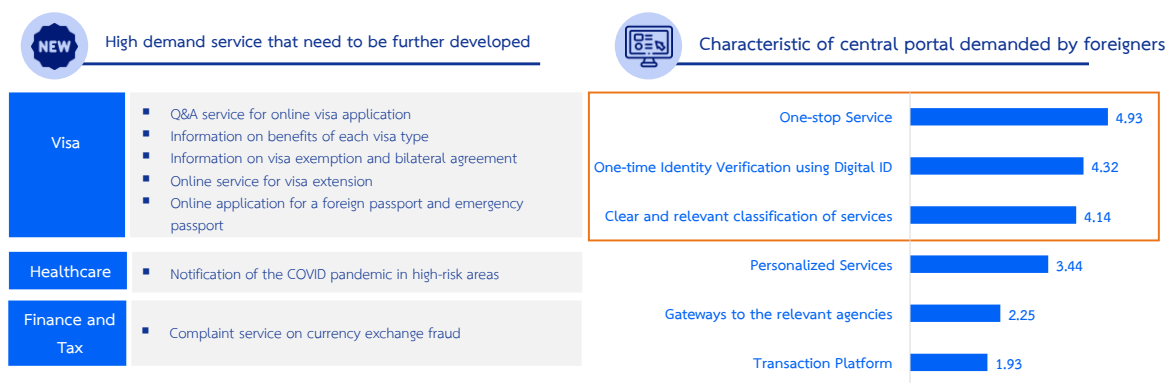


Figure 3.17: High demand service and the central platform/portal features that foreign unskilled laborers preferred

3.1.7 Satisfaction of visitors (no more than 90 days)

Visitors had a 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 use before entering/exiting Thailand, and services 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 of government officials who are not able to provide services to foreigners. Including in applying for permission or requesting approval, many supporting documents are used, 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 in 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 central portal that 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.

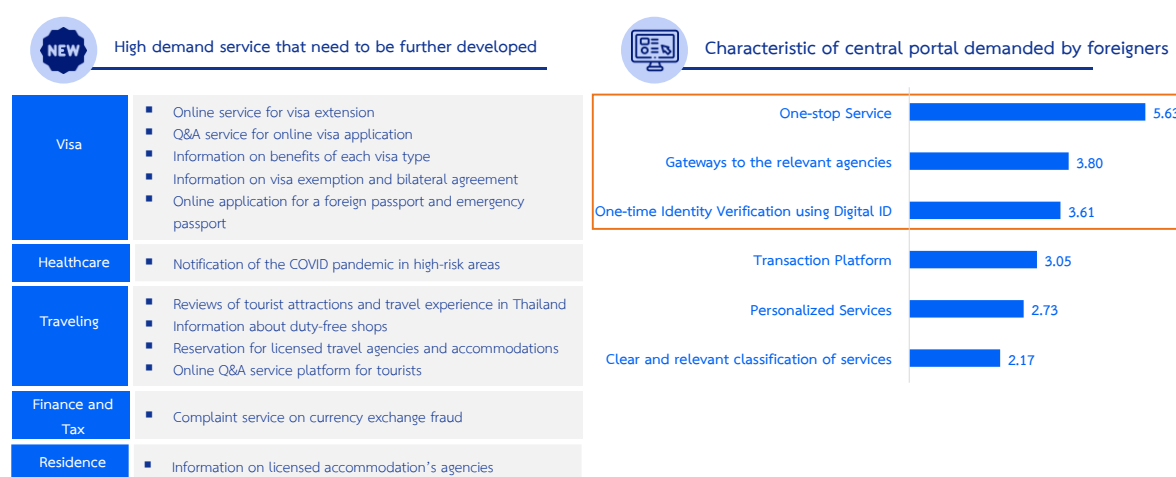


Figure 3.19: High demand service and the central platform/portal features that visitors (no more than 90 days) preferred

3.1.8 Satisfaction of long-term residents

Long-term residents had a 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), 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 problems from the services that were not able to proceed online, which made it impossible to check the operational status of the service. These applications for approval or registration had a complex procedure,

time-consuming, 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 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 services on residency service for more than 90 days in Thailand (TM.47). Moreover, long-term residents also needed a platform or central portal that 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 central 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 diplomacy or consular or official were not very satisfied especially with the passport application service, and service detailed information, on qualifications, fees, filling 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, checking visa application status, and VAT refund services for diplomacy or consular or official had great satisfaction. Along with the need to use a large number of supporting documents and receive services that were not able to track the status of operations because most services are not yet available online.

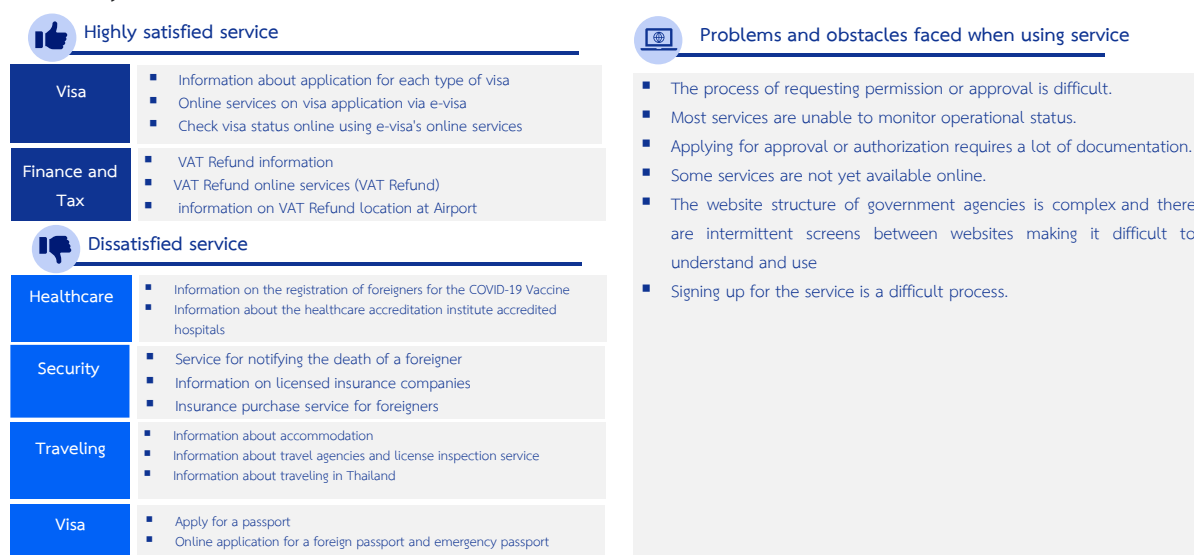


Figure 3.22: Satisfaction of diplomacy or consular or official in using government services, including problems and obstacles

Diplomacy or 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 or consular or official had a high demand in all areas, especially for the finance and taxes, public health, housing, security, and visa. Moreover, there was also a demand in a platform or central portal that categories 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.

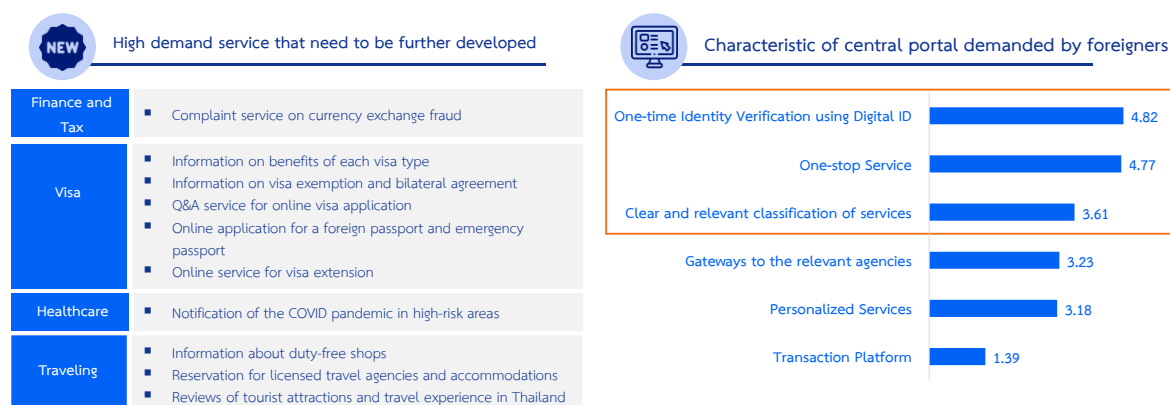


Figure 3.23: High demand service and the central platform/portal features that diplomacy or consular or official preferred

3.1.10 Satisfaction of international students

International students had a 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 the 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 of 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 the information service on the curriculum, scholarships, and the service to download the educational qualification form. Additionally, government officials were lacking communication skills, a lack of inter-agency networks, which made educational information, courses, and scholarships of universities or international schools complicated.



