Table of Contents

page

1. Background 1
2. External Environment Analysis 1
3. Analysis of OTP Potentials and Competencies 2
4. Strategic Analysis (SWOT Analysis) 3
   - 4.1 OTP's Vision, Mission and Strategies 4
   - 4.2 Proposal for OTP's KPIs 5
5. Recommendation on Projects and Plans 7
6. Recommendations on Organization Management 9

Executive Summary

Strategic Plan Office of Transport and Traffic Policy and Planning 2006-2011

1. Background

This strategic plan (The Plan), which is prepared for the Office of Transport and Traffic Policy and Planning (OTP) and will be used during the period of B.E. 2549-2554, is a part of the Integrated Study titled "Holistic Development Plan for Transportation and Traffic" In Addition to the Present Strategic Plan, The Study Comprises the Traffco and Transortation Development Master Plan (2004-2011) and the Ministry of Transports (MOT) Strategic Plan.

To formulate The Plan, the consultant used two main sources of information consisting of (1) MOT policies and strategies as well as its strategy-reflecting KPIs, which reflect external factors effecting OTP operations, and (2) Information acquired from analysis of OTP strengths and competencies using Value Chain framework analysis along with Organization Image Survey conducted with OTP officers.

This plan has been finalized not only by professional conducts of the consultant, but also by the great contribution from OTP management and officers. Various meetings were conducted during the data gathering procedure. Key meetings, chaired by the OTP Director, also delivered major outputs consist of OTP strategies and KPIs.

2. External Environment Analysis

OTP has its mission enhanced by laws as "The Agency which provides policy recommendations, integrating transport and traffic development plans as well as transport safety improvement plans with the National development Strategy" For the stated mission, it is apparent that OTP has two important roles; (1) Provides recommendations on corrective-approach policies, measures, plans and projects, and (2) Provide recommendations on directive-approach policies, measures, plans and projects in order to drive the designated directions of transport sector development.

As the agency conducting its mission within the transport sector, it is necessary to understand the relationship between transport sector current situation and trend, and OTP mission to reflect external environment of OTP accordingly. Results of the analysis are the description of "OTP Management Challenges", which are;

- Existing situation of traffic and transportation sector reflecting the necessity for administrative reforms at policy, regulatory and operational levels.The aim of the reform is to improve efficiency in the sector. OTP should be the principal agency in the reform process.

- Regulatory systems for some competitive market segments should be further developed in order to increase regulatory effectiveness and enable laws

enforcement. Public Sector needs to be taken the gov't Regulary Francent and Legal Instrument, were not developed in to working condi. Andhow, the gov't concrete policy to set up regulatory bodies. Various legislative instruments should be invented to drive the reform of the regulatory procedures.

- Master Plan for Transport Sector development has been continuously developed; however, mechanism for master plan management was absent. This is due to fragmented structure of policy and planning units among the agencies under the MOT. During restructuring of public sectorOTP was established by integrating all policy and planning units. Therefore, there is evident opportunity to develop transport and traffic development plan management mechanisms.

- One of the most important challenges is the need for legal, regulatory, and legislative instrument development in order to facilitate implementation of transport sector reform, development of efficient subsidization scheme, as well as modernization of current regulatory systems.

All challenges stated above will be used as benchmarks for evaluation of OTP potentials and competencies required to meet such challenges.

3. Analysis of OTP Potentials and Competencies

Currently within the OTP administrative structure, many offices, bureaus, divisions, and a center collectively perform responsible tasks covering all-mode transportation, traffic and transport safety areas. OTP administrative units consist of;

(1) Office of the Secretrary
(2) Bureau of Planning
(3) Bureau of Safety Planning
(4) Bureau of Transport and Traffic Systems Development
(5) Center for Transport and Traffic Information
(6) Division of Regional Transport and Traffic Systems Promotion
(7) Office of the Secretrary Office of the Commission for the Management of Land Traffic
(8) Bureau of Adminstrative, Monitoring, and Evaluation System Development

OTP potentials and competencies are determined using Value Chain approach in addition to the benchmarking with management challenges described above.

