The Management and Good Governance of the Thai Social Security Office: Proposal to Increase the Retirement Age from 55 to 65 Years for Thai Social Security*

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Abstract

There are various descriptions and theories around the management and good governance of the Thai Social Security Office and the subject of social welfare from Western schools and they are often based on political systems, both the extreme left and right-wing ideologies. Because of the lack of transparency in a good governance concept and scarce detail on data on the efficiency of environment analysis, the author recommends increasing the retirement age from 55 to 65 years for Thai social security. The concept of a security system is a suitable response for the Thai political context to help increase the well-being of the labor force who are the insured persons and lead to improved overall national social security. A government agency called the Social Security Office (SSO) is responsible for the governance and administration of a Social Security Fund (SSF) through the application of Good Governance Principles. In this article, a proposed administration of SSF rests on the basis of efficiency and good governance. In other words, data environment analysis is used as a method of measuring efficiency and the impact of internal laws on labor by the SSO as well as international labor laws of two international social security institutions: the International Labor Organization and the International Social Security Association are used as tools for governance. Besides a legislative framework and government regulation of Thai social security, Thailand, as a member of the United Nations as well as the leading member of the ISSA that provides guidelines for social security administration for worldwide members, has applied to its institutions the World Bank's concept of good governance which is similar to The ISSA Good Governance Framework.

Keywords: Social security, social security fund, management social security, Thai social security office, extent retirement in SSO system

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การบริหารและธรรมาภิบาลของสำนักงานประกันสังคมไทย: เสนอให้เพิ่มอายุเกษียณสำหรับผู้ประกันตนจาก 55 ปี เป็น 65 ปี เพื่อความมั่นคงทางสังคมของไทย

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บทคัดย่อ

บทความนี้ได้นำสมมติฐานวิทยานิพนธ์ เรื่อง The Management and Good Governance of Thai Social Security Office เพื่อเสนอให้ขยายเวลาจัดเก็บเงินสมทบในระบบประกันสังคมเพื่อใช้จ่ายหลังเกษียณอายุ เสนอแนะเชิงนโยบายจากการเกษียณ ณ ตัวเลขอายุ 55 ปี ขยายเป็น 65 ปี โดยเน้นสมมติฐานที่หนึ่ง (Data Environment Analysis) และ สมมติฐานที่สอง (good governance) ประกอบสนับสนุนขยายเวลาอายุเกษียณ ดังนั้น วิชาการด้านประกันสังคมเป็นคำตอบที่เหมาะสมสำหรับบริบทการเมืองไทย ช่วยแรงงานที่เป็นผู้ประกันตนให้เกิดการกินดีอยู่ดีและมีเป้าหมายปลายทางเพื่อให้เกิดความมั่นคงทางสังคม โดยมีองค์การภาครัฐชื่อ สำนักงานประกันสังคม (SSO) ทำหน้าที่กำกับดูแลบริหารงานกองทุนประกันสังคม (SSF) ด้วยแนวคิดธรรมาภิบาล งานเขียนนี้ต้องการเสนอให้ SSF บริหารงานอย่างมีประสิทธิภาพและเน้นธรรมาภิบาล กล่าวคือ อาศัยการวัดประสิทธิภาพด้วยวิธีการ DEA และอาศัยการกำกับดูแลผ่านเครื่องมือกฎหมายรัฐ/กฎหมายระหว่างประเทศด้านแรงงาน ร่วมมือระหว่าง SSO กับองค์การตรวจสอบประกันสังคมนานาชาติสององค์การหลักคือ องค์กรแรงงานระหว่างประเทศ และสมาคมประกันสังคมนานาชาติ กล่าวคือ นอกจากการตรวจสอบการบริหารงานโดยอาศัยกรอบกฎหมายหรือระเบียบราชการด้านการประกันสังคมไทยแล้ว SSO ในฐานะสมาชิกชั้นนำของสมาคมประกันสังคมนานาชาติที่มีกรอบทางวิชาการและบริหารงานผ่านแนวคิดการกำกับดูแลสมาชิกองค์การด้านประกันสังคมในประเทศต่าง ๆ ให้บริหารงานโดยยึดหลักธรรมาภิบาลด้านการประกันสังคมคือธรรมาภิบาลของธนาคารโลกที่นำมาใช้ปฏิบัติงานต้องยึดหลัก The ISSA Good Governance Framework

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Introduction

To maintain the efficient management and good governance of the Thai Social Security Office (Social Security Fund Governance through the administration with good governance principles), it is proposed to increase the retirement age from 55 to 65 years for Thai social security. Consequently, it is important to respond to the following two Hypotheses: 1: The Social Security Fund is an effective fund for human security; 2: The Social Security Fund is administrated through good governance principles. The insured persons as members of the fund receive benefits and compensation after retirement. A general answer for the question of what the labor force and insured persons hope and ask for after retirement includes maintaining well-being and living in a secure society.

The Technical Studies and Planning Division of the Social Security Office within the Ministry of Labor and Social Welfare has compiled a report about the solving of financial problems of social security from ISSA studies and Research No.36 on the topic Social Security Tomorrow: Permanence and Change (International Social Security Association, 1995: 12-13, 17). ISSA solutions to social security's financial problems include: first, increasing the retirement age; second, reducing a portion of total benefits (by increasing the taxation of benefits, eliminating spousal benefits, and changing the initial benefit formula); third, increasing the portion of low-income earners benefits (increasing taxation such as income tax, vat, or payroll tax); fourth, increasing the salary or income for high tax-income levels; fifth, increasing contribution rates from the government, employers, and employees; sixth, enforcing private-sector pension plans; and seventh, solving the problems of faith in the social security system. ISSA studies and Research No.36 report that the problem of people's faith has not received much attention (p.30). (It's essential to educate people about the value of the social security system and solving the system's financial problems can help increase public faith as well as the efficiency of the system. It is important not only to consider monetary costs, but the practical facts need to be presented to the public as well as the policymakers to acknowledge the economic and social benefits of Social Security System). Finally, it is important to raise social security as a political issue during debates (important because politics plays a substantial role in supporting the system and turning suggested solutions into practice). And additionally, the relevant parties cover

> *"...three types of insured persons including a) an insured person who by law is an employed person working in an enterprise having at least 1 employee who shall be deemed an insured person under section 33; b) an insured person who by choice is a non-employed person who has ceased to be an employee and wishes to continue to be an insured person shall be deemed as an insured person under section 39; c) insured person by registration is a self-employed person who wishes to be insured person shall be deemed as insured person under section 40 (Social Security Act (No.4) B.E.2558)..."*

In conclusion, the retirement age varies in different countries. Policymakers of social welfare and the institutions that implement it need to consider, prepare, and handle the changing demographic patterns which include a decreasing birth rate and the rising longevity of a potential labor force. The Social Security Fund shall provide a retirement alternative for Thai insured persons whose age is more than 55 years. In other words, the author proposes the increase of the current retirement age from 55 to 65 years for the national social security, equivalent to that operating in other developed countries. Therefore, the author proposes the following issues for consideration.

What is DEA?

Cooper, Seiford and Tone (2006: 66) has given as the definitions of effectiveness and efficiency - effectiveness is the ability to specify and achieve the target and efficiency is the ability to gain optimal benefit from minimal utilization of resources.

