

Final Monitoring Report
Operation Performance of E-Government Service Development Project
through Government Counter Service, Songkhla Municipality
Issue 3, Date: July 19, 2012

Country :	Thailand
Pilot Municipality	Songkhla Municipality
Project Name :	E-Government Service Development Project through Government Counter Service, Songkhla Municipality
Activity :	Result 2: To enhance potentiality and service mind of human resources of municipality Result 3: Municipal Officers and Customers recognize and understand the new service that municipality provide
Reported by :	1) Dr. Chanida Chusuk 2) Mr. Akekaluk Nuttarit
Date of Report Submission	Friday 19 th July 2012

1. Executive Summary

During the last progress monitoring period that has been held on 19th July 2012 with the purpose in considering which projects has already been achieved as planed. It is found that Songkhla Municipality has arranged a meeting in accordance with the schedule stipulated by the E-Government Service Development Project through Government Counter Service of Songkhla Municipality. A depth interview has been conducted with the Clerk of Songkhla Municipality (Mrs. Budsakorn Chanpan)

However, the main problem is the allocated fund of Songkhla Municipality that is Baht 29 million lower than estimated budget and this causes the Municipality need to prioritize its projects by taking the budget for development projects to be used for operation and other emergency project. It affects the delay of other useful projects.

In fact, the budgetary problem is greatly focused on its importance by Songkhla Municipality as it is a factor that delayed and stopped the project operation. Also, the lack of manpower or human resource problem in information technology (IT) expertise is other problem that affects the



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project can't operate and not able to follow in accordance with the scheduled plan. Moreover, the risks caused from an innovation of e-government service development by the policy of central government that motivates the local government to implement, has already been introduced and started. Consequently the Municipality needs to urgently study the guidelines of each government organizations in order to prevent any overlapping operations.

In addition, the problem in the policy-making level is still vague relating to the regulations in an official application of e-government system in the government organizations. This is still an important problem for an introduction of web application system project that has been designed but can't be fully implemented. Resulted from existing problem, the people have still contacted the Office of Songkhla Municipality for some processes and it is considered as the main obstacle that causes the operation of this project unsuccessful as it should be.

Therefore Songkhla Municipality should urge to establish an academic network with the local educational institutions in order to use them as a supporting unit and provide IT consultancy or advisory service for the Municipality beyond other external organizations. Additionally it should establish an understanding and recognition towards an importance of such project in all sections including political groups, community leader, government organizations and local people in order to make a publication to promote their involvement in using the service via e-government system and ensure the project sustainability as well as provide a various sources of fund for the project operation by either obtaining the support from the private or public section.

Date of Monitoring Visit

The monitoring visit has been conducted on Tuesday 19th July, 2012 during 01.30 – 04.00 p.m. at the conference room of the Office of Songkhla Municipality

2. Methodology of Monitoring Approach

- Log-Frame Progress evaluation
- Gather all documents relating to the Log-Frame evaluation



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- Depth Interview
- Evaluation of information obtained from an interview
- Summary and Report

3. Determination of Meeting / Participants / Scope of Meeting

1. The participants have attended the meeting on February 10, 2012 held by Songkhla Municipality including:-

- 1) Dr. Chanisada Chusuk, DelgoSEA National Expert
- 2) Mr. Akekaluk Nuttarit, DelgoSEA Evaluation Co-ordinator

4.1 Committee Meeting of Songkhla Municipality

Date : July 19 , 2012

Venue : Conference room, Office of Songkhla Municipality.

Purpose : To evaluate the operation of the project as planned in the Log-Frame and discuss the problem or obstacles of the project in the past as well as determine the solution and further operation plan.

Participants:

No.	Name	Position	Organization
1	Mrs. Budsakorn Chanpan	Chief of Municipality	Songkhla Municipality
2	Mr. Wichai Marueng	Chief of Administration Department	Songkhla Municipality
3	Ms. Moncharee Sinthurahat	Technical Officer Level 7	Songkhla Municipality
4	Mrs. Thipparat Ruengmanee	Computer System Technical Officer Level 6	Songkhla Municipality
5	Ms. Kittithara Usanno	Administration Officer Level 3	Songkhla Municipality
6	Ms. Prapatsorn Kongchuay	Administration Officer	Songkhla Municipality
7	Ms. Usanee Sawaddiraksa	General Administration Officer Level 5	Songkhla Municipality
8	C.P.O. Sakol	Expert of Sanitation	Songkhla Municipality