In conclusion, core competencies of the OTP consist of (1) experienced officers who possess knowledge and expertise in transports policy and planning of, traffic and safety, (2) traffic knowledgebase and database, (3) close and direct working relationship with the Commission for teh management of Land Traffic (CLMT) that facilitates implementation of OTP recommended conceptual plans and projects. However, an important dawnback is that OTP must further develop its management mechanism to more effectively exploit its core

competencies; furthermore, as a key coordination body, OTP must improve its network management capabilities to completely fulfic its organizational mission.

4. Strategic Analysis (SWOT Analysis)

OTP SWOT diagram, which was developed and distilled by eight OTP management meetings, is presented as follows:

STRENGTHS
▪ Complementary knowledge, experiences, and competencies of OTP officers ▪ OTP is in position that can help implement recommended policies effectively ▪ Direct working relationship with Commission Land for the of Traffic Management can enhance OTP operational effectiveness ▪ OTP is lesally empowered to act as a center of policy and planning for transport and traffic ▪ Various and intensive knowledge from past studies and commissioned studies ▪ Well-developed traffic modeling, which can help improve OTP ability in transport projects technical feasibility analysis ▪ Strong networking with relevant agencies both in national and regional levels

WEAKNESSES
▪ OTP was established by integration of various transport and traffic policy and planning units, therefore, cultural and attitude conflicts are inevitable. Intensive change management programs are strictly required in order to re-align attitude and unify culture ▪ Requires some period to set up well-defined work process in order to improve effectiveness of internal organization cooperation and coordination as well as exploitation of human resource competencies ▪ Some competencies of OTP officers need to be improved using systematic and well-planned training roadmap ▪ Turnover of human resource in early period of OTP ▪ Conflicts between staffing, manpower planning has made some units in need of personnel ▪ Rigorous improvement of organization infrastructure is required ▪ Knowledge and information sharing is at low level ▪ Organization reform is necessary and it needs strong and continuous support from top management

OPPORTUNITIES
▪ Organization and top management of OTP has gain significant confidence from the government ▪ The importance and necessity of transport sector reform will help increase significance of OTP's roles ▪ Current MOT cluster-based structure enhances OTP's roles as a coordinating agency ▪ Existing system of planning and budgeting requires massive integration between relevant agencies. Accordingly, OTP's significance will drastically increase as a central unit for MOT projects analysis and budgeting ▪ Committee on Land Transport and Traffic Management is chaired by the Prime Minister and is the most effective channel for OTP to execute approved measures and implement recommended policies. This channel also is an effective channel to response to public needs.

THREATS
▪ Government sector reform resulted in misunderstanding, overlapping and redundant workload practices among MOT agencies ▪ Transformation from OCMLT to OTP requires strategic communication for stakeholders and public in order to create understanding on OTP's missions and roles ▪ Lack of cooperation and budgeting support from regional agencies ▪ Some legal limitation and defocoemcu required legislative instruments creating obstacles for development of economic regulating function ▪ Inappropriate government intervention including lack of stability of some administrations create, major obstacles for some policies implementation

4.1 OTP's Vision, Mission and Strategies

Vision:

OTP is an agency possessing managerial and administrative excellence that provides substantial recommendations to the Government on development of transport and traffic policies. OTP shall effectively and efficiently transforms approved policies into actions, which shall be administered by effective MOT strategic planning management, driven by knowledgeable officer and dynamic organization. Delivering benefits to people and public is the values of OTP officers.

Mission:

Supports MOT and the Government in analyzing, recommending policies, strategies, measures for transport sector development, traffic, and transport safety. Manages MOT strategic plan to accelerate development in transport. Provides intelligent services to all relevant agencies as well as strengthens transport regulatory functions.

Strategic Objectives:

(1) Excellence in Management and Organizing

(2) Achieves targets set in Master Plan for transport sector development and MOT strategic plan

(3) Develops effective measures to leverage safety and security level of transportation

(4) Develops effective policies and measures to improve mobility of traffic in main urban and vicinity areas

(5) Develops effective measures for regulation of economic returns in transport.