DEA is the concept of restricting the possible range for the multipliers using Mathematical Programming. (Charnes et al., 1994: 79, 83, 97, 100)

> *"...DEA is computationally intensively precise because it requires the solution of mathematical programs...DEA software breaks down the process of applying DEA into four steps: COMPUTUTIONAL ASPECTS OF DEA 1) DEA management 2) Model selection 3) Solution 4) Report Generation... (Evaluating business strategy: measures of costs and revenue-generating efficiency) ......"*

DEA is related to measuring efficiency widely used for analysis among scientists and industrial engineers. This is because of three important factors (Charnes et al., 1994: 7-8, 54). First, efficiency can be defined by numbers. Second, introduce efficiency improvement by using best performance of the decision-making unit. Third, DEA is directly used as a statistic model for measuring efficiency and indirectly used for increasing efficiency by using parameter and coefficient for analysis. Or, in terms of efficiency and productivity. (Ozcan, 2008: 7)

$$\text{Efficiency (Productivity)} = \frac{\text{Output}}{\text{Input}}$$

In general, DEA is used to measure the return of investment (ROI) or return of sale (ROS) by comparing the input and output of a firm. DEA can be used in many types of organizations such as banks, hospitals, nursing homes, and schools. (Please read the DEA's lecture technic, UTCC, Thailand, The methodology of Data Envelopment Analysis (DEA). Suebpongsakorn, 2012: 44-79)

Social Security Fund's Financial Overview and the Management and Good Governance of Thai Social Security Office within DEA's Data at 0.117

(a) Measuring the efficiency of the Social Security Fund by using DEA (data envelopment analysis) and technical efficiency - Measurement: Social Security Fund has been tasked to supervise the benefits and welfare of insured persons for many years under the governance of the Social Security Office. Its administration can be quantitively measured from 0 to 1 by using economic techniques to analyze the input per output which means income divided by expenditure in this context, then comparing the quantitative data of the Social Security Fund with others of the same type. In this article, the author has selected the funds that operate for life insurance. The financial funds operating on welfare or benefits in a bureaucratic system such as the Government Pension Fund were not used in comparison for the following reasons. First, the capital funds used to start up the Government Pension Fund are numerous and different from other funds, particularly the Social Security Fund. Second, the objective and the member type of the funds are not the same. (If we do not use the data of Government Pension Fund-DEA, the DEA will be 0.515. If we use the data of Government Pension Fund-DEA, the DEA will be 0.117) The Government Pension Fund has as its objective helping its members who are in the bureaucratic system, unlike the Social Security Fund whose objective is to ensure the welfare and benefit for its members who are insured persons, according to section 30 and section 40 of the Social Security Fund. In addition, both organizations differ in size, income, and contribution. For instance, members of the Government Pension Fund are entitled to receive the pension at the retirement age of 60, through a different definition; the retirement age of members in the Social Security Fund is 55. Third, monthly contributions and annual accumulative reserves are different. For example, members of the Government Pension Fund are more independent in selection of a monthly contribution rate and earn higher annual accumulative reserves, whereas members of the Social Security Fund are obliged to pay a fixed contribution. In other words, the input is paid at the fixed rate but is lower in amount affecting the final sum of pension fund or the output. The total accumulative reserves after retirement of members in the Social Security Fund are significantly lower in amount to those of the members in the Government Pension Fund. (The calculation result of Social Security Fund's efficiency measurement by using DEA and technical efficiency measurement, comparing it to others of the same type, as shown in the following table)

(b) DEA calculation result from research on The Governance of the Thai Social Security Fund Administration: Answer-Hypothesis 1 (Social Security Fund is an effective fund for human security)

Table 1. DEA Value of Social Security Fund is 0.117 Comparing Social Security Fund with Other Life Insurance Firms.

No.	Firm	Data Environment Analysis		
		Output Income	Input Expenditure	Efficiency
1	Social Security Fund	15,184,573	92,209,181	0.117
2	Government Pension Fund	20,113,200	1,429,000	1.000
3	Bangkok Life Assurance	39,844,504	35,438,467	0.080
4	Krungthai AXA-Life Assurance	31,053,156	28,097,376	0.078
5	BUI Life Insurance	33,848	10,596	0.227
6	Tokyo Marine Insurance	2,563,098	2,669,078	0.068
7	Thai Life Insurance	57,013,437	52,873,334	0.077
8	Finansa Life Insurance	1,175,051	1,149,056	0.073
9	SCB Life Insurance	45,900,768	41,756,169	0.078
10	Thai Cardif Life Assurance	2,812,924	2,961,720	0.067
11	Ocean Life Insurance	18,233,177	17,871,569	0.072
12	Thanachart Life Assurance	10,867,100	9,349,440	0.083
13	Allianz Ayudhya Life Insurance	26,946,978	26,128,669	0.073
14	Generali Life Insurance	496,971	1,598,141	0.022
15	Prudential Life Insurance	5,960,590	6,003,711	0.070
16	Muangthai Life Insurance	53,743,200	48,534,206	0.079
17	LF Assurance	3,253,914	3,319,892	0.070
18	Siam City Life Assurance	1,938,473	1,901,228	0.072
19	Thai Samsung Life Insurance	1,315,573	1,759,459	0.053
20	Dhipaya Life Assurance	1,552,236	1,740,995	0.063
21	Saha Life Insurance	466,017	535,163	0.062
22	Southeast Life Insurance	4,127,490	3,550,209	0.083
23	Menu Life Insurance	625,995	773,746	0.057
24	ING Life Insurance	12,852,709	12,087,703	0.075
25	Advance Life Assurance	1,312,366	1,302,130	0.072
26	American International Assurance	125,549,030	113,497,789	0.079
	Mean			**0.113**

To sum up, when using the Data Environment Analysis program for DEA through computer evaluation, the DEA value of the Social Security Fund is 0.117, compared to other life insurance firms (similarity in policy goal which is for life security) and the Government Pension Fund. (Similarity in type of organization and law which include the social welfare organizations for the well-being of people post-retirement)

The Management and Good Governance of Thai Social Security Office's DEA Data, Efficiency is only 0.117

This study outlines the answer to Hypothesis 2: the Social Security Fund is administrated according to the good governance principle: The retirement age of social insurance institutions in other countries is higher than 55 years. The Social Security Fund is administrated according to the good governance principle: The response is administration through the good governance principle.

The Social Security Fund is administrated through the good governance principle in accordance with the international principle of social insurance administration under the concept of the International Social Security (ISS). At the national level, its target achievement demonstrates that the ISS ensures the benefits and welfare of insured persons while being a member, as well as public advertisements on its website and the Social Security Office website, along with setting the agenda to encourage the Social Security Fund to be administrated with efficiency and according to the good governance principle. On the international level, the procedure of the Social Security Fund is in accordance with good governance principles under the concept of ISS which emphasizes appropriate welfare and benefits for the insured persons of the Social Security Fund.

The key response to Hypothesis 2: The SSF is administered through the good governance principle appearing in the documents of SSO, ISSA, and ILO. To respond to this, the author uses the scope of the public administration concept linked with good governance principles and new public management, as shown in the following Table.

Which Technique can respond to Hypothesis 2: Scope of Public Administration of Woodrow Wilson

A. Answer for Hypothesis 2 of "The management and good governance of Thai SSO"

Table 2. Scope of Public Administration of Woodrow Wilson.

Marketization	Efficiency	(5/5)
	Value of Money	
Business-like Approach	Effectiveness	
	Quality	
	Accountability	(1/5)
Participatory State	Participation	(4/5)
	Transparency	(2/5)
	Responsiveness	
	Decentralization	
Public Law	Rule of law	
	Fairness	(3/5)
	Impartiality	

B. Response to Hypothesis 2 and support for the management and good governance of the Thai SSO through the new public management and good governance concept.

Governance and good governance are included in the response to Hypothesis 2, as well as internal laws, international laws, conventions on international organizations, interviews by International Social Security Organizations, International Social Security Associations, Boards of Social Security Offices and Social Security Funds, ILO practices, research through the cooperation of ISSA and Thai SSO, and research into the Thai SSO lead to good governance of the Social Security Fund and are beneficial to all retired insured persons, non-retired insured persons as well as the general Thai labor force.