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 in education, visa applications, and security (e.g., information on curriculums, application information on scholarships in Thailand, download service, equivalent form, 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 and taxes, transportation were as high. Moreover, there was also a demand in a platform or central portal that categories 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.

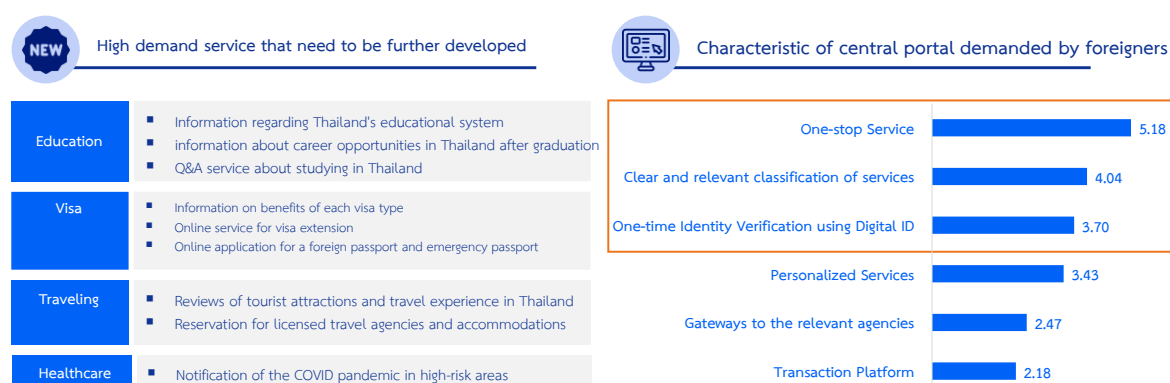


Figure 3.25: High demand service and the central platform/portal features that international students preferred

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 consists of 4 points as follows:

(1) It is difficult to cooperate with government agencies to link services due to the difficulty in exchanging information between agencies, including inadequate personnel and 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 different service system and log in system are different. Also, there is no central portal to connect to each service. And

(4) Digital service development process still lack of connection in development stage due to insufficient budget to develop digital service linking, and develop new service.

For Gain points expected by foreigners, there are 4 characteristics demanded by the 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.

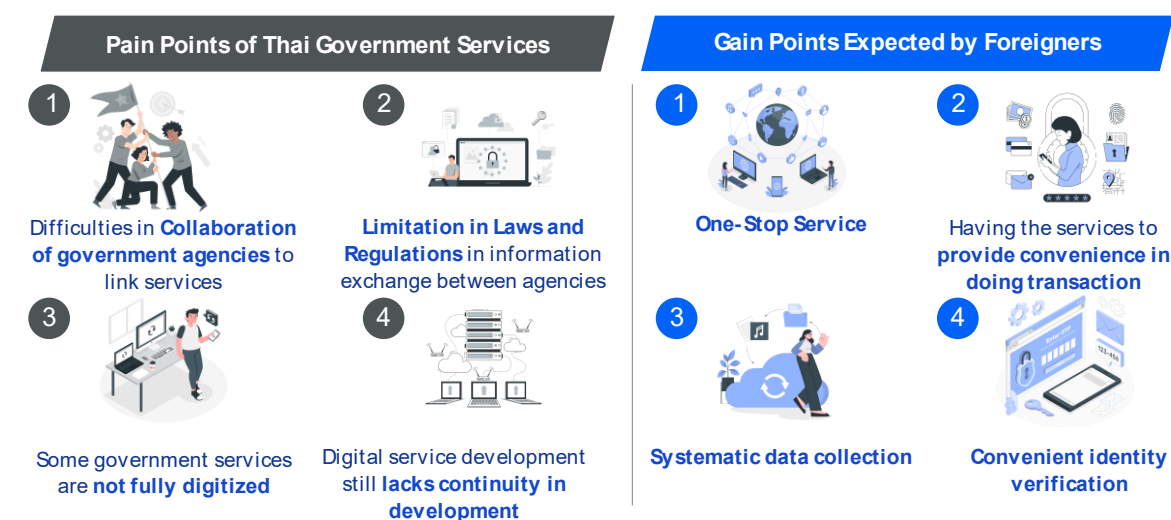


Figure 3.26: Pain points of government service and Gain points expected by foreigners

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 the 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 these foreigners are a group that is important to the economy and capabilities of the country both in terms of tourism, investment, having such a central platform or portal can attract foreigners who are interested or want to travel to the country to know 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 There are 3 types of services as follows:

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

foreigners are the Republic of Estonia, Republic of Korea, 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 central 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 central portal.

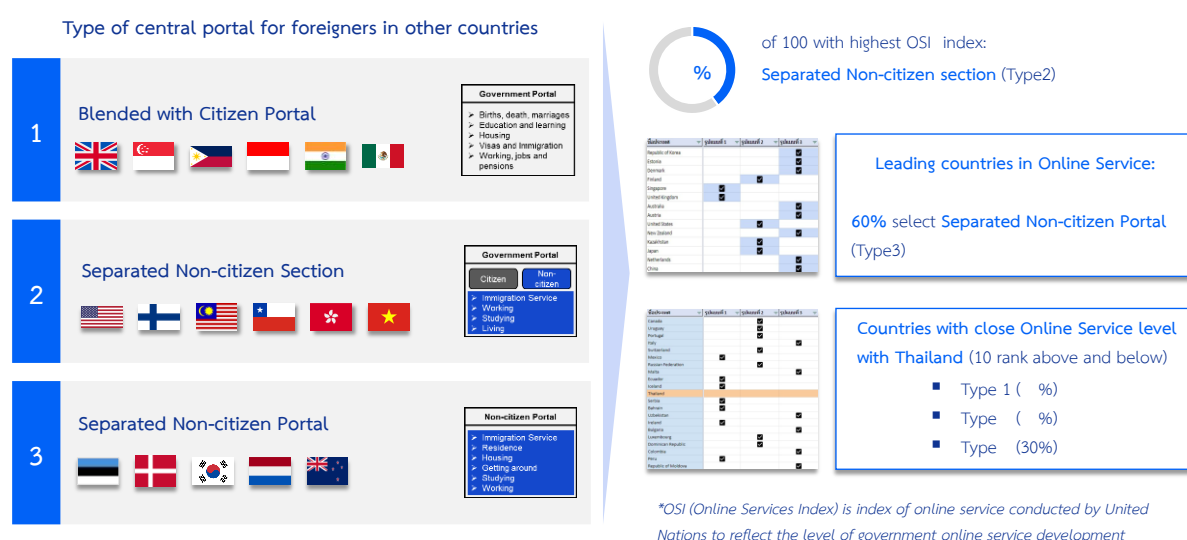


Figure 4.1: Form of platform/portal to serve foreigners in international countries

Currently, many countries have developed a central platform or portal for foreigners by the government. 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 for Thailand which will use the criteria for choosing the country to study as follows

- 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 government.

- **World Digital Competitiveness Ranking (WDCR):** An 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):** An index rated by the networked readiness of countries around the world, including environmental, political, marketing, infrastructure. readiness of businesses, governments, and individuals, including the use of information and communication technology
- **Travel & Tourism Competitiveness Index:** is an index that ranks the competitiveness of the tourism sector covering 140 economic regions, 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).

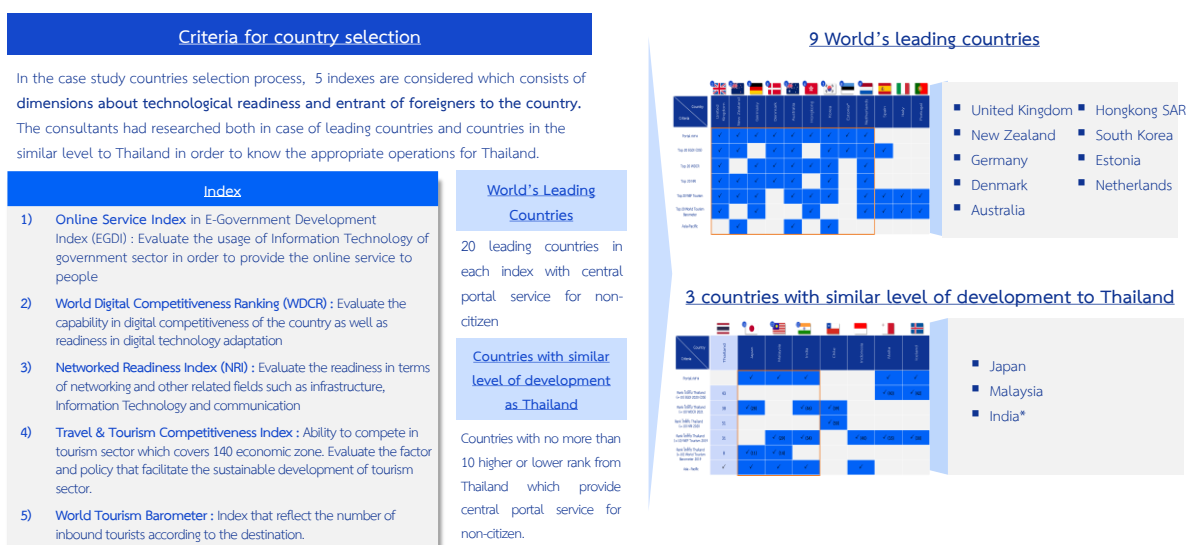


Figure4.2: Summary of country selection criteria in case studies

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

1. **Denmark** : There are several central portal for foreigners in Denmark. Each portal has different responsible agency, and 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 portal for foreigners in Denmark.