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	Wattana-am porn	Division Level 5	
10	Dr. Chanida Chusuk,	Lecturer	Prince of Songkhla University
11	Mr. Akekaluk Nuttarit	Lecturer	Burapha University

4. Discussion on Status of Replication Process / Determination of Implemented Activities and Achieved Result

Result of replication process of best practices has been presented in details as follow:-

No.	Activity	Result
1	Act. 1.2 Designed to <i>System of Services Network (Web Application)</i> Step 3 Running System of Services Network (Web Application) in services center and listen the feedback from customers by using Questionnaire for Satisfaction Evaluation	<ul style="list-style-type: none"> Songkhla Municipality has run the system of services network (Web Application) but with a short period, the modification of people's behavior in using and learning in this service can't be fully made, so it affects the process of data record via web application that is still done by the officers of Municipality on behalf of the people. However, it is considered that the running system has been tested. Regarding an evaluation towards customers' satisfaction, the data record is mostly done by the officers of Municipality and the people have not directly used the system. So the satisfaction evaluation can't be inquired. The customer knows only that the process can serve them faster but most of them don't know the cause of such rapidity.
2	Act. 2.1 To survey the customer's satisfaction on municipal services	Unable to survey the customer's satisfaction after the service development due to some operational obstacles of activity 3.2
3	Act. 2.3 To set up activities plan on capacity building for municipal officers in service center in accordance with the designed pattern and guidelines that has	According to the agreement with DelgoSEA project, all expenses incurred from the activity plan on capacity building for municipal officers in service center concentrating on the service mind



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No.	Activity	Result
	been jointly brainstormed.	(Activity 2.3) and partial expense on capacity building concentrating on web application will be responsible by Songkhla Municipality. However, the allocated budget of this year from the central government has been reduced lower than an estimated budget of Baht. 29 million. By the way, the remuneration of municipal officers has been increasing up to 40.59% which is exceeding the limit of budget on human resources of 40% as planned. So the Municipality needs to review the budgeting plan by adjusting some portion of the budget in the project to be used for operation of the Municipality and this causes the delay and postponement of operation in activity 2.3.
4	Act. 3.1 To set up publication activities for people to know about the project details.	Songkhla Municipality has conducted its publication activities through various medias of the Municipality and jointed events / booths with other municipal activities.
5	Act. 3.2 To set up working team meeting in order to conclude the result of operation and determine the operation plan for next step	Although there are some limitations for the operation of previous project of Songkhla Municipality, the Municipality has set up a working team meeting in order to conclude the result of operation and determine TOR for approval of budget in engaging an expert to develop web application system for public service.

5. Problem / Obstacle / Challenge of Replication Process of Best Practice

After considering the replication process of best practice of Songkhla Municipality, the following problems, obstacles and challenges are found :-

1) Legal and Regulation Problem

The implementation of information technologies is not consistent with the laws and regulations. The regulation stipulates that all submission of petitions must be signed in front of the officer or actual



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signature must be provided. The government system and regulation does not accept an electronic signature. So it is not able to fully apply service network system (web application) for the people.

2) Lack of computer skill of Municipal Officers

Some municipal officers have knowledge and capabilities in designing a basic computer programs but unable to develop the service network system (web application) by themselves. Also most of them own the computer skill in a basic or user level only. So it is an obstacle to develop the service network system and maintain it in the future.

3) Cultural Problem of Operational Officer

Resulted from the lack of computer skill of municipal officers which some departments have limitations of computer skill and they are not acquainted and convinced to implement new information technologies in their tasks. So they refuse to change into the service network system (web application). In addition, they lack of confidence for their operation as they are worried that it may be against the regulations.

4) IT Expert

Resulted from the limitation of human resource for IT personnel or expert of Songkhla Municipality, the municipal officers who have IT knowledge in writing and designing computer programs, are not yet further develop into a web application service network. So it needs to rely on other external experts or institutions to develop the problem. This causes the lack of continuity of system development. By the way, it needs to take a regular corrective action for this system, but the municipal officers can't operate it by themselves. So IT experts who have understandings of the nature of municipal tasks of local government must be engaged to provide their assistances.