Table 3. The Application of the Scope of Public Administration and Good Governance and NPM from the Table of Scope of Administration.

School of Thought	Issue	Supporting Topics	Detail about Supporting Topics Governance or Good Governance
Neoclassicalism (Marketlization)	Efficiency	- Overview efficiency. - Actuarial science in case of old age population. - Actuarial science in case of four types of benefits: Sickness, validity, maternity and old age. - ISSA interviewed Mr.Sittipol Ratthanakorn, Adviser on Efficiency of Social Security Office, on how change management affected organization's performance in three dimensions. In the dimension of administration efficiency, It's effective. In the dimension of change management, It's successful. In the dimension of solving efficiency problem, It's capable.	- Trairat et al. (B.E.2551: 181, 187, 207) - Research on integrated assessment of service efficiency. - Research on actuarial review of the old-age benefit branch of the Social Security Fund. - Research on actuarial review of the four benefits branch of the Social Security Fund. (sickness, maternity, invalidity, old-age) - ISSA interviewed Mr.Sittipol Ratthanakorn on efficiency in the operation (Boon-Art, B.E.2553: 8). What was the latest change leading to success in the operation of your organization? How do you manage those changes? And the answer was "...the latest change was a restructuring of Social Security Office by establishing divisional committee and ministerial committee to analyze a job description of its subordinate agencies which was a process determined by a resolution of the cabinet..." and was continually interviewed that what was the significant benefit of change management and what was the major factor leading to success. The interviewee said that "...convergence of same types of works leading to more efficient performance, factor leading to success was the cooperation to brainstorm between the divisional committee and ministerial committee..." and the next question was have you ever encountered problems of competency/procedure and system during the period of change management? If yes, how can you solve those problems? And he said that "... yes, during the period of restructuring, conforming different opinions is very difficult..."

Table 3. The Application of the Scope of Public Administration and Good Governance and NPM from the Table of Scope of Administration (Continued).

School of Thought	Issue	Supporting Topics	Detail about Supporting Topics Governance or Good Governance
		- Management of the financial retirement schemes, saving and growth	- Artus (1994) suggested that Thai Social Security shall operate the management of financial retirement schemes, saving, and growth. Optional capital accumulation and compulsory capital accumulation, Inadequacy of capitals in economy,Economic fluctuation, Demographic statistics fluctuation. - The most appropriate benefits system for retirement. (Artus: 1994)
	Value for money	- Value of the money in medical care payment, Thai SSO operated the SSF to relieve the advanced payment of the medical care expenses. It means that it's a worthy planning of the contribution paid every month.	- The issue of the basic healthcare coverage proportion of medical care advanced payment. - ILO did not support three types of healthcare coverage systems: First, protection of all citizens, Second, social insurance and Third, market economy.
Business-like Approach	Effectiveness	- Effectiveness and efficiency of the information technology system. - Application of change management concept in order to achieve efficiency of SSO administration. The Accenture incorporated with ISSA have supervised the working processes of the members and have interviewed Mr.Sittipol Ratthanakorn about change management.	- Trairat et al. (B.E.2551: 169) research on evaluating information technology system effectiveness and efficiency. - Boon-Art (B.E.2553: 6). ISSA has asked a question about change management; Have you ever prepared a scheme particularly for change management? The interviewee said "...yes, the scheme consists of the following procedures; 1) Specify working processes and activities that support the strategy by... determining working processes that related to the strategy...determining activities that related to each working process...finding the information about each activity... 2) Make a mind map of the working processes and provide a description of each activity... 3) Specify the problems/ challenges

Table 3. The Application of the Scope of Public Administration and Good Governance and NPM from the Table of Scope of Administration (Continued).

School of Thought	Issue	Supporting Topics	Detail about Supporting Topics Governance or Good Governance
	Quality	- A research and meeting on role of risk management in advanced competency increase; Six factors had been found to achieve the advanced competency and had been presented to the meeting in Kuala Lumpur between 29-31 March 2010. - Methods to support those factors were understanding and response to the people's needs, realization of project values to the society, passing down the knowledge and experience of decision-making and cultivation of risk management values within the organization.	of the working processes as well as the opportunities to improve each working process... 4) Select the working process that should be developed in order to create a new better working process... analyze problems and challenges that may occur ..." Boon-Art (B.E.2553: 24). The AccentureResearch Company in France Europe & APAC Survey led by Charlotte Raut stated two challenges of Social Security Organizations. One was the external challenges (fame, diversity of the population, natural disasters, old-age population, corruption, ability to access services, legal, economic crises). Another was internal challenges. (role model of good governance, accuracy of the payment, IT system, inadequacy of the skilled workers, adaptation to changes, members of the organization, old-age workforce)

Table 3. The Application of the Scope of Public Administration and Good Governance and NPM from the Table of Scope of Administration (Continued).

School of Thought	Issue	Supporting Topics	Detail about Supporting Topics Governance or Good Governance
		- Application of the ISSA administration and management principles: 1) Financial sustainability 2) Investment 3) Protection of network and 4) Human resource and information technology	- Ketphichai, Boon-Art and Meepian explanation as follows; 1) Financial sustainability - related to actuarial science standard, norm setting in administrative expenses, administration and management of cash flow, prevention of corruption and others. 2) Investment - related to policies and strategies, securities investment administration, following up and supervision, asset and debt administration and others. 3) Protection of network - related to contribution collection, benefits payment, services for members, willingness to pay contributions and abiding by laws, measurements to deal with members who do not pay contribution, adequacy, and service standards. 4) Human resource and information technology - related to worker policies, evaluation, operation, incentive, succession planning, revelation of unlawful behaviors to the public, ICT standard, systematic architecture, administration ability within the organization as well as between organizations and others.
		- ISSA asked a question about independent supervision by an external organization on accountability of the SSO and it showed that the operation of SSO was in accordance with the Social Security L framework and information disclosure regulation.	- A full cooperation of the SSO in supervision by an external organization and there's an evidence found that Mr.Sittipol Ratthanakorn was interviewed by the ISSA on how the SSO corporate with other public organizations and community-based organizations to drive dynamism. The answer was "...corporate with the Office of the Public-Sector Development Commission in restructuring the organization..." The researcher had an opinion on this that SSO corporate with the ISSA presented the accountability of Thai SSO to the international community.

Table 3. The Application of the Scope of Public Administration and Good Governance and NPM from the Table of Scope of Administration (Continued).

School of Thought	Issue	Supporting Topics	Detail about Supporting Topics Governance or Good Governance
		- The SSO shall operate with good governance principles and framework which was half suggested and half enforced by the ISSA. (Note: Predictability and dynamism in the ISSA good governance framework differ from the good governance understood by Thai Academicians. The author proposed that dynamism defined by the ISSA referred to 'driven by innovation or technology')	- Ms.Maribel Qrtiz, the manager of ISSA secretariat from Geneva, was desirous of Thai SSO's application of the World Bank's concept of good governance which is similar to "The ISSA good governance framework" including: 1. Accountability is the ability to hold responsible the officials who are in charge of the institution. 2. Transparency is the availability and accessibility of accurate and timely information to ensure that stakeholders are well informed. 3. Predictability is the consistent application of law, its supporting policies, and acceptable regulations. 4. Participation is the effective involvement of stakeholders. 5. Dynamism is the element of positive change improving the status quo such as by doing things more effectively and equitably and by timely responding to risks, threats, and other challenges.
Participatory State	**Participation**	- Application of the ISSA principles on participation. (governance and administration)	- Ketphichai, Boon-Art and Meepian explanations and practices of the committee and administrative sector on participation consist of: 1. Authorized agency of the stakeholders such as "...efficient communication between the members in the committee and the officers..." 2. Preparation, administration and management on behalf of the stakeholders such as "...evaluation of the efficiency of the communication channels to stakeholders, planning, governance, and review of target evaluation in comparison with the operational results..."