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

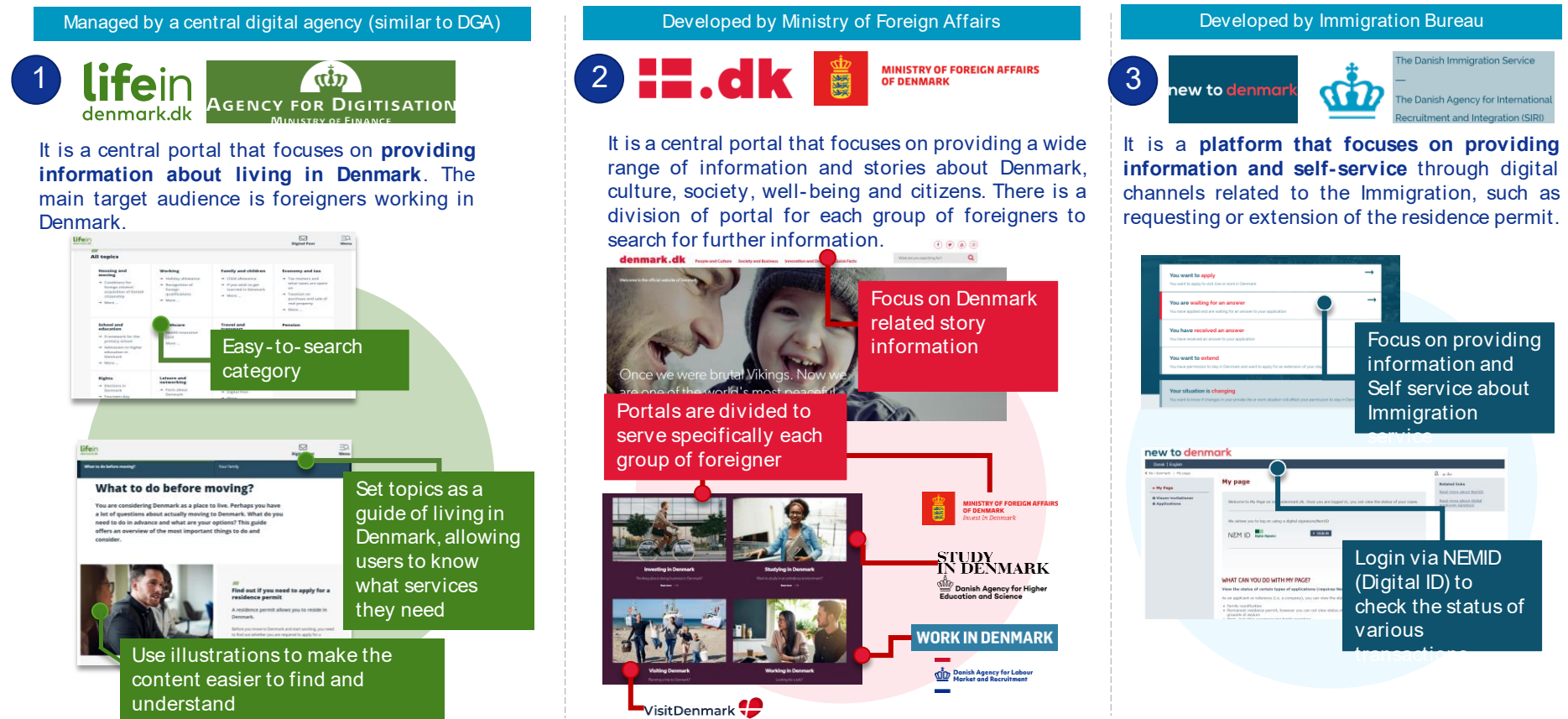


Figure4.3: Development of a central platform/portal for foreigners of the Kingdom of Denmark

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

NEW ZEALAND IMMIGRATION New Zealand

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

The screenshot shows the New Zealand Immigration website. The top navigation bar includes links for 'Choose New Zealand', 'Move to New Zealand', 'Live in New Zealand', 'Work in New Zealand', 'Study in New Zealand', and 'Invest & Innovate in New Zealand'. A search bar is also present. The main content area features a large banner titled 'Your guide to living, working & moving to New Zealand' with a subtext: 'This New Zealand Government immigration website is packed with useful, reliable information to help you make the move of a lifetime.' Below the banner, there are sections for 'COVID-19' (Information for travellers, student visa holders, and migrant workers), 'Why New Zealand?' (Explore the new life that you and your family could enjoy in New Zealand), and a 'Register your interest here' section. The 'Register your interest here' section includes a form titled 'What best describes your situation?' with radio button options: 'Live & work in New Zealand', 'Live & invest in New Zealand', 'Study in New Zealand', 'Visit New Zealand', 'Retire to New Zealand', and 'Start/move a business to New Zealand'. It also lists benefits: 'Job and/or study opportunities', 'Choosing the right visa', 'Invitations to events near you', 'Daily life in New Zealand', and 'Tips for a smooth move'. A testimonial from a user is displayed at the bottom right of the registration section.

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	Information 4,497	Information 203	Information 1,038	Information 664	Information 178	Information 1,422	Information 394 Transaction 25	Transaction 50	Information 312 Transaction 5	Information 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

From the result of several world-leading countries, 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 from government agencies, the private sector and those involved to get the direction and trend of developing a platform or a central 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 central 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 central portal for foreigners.

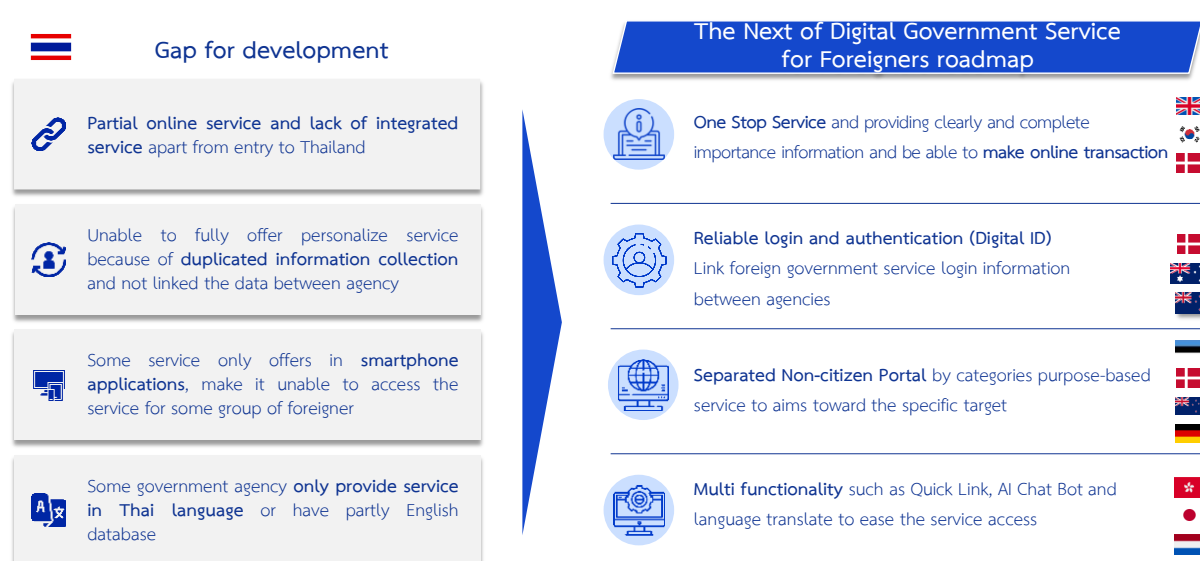


Figure4.5: Summary of development trends and trends of the platform or central portal for foreigners.

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). That is to say, this central platform or portal should provide services from Providing information services until transactions can be

done on a single point of platform, which can help foreigners or users to 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. It can also help as an additional channel for foreigners to access more government transactions.