5) Lack of Continuity for Project Operation

Consequently the previous operation can be noted that the project of Songkhla Municipality lacked of continuity and its delay is caused by a lot of routine workload of Municipality as well as various emergency tasks that needed an urgent corrective action such as flooding problem which caused the project to be postponed and re-prioritized its importance.



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6) Operational Budget

From the previous budgetary year, Songkhla Municipality had been provided the fund from the central government lower than the budgeted amount of Baht 29 million. Moreover, the Municipality had an increasing remuneration for officers according to the policy of remuneration adjustment for government officers. So the Municipality has a budget management problem and needs to delay many activities including DelgoSEA projects in order to take the limited budget to be used for an operation of Municipality instead.

7) Customer Behavior and Company Skill in Using E-Government Service

Formerly the service of Songkhla Municipality is a **one-stop-service** type which people are very comfortable to deal with the officers and it can create a high level of customer satisfaction and acquaintance. However, when an e-government service system has been introduced, it needs time for people to change their behaviors in using such service. Also the computer skill of people is mostly restricted and it needs a publication to educate and open an opportunity for people to test the system for a certain period before they can change their behaviors and develop their computer skill.

6. Possible Risk and Mitigation Measures

Resulted from previous project, it was found that Songkhla Municipality had many risks and challenges in its operations both from internal and external factors. It directly and highly affected the operation of the project. Obtained from the project evaluation, the following notices have been remarkably found:

- 1) The supporting organizations have a lot of workloads and they are in different location with Songkhla Municipality, so they are not able to assign any experts both in IT and technical skill to teach the municipal officers. So it causes the Municipality lack of opportunity for obtaining knowledge from experts fully. In the future, this problem may also cause an obstacle against the Municipality to get any assisting support from an external organization.
- 2) An operation of E-Government Service Development Project through Government Counter Service of Songkhla Municipality is one of the project that needs a high level of budget support.



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DelgoSEA project has supported some portions of budget and the main budget is belonging to the Municipality itself. So in the future, if there is any political change or budgetary problem, it may be risky against the existence and sustainability of this project. After considering, an e-government service development project through government counter service of Songkhla Municipality needs to rely greatly on the support from local political party as well.

- 3) The central government's policy has highly affected the project operation because of reduction of allocated budget. This affects the delay of many development projects of the Municipality. The reason is that the Municipality needs to re-allocate the budget to be used for routine task first and it can create an uncertainty for the operation of such project. Also it is also afraid that such allocated budget of the central government will be decreased again.
- 4) The central government who is responsible for transferring the responsibility and power to the Municipality, may introduce its own e-government system to use in the future. So the system developed by Songkhla Municipality may be automatically cancelled. For this concern, it is both an opportunity and risk simultaneously. Although e-government system developed by the Municipality would be terminated, it represented that the central government tends to develop its system in the same direction. So it means that there is a great opportunity to amend the regulations that are against an e-government system development and the Municipality has already adjusted itself to adopt this e-government service system in advance.

So the following mitigation measures are recommended:

The Municipality of Songkhla should develop the potentiality of its officer to have more knowledge and capabilities to maintain and develop the service network system (web application) by its own. For the first period, a technical cooperation with the external organizations or educational institutions in its areas should be made in order to engage them as a mentor for providing maintenance service and helping the development of municipal officers. Moreover, Songkhla Municipality should establish an academic cooperation network with the local education institutions in order to obtain technical support and assistance without relying on any assistance from other external education institutions. By the way, it also saves the budget of Municipality and can be a warranty that IT experts can be assigned to support the Municipality at all times.



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In aspect of existence and sustainability of this project, it relies mostly on the budget of Municipality and must obtain a political support. So it is necessary to educate the politician and various local political groups to have an understanding about the importance of this project. Meanwhile it needs to urge the publication activities to the public in order to let them know and use the service. Then an acceptance of people in its area towards this system would be established because the implementation of e-government service system and public acceptance can guarantee its existence and sustainability. Moreover, Songkhla Municipality should allocate budget or acquire any support from an external organizations instead in order to compensate the allocated budget from the central government in case that any problems exist.

In addition, the Municipality must follow the news by cooperating with Public Sector Development Commission or any other related government organizations in order to jointly develop e-government service system and at least it can prevent any repetitions for the development of such system.