Table 3. The Application of the Scope of Public Administration and Good Governance and NPM from the Table of Scope of Administration (Continued).

School of Thought	Issue	Supporting Topics	Detail about Supporting Topics Governance or Good Governance
			- Its investment shall consist of: 1) Carefulness and prudence of the investment officers 2) Investment policy administration 3) Analysis and pre-checking 4) Evaluation of the investment fund and lastly measurements to keep asset such as "...The administrative sector should operate the evaluation of the investment fund according to the international accounting standards... make a handbook for evaluation which is in accordance with the international standard and the evaluation should be on the basis of the market price and prepare reserve money for the deficit plan..."- Social Security Office Order No. 000139/2552 on 18 February 2009 Social Security Development Strategic Project five-year period (2010-2014).
		- Study, analysis, and evaluation of the operation report on Social Security Operation Strategy five-year period (2005-2009). - Confidence of the employers and the insured persons towards the strength of the fund. - Facilitation of contribution payment and benefits claims for the insured persons. The issue the author is seeking	- Social Security Office Order No. 000140/2552 on 18 February 2009 Social Security Development Strategic Project five-year period (2010-2014). - In term of satisfaction of the stakeholders, the stability of the fund, the operation, the cooperate development, the secretary. - the outstanding point was "...In term of the service quality, two factors need to be considered: One was confidence of the employers and the insured persons towards the strength of the fund. Therefore, risk management of the fund to meet the international standard was an important factor to make the fund earns return of the investment in an appropriate level and was another income of the fund regardless income from contribution. Another

Table 3. The Application of the Scope of Public Administration and Good Governance and NPM from the Table of Scope of Administration (Continued).

School of Thought	Issue	Supporting Topics	Detail about Supporting Topics Governance or Good Governance
		for is the ROI of the SSF. In the strategy five report from page 7-11 until the last page 29, there was no detail.- The ISSA required reports and practices of the SSO (Ron & Hirose, 2001: 36-37). - Actuarial science received much attention by the SSO with consistent meeting and research on it such as 28 October – 2 November 2008 meeting in Cyprus. 12-20 September 2009 meeting in Canada. - The ISSA required reports and practices of the SSO towards Social Security Fund to be in accordance with its framework.	was facilitation of contribution payment and benefits claims for the insured persons which was one of the service quality required by the insured persons. Inconvenience was the cost in term of time and mind (impression towards social security) of the insured persons. (Strategy five encouragement and strengthen the fund) …”- Ron and Hirose 1) Report to Government on Social Security Planning and Initial-Period Operation Section 1 Issue on Core Policy and Technical Problems B.E 2534 (THA/89/013 (1)) 2) Report to Government on Social Security Planning and Initial-Period Operation Section 2 Academic Report on Computer System and Health Insurance B.E.2534 (THA/89/013 (2)) 3) Report to Government on Social Security Planning and Development Section 1 Issue on Core Policy and Technical Problems B.E.2536 (THA/90/014 (1)) 4) Report to Government on Social Security Planning and Development Section 2 Academic Report B.E.2536 (THA/90/014 (2)) 5) Report on Actuarial Science of Social Security Projects B.E.2536 (ILO/UNDP/Thailand/R34) 6) Pension and Family Allowance Benefits: Report to Government on Development of Social Protection B.E.2538 7) Database Design on Accident and Occupational Diseases for Compensation Fund B.E.2538 (ILO/TAP/Thailand/R35) 8) Review of Social Security Projects Section 1 Summary of Study and Suggestions B.E. 2540 (ILO/Thailand/R36 (1))

Table 3. The Application of the Scope of Public Administration and Good Governance and NPM from the Table of Scope of Administration (Continued).

School of Thought	Issue	Supporting Topics	Detail about Supporting Topics Governance or Good Governance
	Responsiveness	- Application of 10 dimensions of the ISSA principle on responsiveness. The ISSA framework the practice of "the committee and the administrative sector involving in 10 dimensions of responsiveness" No. 10 *"...prudent principles on people involving investment..."*	9) Review of Social Security Projects Section 2 Report on Health Insurance B.E.2540 (ILO/Thailand/R36 (2)) 10) Extension of Social Security Project Section 3 Report on Evaluation of Actuarial Science for Short-term Benefits B.E. 2540 (ILO/TF/Thailand/R36 (3)) - Ron and Hirose 1) Social Security Standard B.E.2502 (ILO/TAP/Thailang/R9) (Note: The document on page 36 was "Thailang" not Thailand which was understood as a reference to a document) 2) Report to Government on Social Security Legal Proposal B.E.2505 (ILO/TAP/Thailand/R19) 3) Report to Government on Occupational Health B.E.2513 (ILO/TAP/Thailand/R30)- Ketphichai, Boon-Art and Meepian explanations and practices of the committee and the administrative sector involving 10 dimensions of responsiveness: 1) Powers and responsibilities of the board 2) Delegating powers and responsibilities 3) Independence of the board from political interference 4) Suitability and competency 5) Legal liability of the members of the board 6) Internal and external system control 7) Financial sustainability of the program 8) Risk management 9) Performance standard

Table 3. The Application of the Scope of Public Administration and Good Governance and NPM from the Table of Scope of Administration (Continued).

School of Thought	Issue	Supporting Topics	Detail about Supporting Topics Governance or Good Governance
	Decentralization	- The SSO administration decentralization in order to assure that the SSF will not bankrupt. Social Security System needs a reform. The SSO corporate with Kobsak Pootrakool and Anek Serichettapong, economists in Financial Policy, Bank of Thailand held BOT symposium 2007: annual seminar, including elements of guidelines for sustainable pension project planning. (Pootrakool & Serichettapong, 2007: 17, 40)	10) Investment management (some organizations have investment regulations) such as No. 10 "...prudent principles on people involving investment..." to be a guideline for decision-making on investment and liabilities of the committee and administrative sector in case of failed investment. - Pootrakool and Serichettapong (2007: 43), Safeguarding Our Nations' Net Egg: Necessary Reforms to Our Social Security System. - Pootrakool and Serichettapong, economist in Financial Policy, Bank of Thailand, incorporated with the SSO tried to reform Social Security System by raising three important questions: 1) What is the final target? 2) Preparation of the present pension project 3) Efficiency of reform standard in each measure included problems mentioned before: "...What the government wants to achieve, the most important goal, is to fight against old-age poverty like in Thailand's case. Thus, the key question is what the structure of this form of social security should be in order to ensure that it would not bankrupt, and to guarantee the efficiency of system in achieving goals of old-age poverty fighting..."

Table 3. The Application of the Scope of Public Administration and Good Governance and NPM from the Table of Scope of Administration (Continued).

School of Thought	Issue	Supporting Topics	Detail about Supporting Topics Governance or Good Governance
Public Law	Rule of law	- Practicing following the guidelines of the international association base on theory of social security particularly in principles of ILO according to the ILO convention No.102 (1952): Minimum standard of social security.	- Key characteristic of ILO's social security which the international society hold is very important. - Social Security Code (SIC) is the framework of the national law about social security. (Seneemanomai & Sortad, B.E.2553: 10-11)
		- The universal declaration of human rights 1948 required SSO to follow (i) article 22 of the declaration, (ii) article 25, (iii) article 9 in the Ratification of International Cooperation on Economy, Social and Culture 1966 of member countries.	- Trairat et al. (B.E.2553: 14). Ms.Valerir Schmitt-Diabate, Social Security Specialist of ILO, Switzerland, emphasized SSO to hold on international principles. "...According to the approval of the Universal Declaration of Human Rights 1948, member countries of the United States accepted that social security is fundamental human rights. As noted in article 22, everyone has the right to social security and, in article 25, has the rights to a standard of living adequate for the health and well-being of himself and his family. Section 9 of the Ratification 1966 of member countries required to concern the right of people to receive social protection including social security..."
		- The rule of law in social security means publicizing, article 9 and art zicle 80 of Social Security Act. In article 9, this article was written to empower the committee as well as article 80 which granted staff and official authority to govern the inspection and supervision such a case of the medical committee.	- Social Security Act is based on the rule of law because it is the law which was announced to the public and published in the Government Gazette before enforcement. The exercise of power by social security committee in the inspection or controlling the officer prescribed in Social Security Act Section 9 and Section 80 in order, as well as people under this act, will be guilty when they have committed an offence under this Act and be punished at level as defined in law.