- **Secure login and authentication process:** service for foreigners should be able to use a Single Sign on log in system to gain access to the online government services. The government agencies must have links and integration of information between them to make appropriate service recommendations, which will make the user impress 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 central portal that has been developed specifically (Separated Non – citizen Portal),** that is, a website that provides services exclusively to foreigners. This allows foreigners not to confuse the service. Because it is clearly a website only for foreigners. And makes it easier to manage than other forms of central 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 according to travel purpose This will enable foreigners to access more relevant and suitable services.

- **Add-on functionality services** on a central portal for foreigners, that is the creation of a portal for foreigners. Additional functions should be provided to facilitate foreigners and can receive services from a central portal quickly and meet their needs, such as support for foreign languages besides English to allow those foreigners to access and understand the central portal more by taking into account a large number of foreigners entering Thailand, such as people from China, Japan. In addition to providing information on frequently asked questions, help foreigners know 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, 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 providing regarding lack of integrated information sharing and different digital capabilities. There are many **problem/obstacle/challenges** that the agencies has been facing such as 1) Lack of integrated information on foreigner's basic personal information resulting in limited personalized service 2) Agencies have different levels of digital development, affect the service channel or require extra development 3) Unclear or inadequate importance information provided for foreigners, leading to unnecessary additional work for agencies e.g., answer unrelated repeated questions. 4) Due to technology choice, some services must be carried out during business hours only and cannot be provided as 24-hour services. 5) Law and order limitation obstruct fully online service development and 6) Partly database kept in English

Therefore, it is necessary to organize an analysis process to selected which key services (To-be Service Scope) that should be developed in The Next of Digital Government Service for Foreigners. By using a conceptual framework for selected services that based on (1) Demand and (2) Impact, which has selected services 53 Main Services 119 supplementary service.

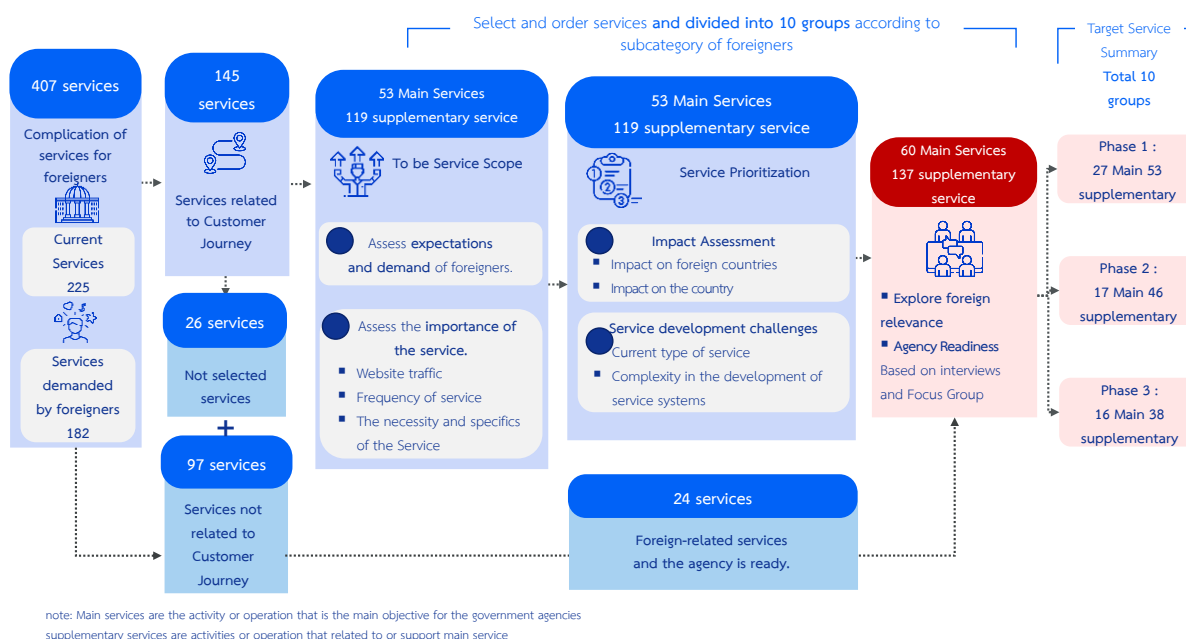


Figure5.1: The process of selecting services to be developed in The Next of Digital Government Service for Foreigners

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

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

Selection of key services targeted to be developed on a central portal for foreigners. The government services that foreigners in each target group will use from the survey results of foreigners' expectations and needs will be selected 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 criteria. Selection based on the importance of service (Impact). When the analysis results from both axes are displayed in the matrix. Each criterion has a qualifying scoring criterion and is weighted between different criteria, where the most important criteria are highly rated. Less important guidelines will score less. The details of the criteria are as follows:

1. **Demand for foreigners** is to assess the demand for services of foreigners. 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. Triangular

2. **The importance of service or impact** is to assess the importance of the service by using 3 factors in the evaluation. which consists of

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 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.

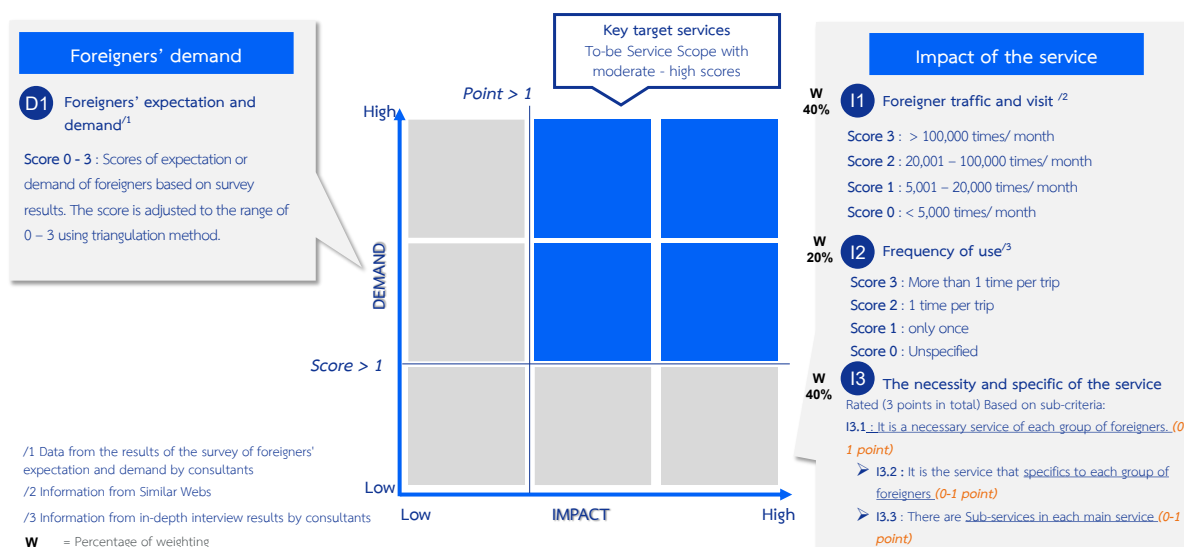


Figure 5.2: Criteria for selecting key services to develop on the central portal for foreigners.

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 Including the importance of the selection criteria are not equal by 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 scoring criterion and is weighted between different criteria, with the criterion of great importance given the high score. Less important guidelines will 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 criteria to find the weighted sum (Weighted Sum)

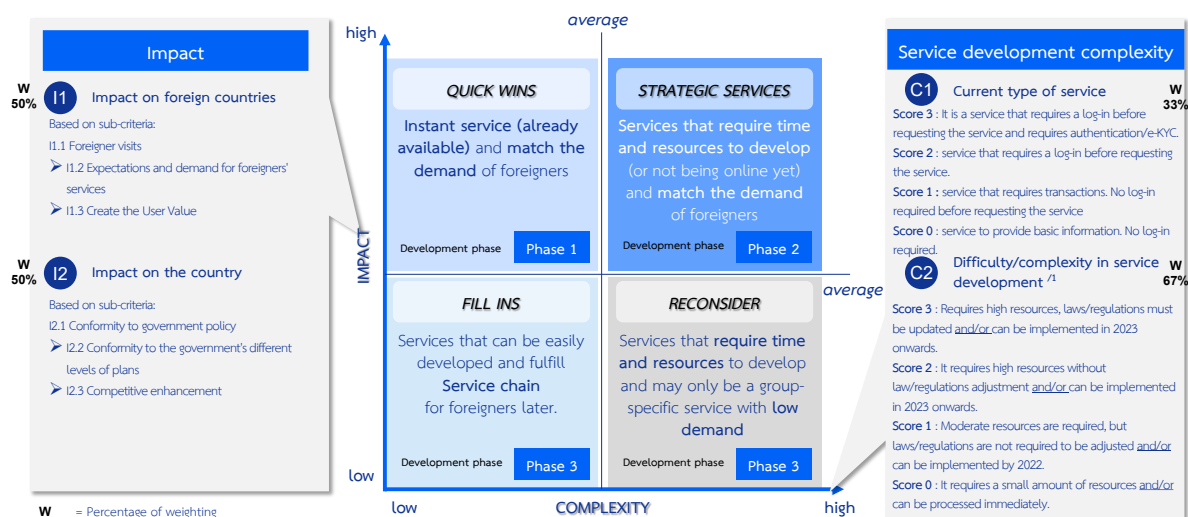


Figure 5.3: Criteria for prioritizing service development.