7. Implemented Activities with People Participation of Pilot City

Songkhla Municipality has operated this project for a certain period and most activities are internal activities of the Municipality. They are activities that relate to the procedures of service network system arrangement. So there is a low level of people participation as it is the technological-based task of computer and information technology. However, when an e-government service system has been introduced to the public, it is found that the people do not have a high level of computer skill and they are likely acquainted to use one-counter-service of Municipality rather than such system. As well, the system developed by Songkhla Municipality still has some regulatory problems relating to an electric signature. So when they fill in the data through this system, they still need to contact the Municipal office again.

8. Related / Supportive Medias for Replication Process of Best Practice of Songkhla Municipality (mediums or channels of information that helps the communication between the sender and receiver to have a coincident understanding)

Songkhla Municipality has a publication activity through PR board and jointed campaign with other municipal activities and projects in order to promote the progress of such project to the public. Moreover, the Municipality also has a publication by assigning its municipal officers to promote the project to the public via a community meeting or any municipal activities.



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9. How to ensure the past success of project / operation

Songkhla Municipality has a monitoring process to examine an operation of the project by arranging a regular committee meeting and collecting related documents to prepare reports for follow up the progress and evaluation of DelgoSEA project. For staff training, the knowledge of web application has been provided for the municipal officers and after-training evaluation has been conducted.

10. Suggestions / Recommendations

Resulted from the monitoring meeting and depth interview that has been held on Tuesday 19th July 2012, the following suggestions / recommendations have been raised by the coordinating committees:-

- Songkhla Municipality should have some activities to increase the potentiality of its personnel particularly the group of personnel with the capability in computer skill in order to develop them to be able to maintain and develop the service network system in the future.
- The Municipality should establish an academic cooperation with the local education institutions in its area in order to use them as a supportive unit and provide an IT advisory or consultancy service to the Municipality beyond other external organizations.
- An understanding and recognition in an importance of the project should be reinforced for all sectors including political groups, community leaders, government organizations and people in its area in order to promote them to use the service via e-government system and to guarantee the sustainability of this project.
- The risk evaluation of organization and project operation should be regularly made in order to know the problems and obstacles as well as prepare a corrective action in advance.
- Songkhla Municipality needs to acquire many financial resources for project operation due to an uncertainty of allocated budget from the central government that can be fluctuated according to the government policy and economic situation.



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Annex 1

1. Place and date for the monitoring visit: Green world Palace Hotel.Songkhla: 10 February 2012
2. Description of the monitoring approach: Semi-structured interview
3. Name of the interviewee: Mr. Vichakarn Bua-Hom: Clerk of Songkhla Municipality

4. Please describe the status of best practice application. Activities have been implemented and results have been achieved. Is it still in the timeline?

Currently, the replication process of Songkhla Municipality, as a pilot city, has been done very well. The deputy clerk, acting as the CEO, is satisfied with the performance of involved actors. This project has received a support from the Mayor, the deputy mayor and the municipal clerk.

The implementation process, done by the municipal staffs, has now still in the timeline. This is a result of the monthly municipal meeting where the progress of the project has to be presented to all relevant staffs. This has been added as the "DelgoSEA agenda".

5. Did you observe any problems, challenges, or modifications in the replication process?

Recently, it is still in the timeline. The great progress can be seen in the case of the Division of Sanitation and Environment in creating their web application. This will then be the real outputs of the E-Government.

6. Possible risks and mitigation measures

Till this moment, it seems to be clearer for the municipal staffs mainly handing with this project and also for others staffs in the municipal authority. However, the possible risks can be stated as follows:

- 1) The knowledge and skill gap among municipal staffs. Since the replication process was assumed as the technological-based, some municipal staffs feel uncomfortable to be a part of it. The mitigation measure then is to ensure that the project overview is easily understandable for all. Sometimes, to simplify it is a must.
- 2) The web application tends to rely on the external organization. The developed web application or other services has to be clear at the beginning. This is as a result of the working style or the request forms for municipal services have to be



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done following the regulations, rules, and local laws. If the external experts, who initiating the web application, cannot understand the legal framework, various difficulties can be caused at the end.

- 3) The web application developed by external experts should be accessible for the involved municipal staffs. The training courses and workshops cannot be overlooked since it will guarantee the success of the project.