Table 3. The Application of the Scope of Public Administration and Good Governance and NPM from the Table of Scope of Administration (Continued).

School of Thought	Issue	Supporting Topics	Detail about Supporting Topics Governance or Good Governance
		- To have a sustainable SSF, there are four ways provided to extend duration of fund as follow: 1) Extending age of pensioner from 55 years to the age in proportionally link to higher average life span. 2) Intermittently increase the contributions to be appropriated with pension rate payment in order not to burden next generation. 3) Having plan to determine minimum rate of pension or even adjust pension rate in part of cost of living for enough revenue to live a quality life. 4) The government should speed up developing capital market of Thailand to catch up saving, and focus on long-term investment.	- Pornpitakpan (2008: ก-ข, 45), Researcher and Director of Social Security Office Area 4, propose four ways to extend duration of fund to be more sustainable. The researcher made a research as a student of Management of Public Economy, Executive Program Year 1998 of King Prajadhipok's Institute, on 'stability of Social Security Fund'. According to the contributions payment by employer and employee at three percent calculation rate based on minimum basic wage 1,650 baht and maximum 15,000 baht with paid contributions period of not less than one hundred and eighty months at the age of receiving monthly or lump sum allowance; 55 years, and insurance terminated, SSO calculated that in 2014 person who received lump sum allowance around 6,300 with amount of 230 million, and monthly pension 150,400 persons with 12,700 million (subsidize by SSF one trillion). There is the prediction that, the number of pensioners will increase to 3.13 million persons with amount of pension 800,000 million in 2038, and it would be the first year that revenue is not enough for expenditure (The calculation implied that to take money to contributions fund with the balance at seven trillion). After 2038, the amount of fund would be gradually decrease until nothing left in 2047 if still continuing collecting contributions at the rate three percent.

Table 3. The Application of the Scope of Public Administration and Good Governance and NPM from the Table of Scope of Administration (Continued).

School of Thought	Issue	Supporting Topics	Detail about Supporting Topics Governance or Good Governance
	Fairness	- Encouraging equity between Thai and ASEAN labor by Edward Tamagno, Policy Assistant of Caledon Institute of Social Policy, Canada. In order that ILO prepares to assist social security institutes in ASEAN countries as well as develops model of ASEAN for social security agreement. Concrete example is proposing model provision for social security agreement which resulted from Maintenance of Social Security Rights Recommendation 1983 (No.167) and regulations of ASEAN social security projects submitted to ASEAN social security association. (however, in 2010, there is not the social security institute in Cambodia and Myanmar) (A dissertation's author believes that, for foreign worker, section 40 may ease public health problems caused by unpreparedness of social security institution in other neighboring countries)	- The research by Tamagno (2008) - Edward Tamagno, a retired person of Canada Year 2014, Ex-senior Officer of Canada Government, took the Canadian delegation to discuss on the agreement of social security in Canada more than 45 agreements. - The research by Tamagno (2008) have progressed in social security for six matters as follows: 1) Study the general social security agreements by explain advantages and disadvantages of bilateral agreement and multilateral agreement presenting example of best practices in cooperation of social security system, and the conclusion of process negotiated procedures, approval, and implantation following the agreement. 2) Explain the principles of ILO convention and suggestions related to the social security rights of foreign labor, and the ability to apply the convention and suggestion to ASEAN countries. 3) Review social security project of ASEAN countries and assess the context which is the provision in case that there is none social security agreement affected to the access to social security benefits of foreigners. 4) Movement of foreign workers in ASEAN countries, summary of the implementation in region level and state level in order that foreign workers can access social security. 5) Presenting existed choices to ASEAN countries to enhance coverage of foreign workers by accepting the ratification of ILO convention, and making bilateral and/or multilateral agreement. (included regulation, concept, procedure and management)

Table 3. The Application of the Scope of Public Administration and Good Governance and NPM from the Table of Scope of Administration (Continued).

School of Thought	Issue	Supporting Topics	Detail about Supporting Topics Governance or Good Governance
			6) Suggesting technical cooperation from ILO which supports purposes of the Extension of Social Security Coverage of foreign workers in ASEAN. - Tamagno (2008) In the future, Thailand and ASEAN has to amend law for the foreign insured like "...the European Union which amend the law related to social security on the social security agreement of Caribbean Community (CARICOM) ... Key rule is EC 1408/71 which in force on 1 October 1971 and several times of amendment. EC 1408/71 can achieve five rights which cover every field of social security. Rule of 859/2003 enforced on 1 June 2003 has extended coverage of EC 1408/71 by protect all legal resident in Europe without concerning race..." Furthermore, ILO has another convention. For example, Equality of Treatment (Accident Compensation) Convention (1925) Underground Work Convention (1935) Equality of Treatment (Social Security) Convention (1962) Maintenance of Social Security Rights Convention (1982) and recommendations No.167 on Maintenance of Social Security Rights Convention (1983).
	Impartiality	- Thammasat University Research and Consultancy Institute recommended that some agencies of SSO should be independent.	- Trairat et al. (B.E.2553: 222) research on guidelines on structural and working system improvement of the Office of Investment Management suggested that "...Board of Investment which is the governmental agency in division level under Social Security Office changes to be an independent organization under Social Security Office instead..."

The ISSA Good Governance Framework

The World Bank’s notion of good governance that Thai government applied to its own organization has a correlation with Good Governance. The Office of the Public-Sector Development Commission (OPDC) and the Office of the Civil Service Commission use this concept to regulate Thai agencies including the Social Security Office (SSO) that adapt the concept for its subordinate agency, Social Security Fund, as well.

As mentioned above, the concept is in accordance with the guideline issued by the International Social Security Association (ISSA) called The ISSA Good Governance Framework which involve five principles to which the SSO are beholden: 1) Accountable 2) Transparent 3) Predictable 4) Participation and 5) Dynamic. It can be seen that comparing the application of the scope of public administration and good governance, as well as NPM, from the scope of administration by Sirisamphan to the World Bank’s good governance concept, the same wording can be seen in Nos. 1, 2, and 4; accountability, transparency, and participation. The different wordings are dynamic and predictable. The word ‘dynamic’ refers to ‘efficiency’ and the author uses ‘predictable’ to refer to ‘fairness’ as in the World Bank’s concept. Thus, it can be deduced that the World Bank’s concept is similar to ISSA’s good governance framework.

Table 4. The Relations of the ISSA Good Governance Framework and Good Governance & NPM from Table of Scope of Administration.