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) to measure the impact on foreigners on the use of government services from various angles, it consists of three main criteria: use of services and visits by foreigners. 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 and 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) Score of 3 out of 3, weighted 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 matrix format. Decision Matrix, by combining the results of a survey of foreigners on needs and satisfaction, together to analyze the results. Which has a score between 1-5 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.
 - the 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.

- the 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.

➤ 1.1.3.2 A service that meets the needs of each group of foreigners and is expected to help solve the problem (Pain Point) (1.1.3.2) A full score of 1, considering 2 sub-criteria as follows:

- Ratings from problems and obstacles analysis results and gap analysis from customer journey of foreigners compared to travel in other countries. It is a service that offers additional (New Service) or has changed the current service model from offline to online format. This will help fix the problem of service that is still missing from Customer Journey with 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

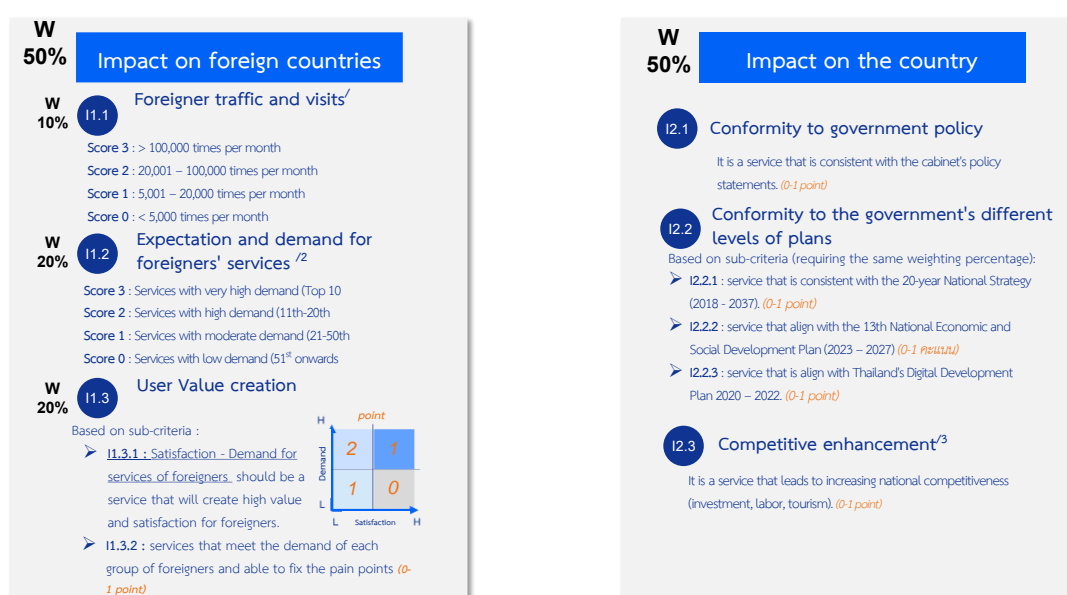
1.2 The impact on Thailand (I2) consists of 3 sub-criteria by requiring equal weighting percentages as follows:

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

1.2.2. Consistency with the government's plans at various levels (I2.2) based on sub-criterion, a full score of 3, with equal weighting percentages as follows:

- 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 increase the country's competitiveness. by 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 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 covering 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 67%, is a criterion for considering relevant laws, rules and regulations and the amount of resources required to develop such as 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 take action 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 2022 - 2023, which 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 2022, the focus will be on improving and developing services related to the situation of the COVID-19 outbreak

- **Phase 2** services are the service that will be developed in the year 2024 - 2025, which is the main government service 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 as 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 It is a service that requires time and resources to develop. And it may be just a niche service with not very high demand. Therefore, it should be developed in the latest or re-considered the development on a central platform

By scoring according to the above criteria able to summarize the results of the ranking of services by various stages, a total of 53 main services, divided into phase 1 of 22 main services, phase 2 of 20 main services, and phase 3 of 11 main services, details as follows:

Quick Win Phase and Phase 1 consists of 53 supplementary services, which will involve with 18 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
	4	Information on the currency exchange rate	<ul style="list-style-type: none"> Bank of Thailand
	5	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	6	Information about application for each type of visa	<ul style="list-style-type: none"> Department of Consular Affairs, Ministry of Foreign Affairs
	7	Online services on visa application via e-visa	<ul style="list-style-type: none"> Department of Consular Affairs, Ministry of Foreign Affairs
	8	Check visa status online using e-visa's online services	<ul style="list-style-type: none"> Department of Consular Affairs, Ministry of Foreign Affairs
	9	Registration system for certificate of entry (COE) to Thailand (by air travel)	<ul style="list-style-type: none"> Department of Consular Affairs,

Category	Order	Service	Responsible Agency
			Ministry of Foreign Affairs
	10	Registration website for electronic certificate of entry (Thailand pass QR code)	■ Ministry of Foreign Affairs
	11	T8 form health questionnaire downloading service	■ Department of Disease Control, Ministry of Public Health ■ Airports of Thailand
	12	Smart visa information and online application	■ The Board of Investment of Thailand
	13	The online service for checking qualifications of businessmen and investors for smart visa service	■ The Board of Investment of Thailand
	14	Tm.6 form (arrival/departure card) downloading service	■ Immigration Bureau
Traveling	15	Information about travel agencies and travel agencies' license inspection service	■ Department of Tourism, Ministry of Tourism and Sports
	16	Information and how to register for free wifi	■ Ministry of Digital Economy and Society
	17	Information about traveling in Thailand	■ Tourism Authority of Thailand, Ministry of Tourism and Sports
	18	Information about Thai language and culture	■ Tourism Authority of Thailand, Ministry of Tourism and Sports

Category	Order	Service	Responsible Agency
	19	Information about weather in Thailand	<ul style="list-style-type: none"> Tourism Authority of Thailand, Ministry of Tourism and Sports
	20	Mobile application for traveling in Thailand (amazingThailand)	<ul style="list-style-type: none"> Tourism Authority of Thailand, Ministry of Tourism and Sports
	21	Reviews of tourist attractions and travel experience in Thailand	<ul style="list-style-type: none"> Tourism Authority of Thailand Ministry of Tourism and Sports
	22	Information about public holiday in Thailand	<ul style="list-style-type: none"> Tourism Authority of Thailand, Ministry of Tourism and Sports
	23	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
	24	Procedure's information and advice for entering and leaving Thailand	<ul style="list-style-type: none"> Airports of Thailand
	25	Information on the entry procedures into Thailand during Covid-19 pandemic	<ul style="list-style-type: none"> Thai embassy
	26	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
	27	Information about products/services exhibition	<ul style="list-style-type: none"> Thailand convention and exhibition bureau

Category	Order	Service	Responsible Agency
Security	28	Information about hospital for foreigners in case of emergency	<ul style="list-style-type: none"> Ministry of Public Health
	29	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
	30	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
	31	Contact information and website of Thai embassy	<ul style="list-style-type: none"> Thai embassy
Business	32	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
	33	Information about business license issuance to foreigners	<ul style="list-style-type: none"> Department of Business Development, Ministry of Commerce
	34	English language juristic person certificate request service	<ul style="list-style-type: none"> Department of Business Development, Ministry of Commerce
	35	Business data warehouse service	<ul style="list-style-type: none"> Department of Business Development, Ministry of Commerce
	36	Online license inspection	<ul style="list-style-type: none"> Department of Business Development, Ministry of Commerce
	37	Information about investment in Eastern Economic Corridor (EEC)	<ul style="list-style-type: none"> Eastern Economic Corridor Office

Category	Order	Service	Responsible Agency
	38	EEC one stop service (EEC-OSS)	■ Eastern Economic Corridor Office
	39	Information about processes to invest/do business in Thailand	■ The Board of Investment of Thailand
	40	Information on how to request investment promotion	■ The Board of Investment of Thailand
	41	Online application for investment promotion service (e-investment promotion)	■ The Board of Investment of Thailand
	42	Service for filing notification of receipt of application for investment promotion	■ The Board of Investment of Thailand
	43	Investment promotion certificate application	■ The Board of Investment of Thailand
	44	In-person and online clinic	■ The Board of Investment of Thailand
Healthcare	45	Information about covid-19 cases in Thailand	■ Department of Disease Control, Ministry of Public Health
	46	Hotline service when encountering outbreaks of rabies such as covid-19	■ Department of Disease Control, Ministry of Public Health
	47	System for tracking and assessing people at risk of contracting covid-19	■ Department of Disease Control, Ministry of Public Health
	48	Covid-19 test report service	■ Department of Disease Control, Ministry of Public Health