OTP Strategies:

(1) Develop comprehensive database and IT system to enhance data and information linkage among relevant agencies (Database Excellence)

(2) Develop and strengthen required human resource competencies (HR Excellence)

(3) Deploy organization-level KPI down OTP organization structure in order to strengthen result-based and shared-responsibility culture in OTP

(4) Builds and strengthens networking among related agencies using MOT strategic plan as a mechanism (Networking Excellence)

(5) Develop mechanism for MOT strategic plan management

(6) Develop IT-based intelligent services to support decision making at the policy level using networking of data and information

(7) Develop economic regulatory functions to accelerate transport sector reform and improve quality of transportation system

4.2 Proposal for OTP's KPIs

All KPIs listed below are derived and developed from key success factors in implementing each OTP's strategy.

Strategy	Key Success Factor	KPI	KPI Owner	KPI Description
Develop comprehensive database and IT system to enhance data and information linkage among relevant agencies (Database Excellence)	▪ Standardization of shared data and information ▪ Systematic and continuous Data Maintenance	▪ Establishment of agreement on shared data and information standardization (E) ▪ Percentage of data records properly maintained (M)	▪ Planning Bureau ▪ Transport and Traffic Information Center	▪ Measure timeliness of standardization achievement ▪ Ratio between proper data maintenance transactions per total transaction of required data maintenance
Develop and strengthen required human resource competencies (HR Excellence)	▪ Ability to identify necessary competencies for each description job in OTP ▪ Development of Training Roadmap (TRM) and proper implementation of TRM-based training programs	▪ Completeness of competency inventory (E) ▪ Percentage of training programs which are implemented as planned (E)	▪ Secretariat Office ▪ Secretariat Office	▪ Percentage of position which its required competencies are completely defined ▪ .Ratio of implemented training programs to planned training programs (TRM)
Deploy organization-level KPI down OTP organization structure in order to strengthen result-based and shared-responsibility culture in OTP	▪ Established Performance Management System (PMS)	▪ Depth of PMS (E)	▪ Management and Evaluation System Development Bureau	▪ Level of hierarchy, which PMS has been implemented
Builds and strengthens networking among related agencies using MOT strategic plan as a mechanism	▪ Central mechanism for monitoring and evaluation of MOT strategic plan	▪ Percentage of project/plan proposed by OTP and accepted by responsible and related agencies (M)	▪ All units except Secretariat Office and Transport and Traffic Information	▪ Ratio of number of projects/plans accepted by responsible and related agencies to number of

Strategy	Key Success Factor	KPI	KPI Owner	KPI Description
(Networking Excellence)			Center	projects/plans proposed by OTP
Develop mechanism for MOT strategic plan management	▪ Setting up of MOT Strategic Plan Management Committee ▪ Committee resolution Resolutions which are strictly followed up and timely implemented ▪ Development of database supporting MOT Strategic Plan management	▪ Percentage of meeting conducted and proceeded as planned (M) ▪ Percentage of implementable committee's resolutions (M) ▪ Completion of database supporting MOT strategic Plan management (E)	▪ Management and Evaluation System Development Bureau ▪ Management and Evaluation System Development Bureau	▪ Ratio of number of conducted meetings to planned meetings ▪ Ratio of number of implementable resolutions to all resolutions ▪ Timeliness of database development
Develop IT-based intelligent services to support decision making at the policy level using networking of data and information	▪ Identification the needs of MOT management on managerial information ▪ Development of access informal and appropriate information security ▪ Development of OTP's quality of services	▪ Progress of MIS system development for MOT and OTP management (E) ▪ Customer's satisfaction[1] (E) ▪ Success in development of quality assurance and standard[2] (E)	▪ Transport and Traffic Information Center ▪ All units ▪ All units	▪ Measuring progress of MIS development related to its development plan ▪ Composite customers' satisfaction index ▪ Time frame used for development of quality assurance and standard based on PSO standard or international equivalence
Develop economic regulatory functions to accelerate transport sector reform and improve quality of transportation system	▪ Quality of policies, measures, plans/projects which are proposed by OTP ▪ Development of measures or policies which lead to development of	▪ Percentage of achievement on targeted output/ outcome of transport sector reform (E) ▪ Number of measures or policies, that are furthered developed to be legislative or	▪ All units except Secretariat Office and Transport and Traffic Information Center ▪ All units except Management and Evaluation System Development	▪ Number of measures or policies, which are proposed by OTP and