The ISSA Good Governance Framework	Issues that SSO Corporates with ISSA and ILO	Details/ SSO's Executive Interview/ Document Contents
Accountability	- International Social Security Association (ISSA) requires the Social Security Office (SSO) to have management principles called 'Governance principles on investment procedures of the Social Security Fund' for board and investment of the social security institutions which the research and seminar entitled 'Governance principles for board, management, and investment of the Social Security Institutions'	- Boon-Art and Sirithorn (B.E.2553: 1-3) create administration based on governance principles for board, management, and investment of the Social Security Institutions, the ISSA has focused on board of directors, senior executives, operational managers, finance professionals and invited the target group to have a discussion. According to ISSA recommendation, ISSA as chief of the SSO of Thailand strongly desire to achieve the output which is 'Social Security Principles, Handbook for Social Security Institutions, and Governance Principles on Investment Procedures of the Social Security Fund, ICT Investment'. - Cheating and corruption prevention as well as transparency and risk management in the administration of assets and liabilities has its own administrative mechanism on the investment procedures including lesson-learned from the financial crisis. (Boon-Art & Sirithorn, B.E.2553: 1)
Transparency	- The perception on social security information or satisfaction survey of insured project, the improvement of social security fund in case of dental care benefit, demand for social security in 2003.	- Research on 'The perception of insured on social security information from media in order to create PR strategies of Social Security Office' by Trairat et al. (B.E.2553: 127, 137, 154, 147). - Research insured satisfaction survey at Social Security OfficeProvince and others in Thailand.

Table 4. The Relations of the ISSA Good Governance Framework and Good Governance & NPM from Table of Scope of Administration. (Continued).

The ISSA Good Governance Framework	Issues that SSO Corporates with ISSA and ILO	Details/ SSO's Executive Interview/ Document Contents
		- Research on 'Dental Care Benefit in Social Security Scheme' - Research on 'Demand for Social Security Survey in 2003'
Predictability	- Expectation for stable Social Security Fund as the researcher; Miss Duangporn Pornpitakpan, Director of Social Security Office Area 4, suggested four solutions for the stability of Old-age Security Fund as follow: 1) Increasing the retirement age from 55 to higher according to the increase in the average life span; 2) increasing contributions periodically in conformity with pension payment ratio which would not burden to the next generations; 3) having plans for identifying minimum pension covering cost of living adjustment to have a quality life; 4) the government have to rapidly develop financial market to keep up with saving and focus on long-term investment.	- Pornpitakpan (2008: ก-ข, 45), Researcher and Director of Social Security Office Area 4, as a student of management of public economy for Executive Program of King Prajadhipok's Institute, made a research on 'Stability of Social Security Fund'. As the employers and employees must contribute three percent of wages calculating based on the minimum ceiling wage rate of 1,650 baht/month and the maximum not exceed 15,000 baht/month. The period of consistent contributions to receive pension is 180 months or to early retire at the age of full 55 years old and the status of being an insured will be terminated. Calculated year 2014, the number of lump sum is 6,300 people with 230 billion paid out; monthly pension is 150,400 people with 12,700 billion (by fund with one million baht). The number is predicted to be increased to 13.3 million people with amount of pension 800 billion in 2038. That year would be the first year that income is not enough for the expenditures. (calculated the amount take from social security fund, the fund balance would be seven trillion) After the year 2038, the amount will gradually decrease and desperately out of money by 2047 if SSO still collects contributions at three percent as before.

Table 4. The Relations of the ISSA Good Governance Framework and Good Governance & NPM from Table of Scope of Administration. (Continued).

The ISSA Good Governance Framework	Issues that SSO Corporates with ISSA and ILO	Details/ SSO's Executive Interview/ Document Contents
Participation	- The progress and adjustment towards changes in international information and communication technology in social security. For example, partnership and services integration and cooperation (such as the old-age can easily access to and understand the information of social security fund: the author). Antoly Kolesnik, researcher and deputy chairman of the Board, Pension Fund of the Russian Federation, Russian Federation.	- Social Security Office of Thailand or SSO wants to develop and adjust itself in relation to changes in international information and communication technology in social security by applying and following suggestions from the 11^{th} Conference on Information and Communication Technology in Social Security, held in Russia from 27 June to 3 July 2005. As Kolesnik stated about information and communication technology in tackling topical problems of social security and social insurance, old-age pension depends on GDP per capita, the proportion of employees per pensioner, and share of GDP for pension payment. "...ICT operations for social security project in a time of continuous economic development and rapid social change require study and well-organized operating system in order to timely achieve results and catch up with social conditions at that time. ...Public information integration of subsystem (in other organizations) related to social security such as old-age pension system, medical insurance system, accident at work insurance system by using open system of information technology which has the information sharing standard..."

Table 4. The Relations of the ISSA Good Governance Framework and Good Governance & NPM from Table of Scope of Administration. (Continued).

The ISSA Good Governance Framework	Issues that SSO Corporates with ISSA and ILO	Details/ SSO's Executive Interview/ Document Contents
Dynamism	- Efficiency and effectiveness of information system. (Trairat et al., B.E.2553: 169) - Increasing efficiency on the audit of wages of Social Security Fund with the same approach both at central and provincial levels social security office (by firstly accepting insider or direct experience candidate for the position).	- Research report on 'Adjusting the Model for the Evaluation on Customer Self-Service System of Social Security' or the efficient and effective evaluation plan of social security system through electronic media or six database systems as follow: 1) The registration system of employers and insured persons 2) Contribution system 3) Medical services system 4) Benefit system 5) Financial system and 6) Accounting system Researched by Park Software Co., Ltd. by Mrs. Hongladda Pongsuwan - The researcher, social security technical officer at professional level of Inspection Bureau, Social Security Office, studied intensively in order to be promoted to the Social Security Executive Batch 7, between 19 May - 15 July 2003, and found that the diagram on page 26 of Social Security Office's Manual had been improved as a result of the reorganization. "...According to the organizational and functional restructuring of Social Security Office on 21 April 2003, the audit of wages' guidelines of provincial social security fund and central workmen's compensation were in line with the provincial social security office. Thus, it's necessary to determine how to proceed the efficient audit of wages or to identify the qualifications of auditor such as bachelor degree of business administration (accounting) and two to three years' experience in social security field particularly contribution or benefits..."

In conclusion, social security is governed by the Social Security Office (SSO) and the International Organizational Labor Organization and ISSA, all of which inspect social security operations by means of law, regulations, and international values of labor. The existence of Good Governance can be proved through the response of SSO's Senior Executive who was officially assigned to handle the administrative issues of Thailand SSO.

Researcher's View on Guidelines on the Future of Thailand's Social Security Development: Recommending the Policy-Maker to Formulate Public Policy on Aspects of Public Administration not Only to explain from an Economic Framework and to Extend the Retirement Age to 65.

According this author's notion of guidelines for social security development in the future, data collection was used from dissertation research and applied to the concept of a future social security implementation plan by Assoc. Prof. Dr. Chongchit Soponkanaporn, the author's Advisor. The concept has eight suggestions regarded as a research framework to explain the study of the Governance of a Thai Social Security Fund. All of the eight suggestions will be explained in this study's Conclusions and Recommendations.

Conclusions and Recommendations

Development and application focus on the ends of social security. The author suggests the extension of the Thai retirement age to 65 for insured persons as the same number as other member countries in the ISSA or ILO. (ILO determines the age of retirement age not to exceed 65 years old)

1. Special revenue: Issue of tripartite contribution payment: recommended to add another party and named as Public - Employer - Insured - the 4th organization for well-being.

The 4th organization for well-being refers to revenue, donations, compulsory contributions, or the distribution of prosperity in specific forms of business, as follows:

- Contributed revenue from the mega Andaman Sea - Gulf of Thailand land bridge project
- Contributions from savings in the special funds/dividends of business model innovation or scientific innovation such as the wavelength of space transportation, business/collection of fees or insurance for health, communicable diseases, or crossing accidents: Cases of AEC free flow of labor Semi-compulsory or voluntary revenue from the local administrative organizations of Pattaya and Bangkok.
- Compulsory or semi-compulsory contributions as stated in special laws: When the organizations or multinational corporations doing business in Thailand make excessive profit; e.g., businesses related to casinos, prostitution tax, energy businesses which degrade environment or businesses whose assets have been seized because of corruption and immorality etc.