Category	Order	Service	Responsible Agency
	49	Information about foreigner's registration for covid-19 vaccine	■ Ministry of Foreign Affairs
	50	Registration for the covid-19 vaccine for foreigners	■ Department of Disease Control, Ministry of Public Health
	51	Information about alternative state quarantine (ASQ) accommodations	■ Thai embassy
	52	Information about the healthcare accreditation institute accredited hospitals	■ Ministry of Public Health
	53	Quarantine reservation service through entry Thailand	■ Office of the permanent secretary, Ministry of Tourism and Sports

Phase 2 consists of 46 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	■ Ministry of Public Health
	2	Information about job positions available for foreigners on online channel	■ Department of Employment, Ministry of Labour
	3	Information on job opportunities for foreigners	■ Department of Employment, Ministry of Labour

Category	Order	Service	Responsible Agency
	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
	12	Online service for extending a work permit	<ul style="list-style-type: none"> Department of Employment, Ministry of Labour

Category	Order	Service	Responsible Agency
	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
	20	Information on visa exemption and bilateral agreement	<ul style="list-style-type: none"> Department of Consular Affairs,

Category	Order	Service	Responsible Agency
			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	Immigration Bureau
	24	Online notification of staying in the kingdom over 90 days service	Immigration Bureau
	25	Information about changing visa type	Immigration Bureau
	26	Information about visa extension for each visa type	Immigration Bureau
	27	Online service for visa extension	Immigration Bureau
	28	Tm.7 form (application for extension of temporary stay in the kingdom) downloading service	Immigration Bureau
	29	Information about application for and extension of alien registration book	Immigration Bureau
	30	Information about applying for a resident's visa in Thailand	Immigration Bureau
Traveling	31	Reservation service for licensed accommodations	Department of Tourism, Ministry of Tourism and Sports

Category	Order	Service	Responsible Agency
	32	Reservation for licensed travel agencies	■ Department of Tourism, Ministry of Tourism and Sports
	33	Information about travel agencies and travel agencies' license inspection service	■ Department of Tourism, Ministry of Tourism and Sports
	34	Information about the government-accredited health tourism companies	■ Department of Tourism, Ministry of Tourism and Sports
	35	Information about the government-accredited health agencies	■ Department of Tourism, Ministry of Tourism and Sports
	36	Information about accommodation	■ Department of Provincial Administration, Ministry of Interior
	37	Information about duty-free shops	■ Tourism Authority of Thailand, Ministry of Tourism and Sports
	38	Online Q&A service platform for tourists	■ Tourism Authority of Thailand, Ministry of Tourism and Sports
Security	39	Information on licensed insurance companies	■ Thai General Insurance Association
	40	Insurance purchase service for foreigners	■ Thai General Insurance Association

Category	Order	Service	Responsible Agency
	41	Information about the government-accredited health agencies for temporary stay	<ul style="list-style-type: none"> Thai General Insurance Association
	42	Information about covid insurance	<ul style="list-style-type: none"> Thai General Insurance Association
Healthcare	43	Information about treatment packages of hospitals	<ul style="list-style-type: none"> Ministry of Public Health Hospitals
	44	Treatment services according to the hospital program	<ul style="list-style-type: none"> Ministry of Public Health Hospitals
	45	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
	46	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

Category	Order	Service	Responsible Agency
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
	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

Category	Order	Service	Responsible Agency
	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, BEM, State railway of Thailand, Ministry of Transport
	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

Category	Order	Service	Responsible Agency
	18	Receiving tourist's complaint service on public transport	■ Department of land transport, Ministry of Transport
	19	Information about transportation and traffic infrastructure in Thailand	■ Tourism Authority of Thailand, Ministry of Tourism and Sports
	20	Information on transportation and vehicle such as city trips, airlines and vehicles	■ Tourism Authority of Thailand, Ministry of Tourism and Sports
	21	Information about transit ticket and fee for train	■ State railway of Thailand, Ministry of Transport
	22	Information about sky train station	■ Mass rapid transit authority of Thailand, Ministry of Transport
	23	Information about transit ticket and fee for sky train	■ Mass rapid transit authority of Thailand, Ministry of Transport
	24	Information about procedures and places for paying fines	■ Royal Thai Police
	25	Information on locations to pay fine for breaching of traffic rules in Thailand	■ Royal Thai Police
	26	Information on traffic rules of Thailand	■ Royal Thai Police
	27	Providing information on breaching of traffic rules in Thailand	■ Royal Thai Police
Family	28	Marriage registration information	■ Department of Provincial

Category	Order	Service	Responsible Agency
			Administration, Ministry of Interior
	29	Marriage registration online booking	■ Department of Provincial Administration, Ministry of Interior
	30	Information on obtaining Thai citizenship through naturalization	■ Department of Provincial Administration, Ministry of Interior
	31	Information about notification of change of domicile	■ Department of Provincial Administration, Ministry of Interior
	32	Online booking about notification of change of domicile	■ Department of Provincial Administration, Ministry of Interior
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

Category	Order	Service	Responsible Agency
Residence	36	Information about foreigners' title on holding ownership in condominium of alien and juristic person	<ul style="list-style-type: none"> Department of lands, Ministry of Interior
	37	Information on the acquisition of land for residential purpose by aliens	<ul style="list-style-type: none"> Department of lands, Ministry of Interior
	38	Information on licensed accommodation's agencies	<ul style="list-style-type: none"> Department of lands, Ministry of Interior

6 The Next of Digital Government Service for Foreigners

6.1 The Next of Digital Government Service for Foreigners Roadmap

The Roadmap for The Next of Digital Government Service for Foreigners is developed in accordance with government agencies' readiness to provide online services to foreigners and to meet foreigners' need. The Roadmap for all foreigners is a five-year strategy covering the years 2023–2027 and consist of 4 service portals that can be use 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 / services. For tourists that enter Thailand via Entry Thailand to be able to conduct an online transaction.

2. Portal for businesspeople and investors

Which is considered an important group of foreigners who can help drive and stimulate the Thai economy. The portal will enhance the service for businesspeople and investors through the BOI website, which will create a link between the agencies to facilitate investors and businesspeople.

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 necessary documents and obtaining services at 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

Information portal for all foreigners will greatly facilitate foreigners, regardless of any foreign group, they can find all information needed in the information portal. Information portal act as the first gateway to access government services or information. This will help fulfill the demand and cover all foreigner segments including long-term residents and students who still lack of data collection and online services.

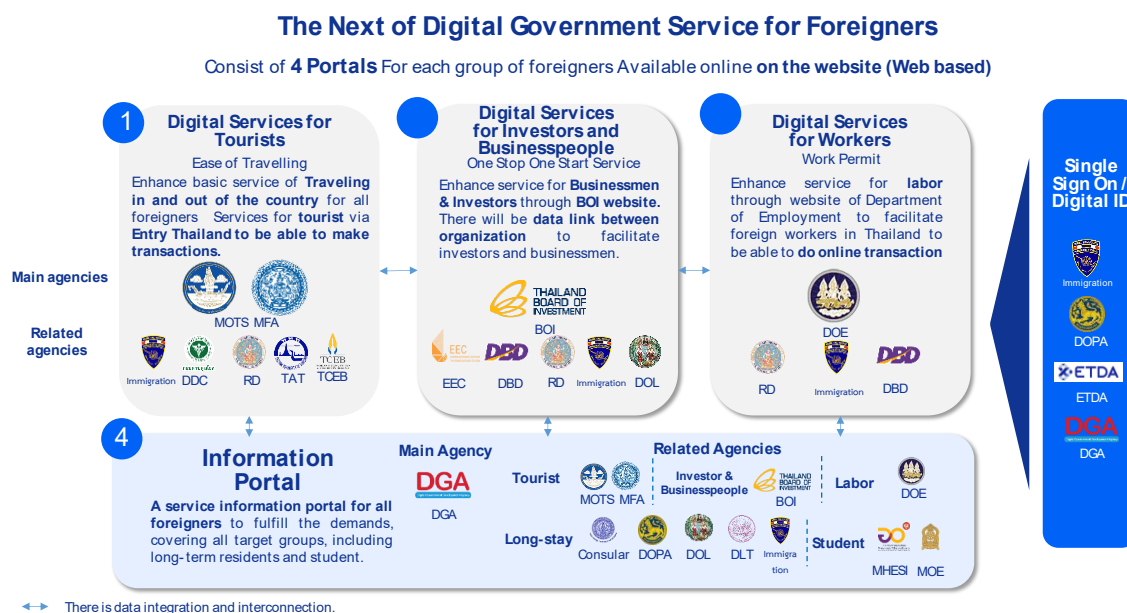


Figure6.1: The Next of Digital Government Service for Foreigners Framework

The Roadmap for The Next of Digital Government Service for Foreigners is developed in accordance with government agencies' readiness to provide online services to foreigners and to meet foreigners' need. The Roadmap for All Foreigners 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 “End-to-End Digital Journey, Drive the economy” (2022 - 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. Especially discussion about elevated common service that is used between entering and leaving the country for all foreigners to be digitalized service and also discuss about elevated service for tourists through Entry Thailand and connecting to create a comprehensive digital service for the businesspeople and investors through 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.