7. What activities have been taken to ensure people's participation by the pilot city?

The following step is to provide the project information for community people. This will make the best use of the municipal-led organisation such as community organization, and the healthcare volunteer groups. Simply speaking, the first step for Songkhla municipality is to invite the community representative, one person from each community, to join the meeting conducting to educate how to access the service via the E-Government system.

8. Recommendations and final comments

- 1) For the Mayor, we are so lucky that the Mayor has paid a lot of attentions for this project. This is because the Mayor sees the essential elements of this project as leading the better municipal service provision. Further, in running the E-Government, it is to ensure that the good governance will be attained.
- 2) For the municipal staffs, we need all involved actors to "keep walking" to fulfill the target.
- 3) This project aims at providing the better, faster, and transparent service for all people. Then, we also need to enhance the OSS- one stop service of Songkhla Municipality in the same time. The major point is since the OSS is stable; we will try to ask the people to use the E channel for getting the faster service provision. This is why at the end, we have to encourage and educate the local people to employ it.



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Name of Pilot City, Country: Songkhla Municipality, Songkhla, Thailand					
Name of Reporter: Dr. Chanisada Chusuk, Mr. Akekaluk Nuttarit					
Thematic Area: BP Institutional Governance					
Project Title: <i>Public Service Development through One Stop Service of Songkhla Province Project</i>					
Monitoring Period: November 2011 – July 2012					
Specific Objective (as stated in the project design)	Indicators (as stated in the project design)		Sources of Information	Possible Risks (external and internal)	
To enhance public service mission on both reactive side and proactive side by developing E-Government system and reinforce the capability of human resources as a tool to increase an efficiency of public services.	<ul style="list-style-type: none"> - 80 percents of customers, who had been satisfied in service center, in best level. - 50 percents of customers are satisfied with web-application services in good level – best level. - At least 1 service had been served on web application 		<ul style="list-style-type: none"> - Post-survey on customer's satisfaction - report 	<ul style="list-style-type: none"> • 	
Results (as stated in the project design)	Indicators (as stated in the project design)	Sources of Information	Possible Risks (external and internal)		
Result I : To establish the service network system (Web Application) which is developed to cover all aspects of municipal services	- System of services network (Web Application) which cover all aspects of municipal services				

Please list all activities which lead to result I:	Planned Month	Executed Month	Sources of Information	Steps Achieved - until last period	Steps Achieved –in current period	Problem Encountered and Follow-Up Action
Activity 1.1 To set up committee meeting in order to assign the jobs and duties and prepare guidelines for cooperation with other stakeholders in order to develop services network system together (web application)	Jul. – Sept. 2011	Oct. – Nov. 2011	<ul style="list-style-type: none"> - Invitation letter for meeting - Drafted job description of each section / department - Drafted service network system - E-government service development project through government counter service of each section / department - Minutes of Meeting 	Step 1 To make an appointment with stakeholders, to send an invitation letter to stakeholders, to prepare meeting room.	done	Processing delays. Songkhla Municipality has committed so much. And in the beginning, they need to be responsible for the project.
				Step 2 To prepare drafted job assignment and guideline for all divisions of Municipality and to prepare Draft of System of services network (Web Application)	done	
				Step 3 To run meeting as planned	done	
Please list all activities which lead to result I:	Planned Month	Executed Month	Sources of Information	Steps Achieved - until last period	Steps Achieved –in current period	Problem Encountered and Follow-Up Action
Activity 1.2 To design service network system (web application)	Oct. 2011 – March 2012	Oct. – Nov. 2011	<ul style="list-style-type: none"> - Service network System (Web Application) - Minutes of Meeting 	Step 1 To designed System of services network (<i>Web Application</i>)	done	
				Step 2 To set up meeting in order to present System of services	done	

				network (<i>Web Application</i>) and listen feedback from all participants		
				Step 3 To run System of services network (<i>Web Application</i>) in services center and listen feedback from customers by using Questionnaire	Not yet	เทศบาลนครสงขลาไม่สามารถดำเนินการประเมินความพึงพอใจของผู้ใช้ web application ได้เพราะยังไม่สามารถเปิดให้บริการอย่างเต็มรูปแบบ
Results (as stated in the project design)	Indicators (as stated in the project design)		Sources of Information			
Result II: To enhance potentiality and service mind of human resources of municipality	<ul style="list-style-type: none"> - The customer satisfaction of people who uses the services at the government counter service is in an excellent level and not less than 80%. - The personnel of the government service counter have passed the training for enhancing potentiality and service mind of human resources in the aspect of web application implementation with not less than 80% attendance. 					
Please list all activities which lead to result I:	Planned Month	Executed Month	Sources of Information	Steps Achieved - until last period	Steps Achieved – in current period	Problem Encountered and Follow-Up Action