2. New savings banks: Thailand is moving from an agricultural country in the developing world to an industrial country focusing on the service sector. Thus, it is unable to tolerate a lower quality of social welfare services especially in old-age insurance; as per the statutory exception No.4 of the Force Labor Convention (No.102) in line with Convention No. 35 (industrial sector) and Convention No.36 (agricultural sector).

Alternatively, providing more ways or approaches to receive a pension than before, such as the following examples: The insured can be identified as contingent beneficiaries to receive benefits as in the case of death where there is no successor (Trairat et al., B.E.2553: 49), establishing the Bank of Labor (Trairat et al., B.E.2553: 227) following the recommendations of Sin Asia Asset Management Company, paying benefits to nursing homes as in the South African pension system (Boon-Art & Meepian, B.E.2551: 20), receiving benefits through the banking system or a postal service, as the Philippines' project of Meg-imbok so Bangko (Boon-Art & Meepian, B.E.2551: 22). The advantages of receiving benefits through the banking system include: No risk of theft or missending, faster cheque clearing, no waiting period with instant cash withdrawal, or using a pension debit system such as in the UK (Boon-Art & Meepian, B.E.2551: 5). Additionally, there is an issue concerning the remarriage of young spouses in the Netherlands.

> *"...If you are married or cohabiting with person younger than 65 years old, the BEU law (the law of sending benefits overseas) requires that no additional allowance will be paid..."* (Boon-Art & Meepian, 2014: 9)

That means the legal status of marriage is brought into consideration for the benefit terms of payment in the Netherlands' pension system. In Thailand, policy makers must adapt the security policy to be in updated and in accordance with social security principles. Since 31 December 1988, the SSO has started the implementation of old-age cases to protect the insured upon retirement by paying monthly pensions, receiving the contributions as required by the law. In fact, 2004 was the first year that SSO has paid pensions to the insured. (Message from Mr. Surin Jirawisit, Secretary of SSO) (Boon-Art & Meepian, B.E.2551: Preface)

3. Revision of the social security policy: It may be advantageous to study the literature review and research overseas cases for educational development evaluated by the DEA technique. Additionally, related factors and issues should be investigated as concern policy formation for Thailand.

The first factor is serving people who have different characteristics. Second, external environmental factors such as the populations of different geographical areas, cultural or economic factors. Third, activities relevant to organization responsible for healthcare policy particularly in the sub-activities of provincial social security offices. Fourth, scarcity or limited resources, also included stocks in the capital market. Fifth, accounting processes which causes misunderstanding. Sixth, deviation of numbers or data which to be used for consideration. Seventh, mistakes from sampling variations. Eighth, type, background, and aim of organizations. The final factor is the different understanding in definition of what or how is efficiency because each organization has different levels or definitions of efficiency. (applied in the presentation of Rowena Jacobs, Peter C. Smith and Andrew Street) (Jacobs, Smith & Street, 2006: 174)

In the case of the Thai Social Security Office, the name used is a specific word with intention regarding the ends of welfare stability in Thailand which is in line with the concept of ISSA and the concept of social welfare. The meaning of Social Security in English is associated with the name of the Social Security Office and the Social Security Fund in Thai (underlining this phrase because generally social security or Par-Kun-Sun-Kom is translated Social Insurance in English but the phrase used in the Thai social security system is Social Security). It implies that policy makers in an earlier age regarded social welfare education in terms of enabling social security policy implementation and achieving the expected results; viz., social security and well-being.

The author agrees with the extension of the retirement age. Regarding a study visit and research of SSO in Slovenia showed that an increase of the retirement age means the minimum income of the insured in calculated contributions is 2,441.25 kunas, monthly revenue in calculated contribution is 41,850 kunas) (Prompaet & Boon-Art, B.E.2553: 36-40). Thus, the countries visited and researched by the SSO were regarded as progressive countries in their concept of social security. Consequently, to extend the retirement age of Thai insured should be implemented in the process of policy formation.

The author agrees with the extension of retirement age similar to the United Kingdom. For example, a study visit and research of SSO in Cyprus revealed changes which happened in UK pension's system. For examples, there was an increase in men's retirement age to 65 for men and 60 for women to 65 for both men and women between 2010-2020. The retirement age will climb to 66 between 2024-2026, and increase to 67 between 2034-2036 and then 68 between 2044-2046. Another consideration consists in applying suggestions of Professor Rob Brown, University of Waterloo, on the comparison of attitudes towards pension design under the social security system and the effects of financial management in monitoring the Social Security Fund and the Social Security Office's Administration for good governance.

Furthermore, World Bank's suggestions for the New Concept of Implicit Pension Debt (IPD) mean the present value of accumulated benefit workmen receive from pension projects are based on the regulations of private pensions for member protection if the project has been terminated but state pension hasn't, and the financial sustainability of pension fund.

4. Input-for-output-for-labor: The author recommends SSO to oversee the SSF to focus on technology both in a production approach and inter-mediation approach.

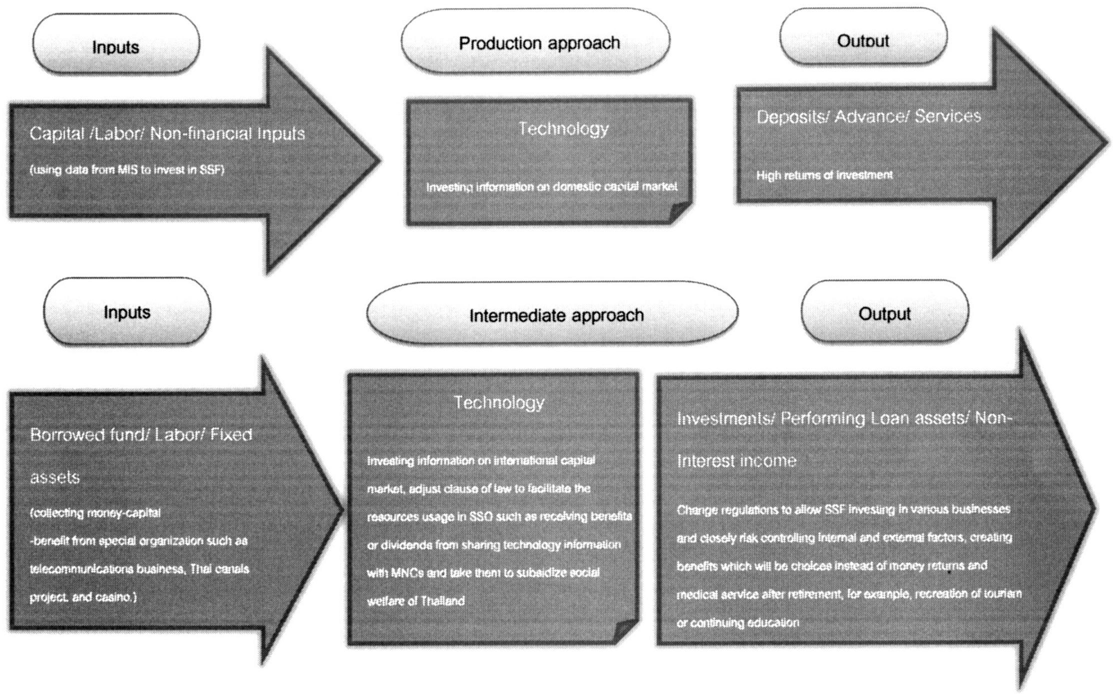

Figure 1. Focus on Technological Advancement in Every Step in the Development of the Thai Social Security Organization.