In this phase also focuses on developing The Next of Digital Government Service for Foreigners for foreigner to be easily access to the information and will have all the important information on the portals. Moreover, developed Single Sign On system to use in authentication and one time login systems to use all the service to reduce fill in redundant information. And also issuing 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 labors. 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 necessary documents and obtaining services at the department; this is a pain point for foreigners that must be addressed in order to develop services for foreign labor. Moreover, information portal for all foreigners will be elevated and compile all relevant information to fulfill the expectation of all segments to get all the important common information and service.

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

Phase 3 focuses on developing new services on website/portal, developing, and connecting to create a comprehensive digital service for the international students and long-term residents in Thailand, which are the segments that lived in Thailand for a lengthy period of time and are the part of increase domestic consumption in Thailand. Agencies related to student and long-term residents segment still lack of information and data gathering in to English language and have problems in amendment of related laws and regulations. Therefore, the portal need to be develop in order to cover all the information for all foreigners. Moreover, pushing for a digital ID for foreigners.

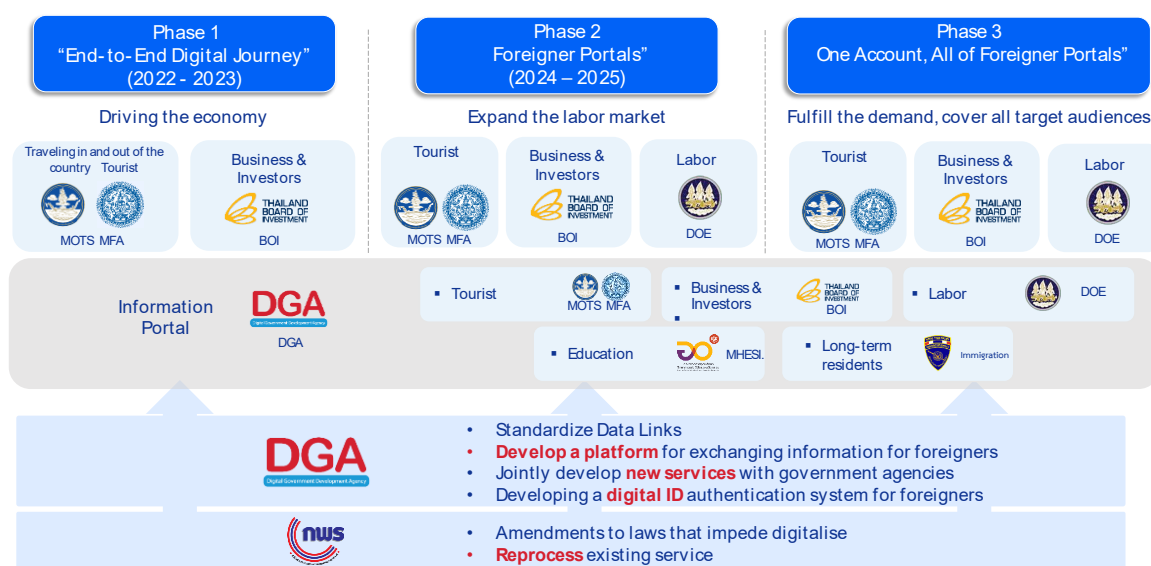


Figure 6.2: Overview of The Next of Digital Government Service for Foreigners Roadmap and main responsible agencies

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

Service portal for foreigners of all groups, will be a link and integration of information between agencies to facilitate users or foreigners to reduce fill in 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 to including the development of Digital ID to provide access to government information and services as seamless as possible.

Moreover, Service portal 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 service and inquiries services.

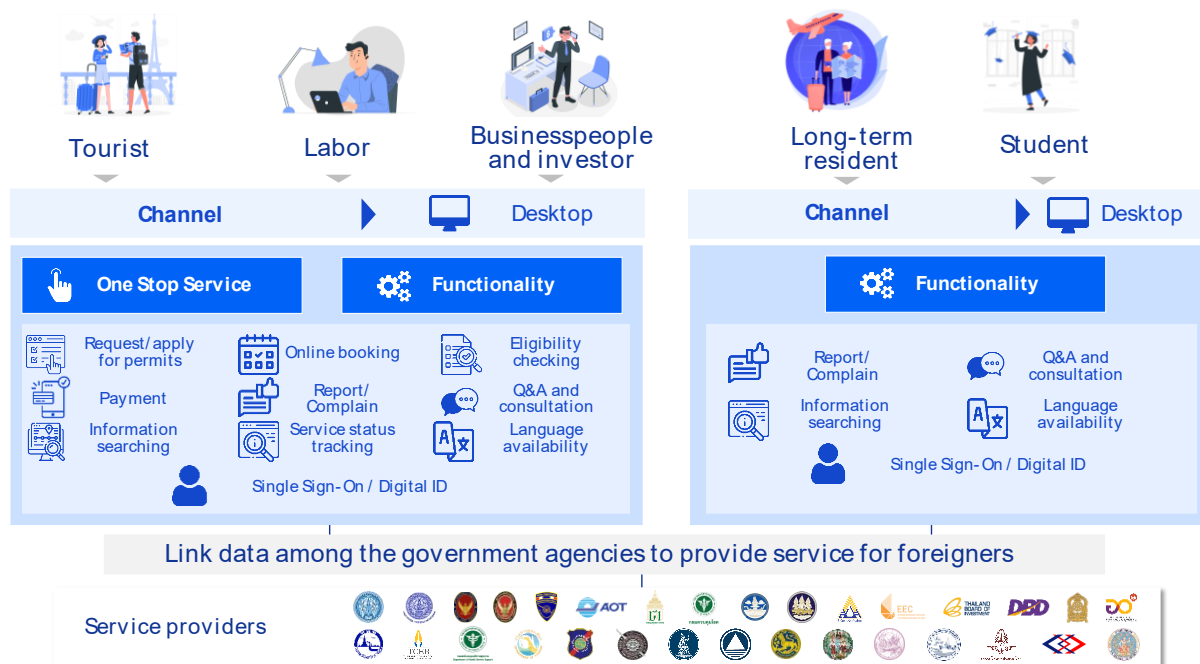


Figure6.3: Basic characteristics of foreigner service

6.2 System usage diagram

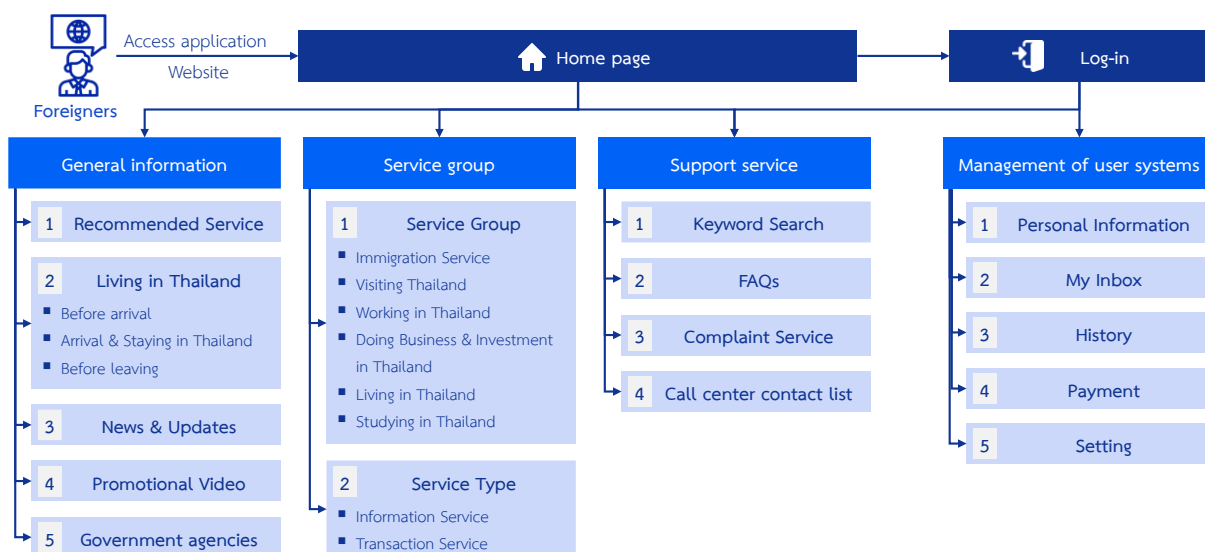


Figure6.4: System usage diagram

The usage of the Portal Foreigner service has 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 5 target groups are offered at different angles in terms of service provided by each portal. For instance, tourists will have a service group on transportation information or accommodation reservations, labor will have labor service groups, such as work permit application services, renewal of work permit 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 of 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