Activity 2.1 To survey the satisfaction of people on the quality of municipal service provided	Aug 2011- Aug 2012	Aug – Nov 2011	<ul style="list-style-type: none"> - Questionnaire to survey the satisfaction of the people - Result of survey on the satisfaction of people at the government counter service 	Step 1 To design customer's satisfaction form	done	
				Step 2 Pre-survey on customer's satisfaction	done	
				Step 3 Post-survey on customer's satisfaction	Not yet	เทศบาลนครสงขลามิปัญหาดำเนินการจัดสรรงบประมาณจึงไม่สามารถดำเนินโครงการตาม Act 2.3 ได้
Please list all activities which lead to result I:	Planned Month	Executed Month	Sources of Information	Steps Achieved - until last period	Steps Achieved – in current period	Problem Encountered and Follow-Up Action
Activity 2.2 To set up committee meeting for brainstorming of idea and exchanging experiences towards the guidelines of potentiality development of human resources at the counter service (1/2day, 30people).	FEB.-Mar 12	19,26 Jan 12	<ul style="list-style-type: none"> - <i>Invitation letters and Agenda</i> - draft Activities plan on capacity building for municipal officers in service center 	Step 1 To make an appointment with stakeholders, to send an invitation letter to stakeholders, to prepare meeting room.	done	

			- Meeting report	Step 2 To prepare drafted Activities plan on capacity building for municipal officers at service center	done	
				Step 3 To set up meeting as planned	done	

Activity 2.3 To set up activity plan for reinforcing capability of municipal officers in the government counter service in consistent with the brainstormed and planed guidelines	FEB.-May 12	9-10 FEB 12	<ul style="list-style-type: none"> - Agenda and main idea for Activities on capacity building for municipal officers in service center - Documents for Activity - Activity's Report - Guideline for developing service in service center 	Step 1 To contact resource persons and set up the venue for activity, send invitation letter and ask for budget approval	done	
				Step 2 Meeting with resource team and prepare document for activity	done	
				Step 3 Set up activity as planned concentrate on service mind	Not yet	Songkhla Municipality has a problem in allocating the budget, so it can't operate the activity as planned.
				Step 4 Set up activity as planned concentrate	1 out of 2 time	Songkhla Municipality has a problem in allocating the budget,

				on web application (2 times)		so it can't operate the activity as planned.
				Step 5 Set up meeting on adaptation & apply what they have learnt from capacity building for municipal officers in service center	Not yet	Not operate as planned yet.
Results (as stated in the project design)	Indicators (as stated in the project design)		Sources of Information			
Result III : To let people have more recognition and understanding about the new service network system that provided by the Municipality	30 percents of customers are recognized on new service provided by the municipality					
Please list all activities which lead to result I:	Planned Month	Executed Month	Sources of Information	Steps Achieved - until last period	Steps Achieved – in current period	Problem Encountered and Follow-Up Action
Activity 3.1 To arrange a publication activity to promote the details of project to the people	FEB.-Jun 12	Feb 12	<ul style="list-style-type: none"> - <i>Meeting Report</i> - <i>Implementation Plan</i> - Spot Medias - Publications - At least 30 percent of 	Step 1 Set up meeting of stakeholders for determination of guideline and plan of opening campaign	Done	

			customers in service center visits PR booth - PR report - Examples of publication - Pictures - Activity report meeting with community leaders	Step 2 Prepare space and launch medias to public	Done	
				Step 3 Run the campaign activity to PR to public	Not yet	Songkhla Municipality has operated some parts of publication activities.
Activity 3.2 To hold a committee meeting in order to summarize the result of operation and obtained lessons and plan for next step	Aug 12		- Invitation Letter and Meeting's Agenda - Implementation Report and lesson and learn document - Draft Next Step Plan - Meeting Report	Step 1 To make an appointment with stakeholders, to send an invitation letter to stakeholders, to prepare meeting room.	Not yet	
				Step 2 To draft document of the result of operation report and plan for next step	Not yet	
				Step 3 To set up opening campaign activity as planned	Not yet	