Souce: Sengupta and Sahoo (2006: 3)

5. A concerning concept that can be applied to (i) retired persons who are experienced and a knowledgeable human resource who can be united with a local community, as part of strong teamwork, (ii) contribution payment of the insured makes them feel proud and with dignity, as well as prepared for life in every age range through fringe benefits. Thus, Thailand can deploy both age groups in the country's development.

6. Currently, social security in Thailand uses both compulsory and voluntary measures according to the relevant law, Sections 33, 39-40. In the future, when free movement of labor has increased, as in the AEC's case, possibly the SSO may need to force everybody to register for the insurance if working in Thailand, as in 1964. In Cyprus, compulsory social security extended coverage to all employed who lived in Cyprus as well as to the self-employed. Therefore, it is especially suitable for public administration scholars to propose a proactive policy in dealing with free flow labor by using social security as a tool to handle problems from the labor movement and for the welfare of those people.

SSO should focus on the research suggestions of social security expert, ILO's Ms. Valerir Schmitt-Diabate from Switzerland. These are to adopt international principles. In April 2009, the Executive Board of the United Nations set the approaches to get through the Asian economic crisis and stimulate economic recovery with more fairness, as can be demonstrated in the following: 1) financial support for vulnerable groups; 2) food security; 3) fair trade; 4) doing business based on environmental friendly measures; 5) stimulating employment; 6) social security base; 7) human rights, security, and social stability concerns; 8) technological and innovative development; 9) tracking and analysis. (Trairat et al., B.E.2553: 48)

7. SSO should review its organizational aims to achieve the goals of the social security system by applying the notion of Emmanuel Thanassoulis (transform basic welfare to social security) (Thanassoulis, 2001: 3) as demonstrated in the diagram below:

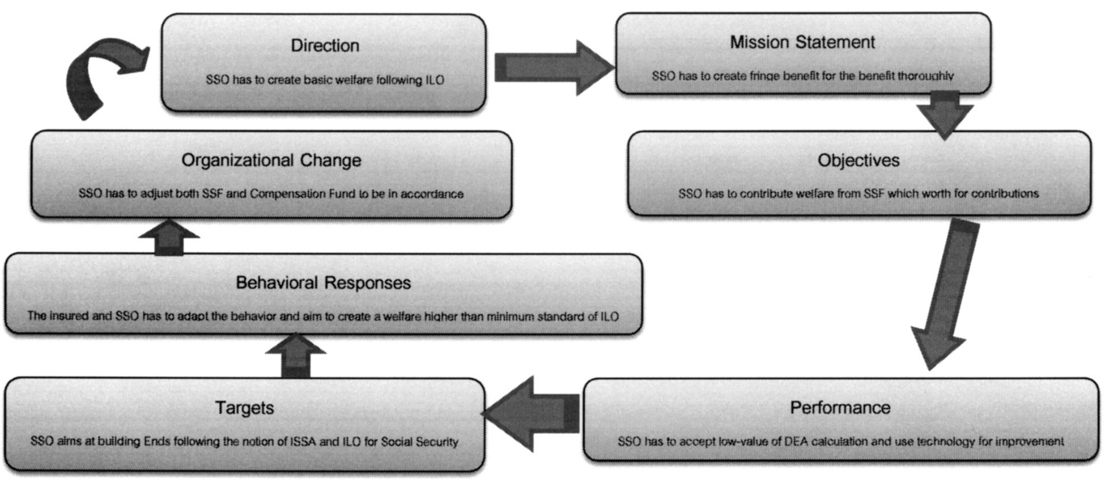

Figure 2. Improve Overview of the Operation from Basic Welfare to Social Security (applied in the diagram of performance measurement and the DEA).

Source: Thanassoulis (2001: 3)

Moreover, Kolb and Boon-Art and Prompaet (B.E.2554: 6) Pootrakool and Serichettapong (2007: 41,43) Ketphichai, Boon-Art and Meepian, and the ILO define the retirement age as less than 65 years and recommend enhanced internal human resource development so as to be skilled in organizational change management as well as coordinating with external service providers. In an interview by ISSA, Sittipol Rattanakorn, SSO's Executive of Efficiency, was asked about advance performance in social security administration in the subtopic of efficiency. He shortly replied "NEVER" to the questions asked by ISSA. The questions sought to know if he had ever engaged in internal skill development for organizational change management or cooperated with external service providers; and, if any, to please explain those details. For instance, what it was, if not, what were the reasons and if he had any plan to do. Another question was whether he had developed or enabled IT processes for change management; if YES please describe those details and if NOT what were those reasons and if he had any plans to do so. Mr. Sittipol answered ISSA with the same word as before.

8. According to the study and a lecture presentation by a specialist from the ILO organization (Mr. Hiroshi Yamabana, social security specialist) on 20 September 2007 at ILO SRO-Bangkok entitled International experience on health insurance, asset management based on good governance was highlighted and the details relevant to the current dissertation research are outlined below.

In fact, the specialist agreed with the conclusion of Ms.Kanjana Thongsing (Social Security Officer, Professional Level of Sri Saket, SSO)

> *"...that old-age insurance is the conceptual combination appropriated for people, social, and economy which considering from contributions collecting system to be enough for yearly pension payment and from contributions of advance payment collecting system. Each system has defined clauses to join the project, capital requirement, conditions to the formation of rights and replacement benefit. (In Thailand, employee has to pay contributions three percent of wages and five percent from employer with minimum base wage calculated at 43.25-399.18 US Dollars per month..."* (Thongsing, 2007: 33-34, 36)

Thailand can protect all its people through various mechanisms such as a social security scheme, a welfare scheme, medical treatment, and a health insurance scheme. However, Thailand has been challenged by two sides of a problem emerging due to fast development. The first side of the problem concerns Thailand currently being a middle-income country which is threatened by a number of chronic disease problems which appear greater than contagious disease problems. The other side of the problem concerns Thailand being a high-income country causing problems of high expenditures and the sustainability of long-term projects as it faces population aging and problems impeding the quality improvement of medical care. Even in rapidly developing nations, solutions need to be sought for those and other challenges. Generally, Thailand still promotes economic development in a positive direction and provides coverage to people at all levels of the agricultural sector, the industrial sector, and the service sector. Thought this may sound like good news, cooperation is still need as well as cooperation amongst such fringe sectors as financial administration, hospital payment mechanisms, and registration. In addition, it is necessary to emphasize that dependent persons need to be able to trust the equity and quality of the medical treatment system overall. In the future, SSO's role would be more important because it increasingly provides coverage for workers. Besides, SSO can also relieve the financial burden of the National Health Security Scheme because the scheme is concerned with the long-term. A cooperative role of the three groups of contribution payers in the Social Security Fund is also crucial: employer, employee and the State. It is important that each group should participate in managing the fund following good governance practices. ILO Specialist Hiroshi Yamabana mentioned clearly the importance of the principles of good governance and the hard-working of SSO trying to govern SSF. More efficient for the future, the SSO, the people, and the government have to address the same questions ISSA had earlier raised. For example, Thailand needs to address the 6 points raised in questions by ISSA in an interview on 29 March - 10 July 2009:

- Operating performance: Risk management, change management, and other innovations supporting the organizational operation under the framework of how to operate efficiently.

- Human capital management: Risk management, change management, and other innovations supporting the organizational operation under the framework of how to manage human capital.

- People: Risk management, change management, and other innovations supporting the organizational operation under the framework of how to serve people.

- Risk management: How the organization deals with risk, which procedures, capacity, and IT systems are used to support risk management.

- Change management: How the organization deals with change and which procedures, skill and IT systems are implemented to support change administration, or if the organization collects feedback from the relevant people.

- Innovation: How the organization enhances innovation, which process or abilities are implemented to encourage innovation or if the organization coordinates with government agencies or public organizations.

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