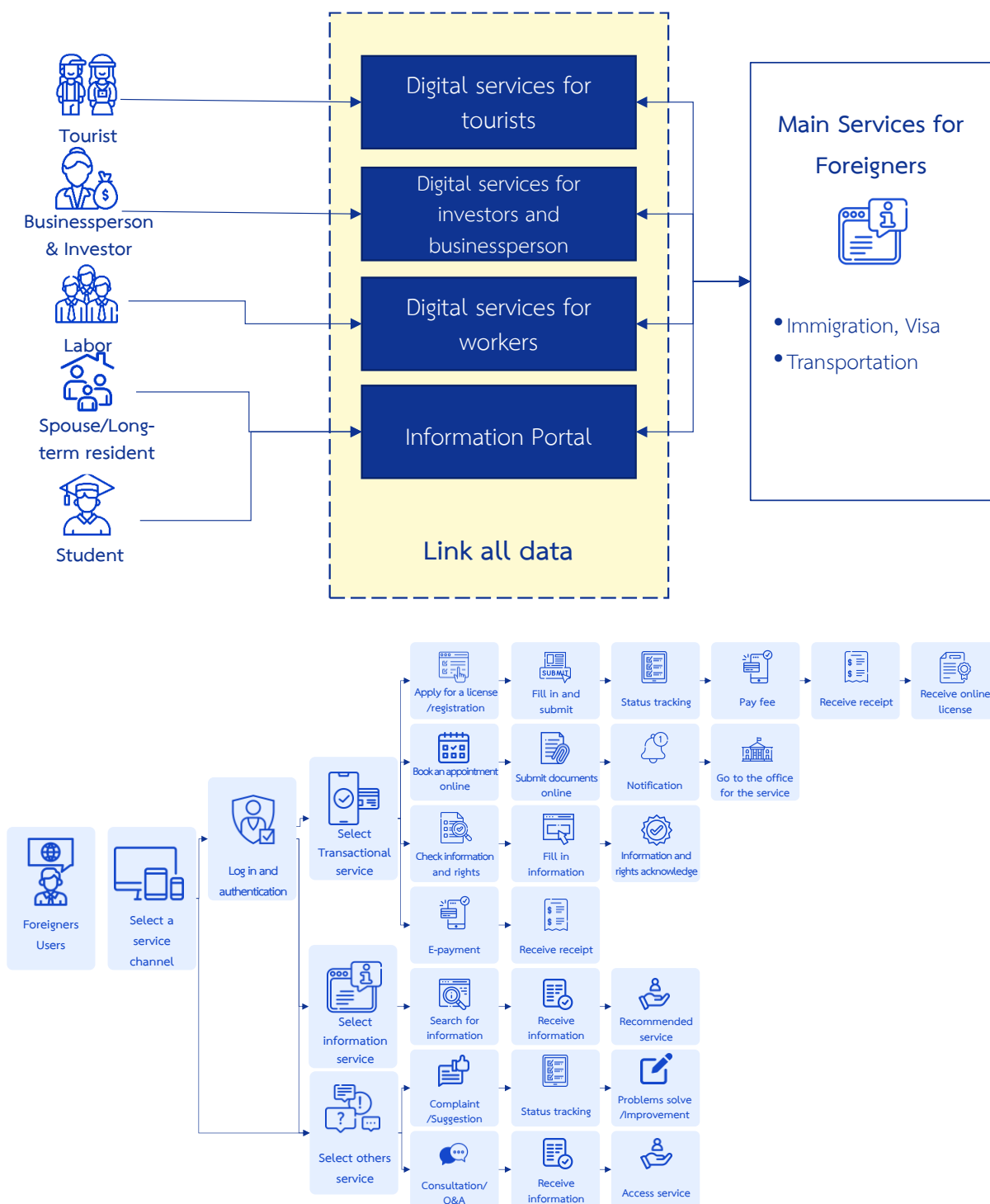


Figure6.5: System access model

6.3 Designing system features and capabilities

Designing system features and capabilities have to fulfill the user's need the details of the capabilities of the system can be divided into 14 field 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	<p>System users consist of 4 types</p> <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>
3. Access Chanel	<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.

Capabilities	Detail
	<ul style="list-style-type: none"> 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.
4. Infrastructure and others	<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 <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

Capabilities	Detail
	<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>
5. Integration	<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.
6. Authentication	<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.
7. Authorization	<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>

Capabilities	Detail
	<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> <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"> ▪ Form Submission: Filling out registration information to request the service on the portal with identity verification with Foreigner Digital ID. ▪ Supports the Real-time API connection to confirm foreigners' information in the Foreigner Digital ID. ▪ Display basic history information of 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>

Capabilities	Detail
	<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. ■ Support service, ask-answer, and receive suggestions.
10. Transportation Service	<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.

Capabilities	Detail
	<ul style="list-style-type: none"> Support the linking of traffic violations in the Kingdom of Thailand.
11. Portal for tourist	<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.
12. Portal for investors and businesspeople	<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.
13. Portal for labors	<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.

Capabilities	Detail
	<ul style="list-style-type: none"> 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.
14. Information Service Portal	<p>Supports basic data services</p> <p>14.1. Living in Thailand Service 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.

Capabilities	Detail
	<ul style="list-style-type: none"> 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> <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.

6.4 Critical key success factors

The development of The Next of Digital Government Service for Foreigners will not succeed with 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 The Next of Digital Government Service for Foreigners.

Table 6.1: Critical Key Success Factors

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 Central Portal with government service 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.
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 phase 1 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 need to be stored and asking permission to collect data/cookies from users.
Digital ID	<ul style="list-style-type: none"> Standards for the use of Digital ID to be announce 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

6.5 Benefit from portals

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

Benefits to foreigners

- **Use government services easily through digital channels.** The central portal for foreigners facilitates foreigners from 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 anytime,** 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.

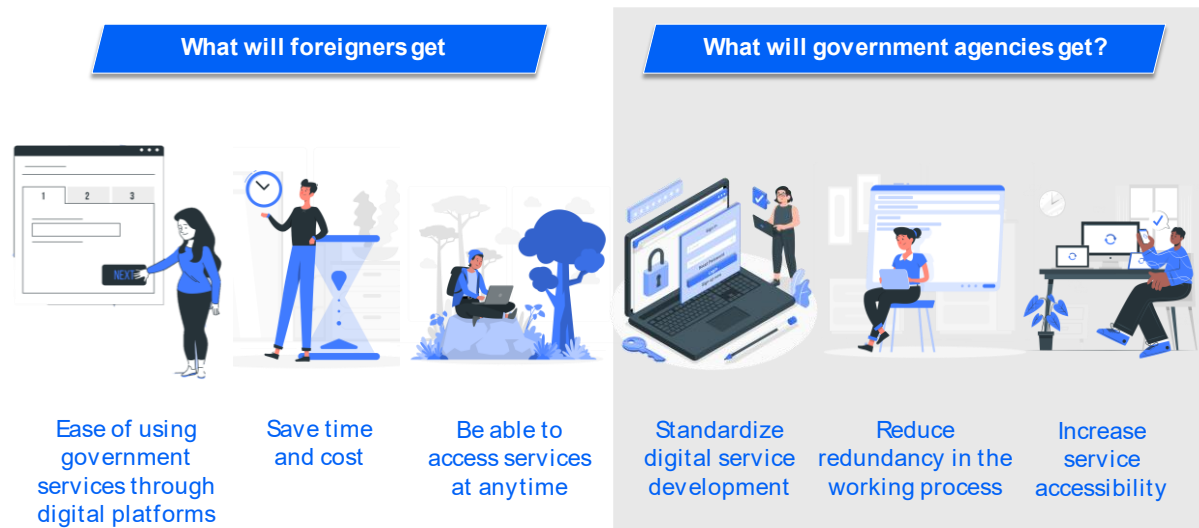


Figure6.6: Benefit from The Next of Digital Government Service for Foreigners