[1] Links from KPI at the MOT level , which OTP is assigned to be KPI Owner (Short-term KPI)
[2] Links from KPI at the MOT level , which OTP is assigned to be KPI Owner (Long-term KPI)
[3] Links from KPI at the MOT level , which OTP is assigned to be KPI Owner (Short and Long-term KPI)

Strategy	Key Success Factor	KPI	KPI Owner	KPI Description
	legislative instruments or economic instruments that strengthen regulatory functions ▪ Consistent reviews of regulatory practices in order to improve regulatory procedures and functions	economic instruments (E) ▪ Roadway Congestion Index in Bangkok, its vicinity and major regional cities[3] (E)	Bureau , Secretariat Office, and Transport and Traffic Information Center ▪ Regional Transport and Traffic Development Division ▪ Transports and Traffic Development Bureau ▪ Transport and Traffic Information Center	further, developed to legislative or economic instruments ▪ Using international definition for Roadway Congestion Index

Putting all KPIs into Government Performance Evaluation Framework resulting in the following table:

Evaluation Dimension	KPI	Weight (%)
1st Dimension: Mission conduct effectiveness	(1) Percentage of achievement on targeted output/ outcome of transport sector reform (2) Number of measures or policies, that are furthered developed to be legislative or economic instruments (3) Roadway Congestion Index in Bangkok, its vicinity and major regional cities (4) Progress of MIS system development for MOT and OTP management	
2nd Dimension: Efficiency of Governmental Practices	(5) Budgeting productivity ratio (6) Success level of weighted percentage of reduction of work procedure time (7) Human resource productivity ratio	
3rd Dimension: Quality of Service	(8) Customer satisfaction (9) Success in development of quality assurance and standard	
4th Dimension: Organization Development	(10) Completeness of competency inventory (11) Percentage of training programs which are implemented as planned (12) Depth of PMS (13) Establishment of agreement on shared data and information standardization	
Total		100 %

5. Recommendation on Projects and Plans

Time Frame and Estimated Budget for Recommended Projects which should be implemented during OTP Strategic Plan B.E. 2549-2554

Strategy	Project	Responsible Agency		Time Period							Total Budget (MTHB)	
		office of Transport and Traffic Policy and Planning		2548	2549	2550	2551	2552	2553	2554	Project	Strategy
Develop comprehensive database and IT system to enhance data and information linkage among relevant agencies (Database Excellence)	(1) Develop database for MOT Strategic Plan Evaluation	Transport and Traffic Information Center	Time Frame									
			Estimated Budget (MTHB)		40.00	40.00	40.00	25.00	25.00	25.00	195.00	195.00
Develop and strengthen required human resource competencies (HR Excellence)	(2) Analysis of OTP officers' competencies	Secretariat Office	Time Frame									
			Estimated Budget (MTHB)		5.00						5.00	
	(3) Development of Training Roadmap and career development planning	Secretariat Office	Time Frame									
			Estimated Budget (MTHB)		12.00						12.00	17.00
Deploy OTP organization-level KPI down organization structure to strengthen result-based and shared-responsibility culture	(4) Develop integrated PMS to link KPI at all levels	Management and Evaluation System Development Bureau	Time Frame									
			Estimated Budget (MTHB)		7.50						7.50	
	(5) Develop positional KPI	Secretariat Office	Time Frame									
			Estimated Budget (MTHB)			5.00					5.00	12.50
Builds and strengthens networking among related agencies using MOT strategic plan as a mechanism (Networking Excellence)	(6) Development of MOT Strategic Plan Management System	Management and Evaluation System Development Bureau										
	(6.1) Setting up Strategic Plan Management Committee		Time Frame									
			Estimated Budget (MTHB)	-							-	
	(6.2) Conducts meeting to review progress of Strategic Plan Implementation		Time Frame									
			Estimated Budget (MTHB)	0.20	0.40	0.40	0.40	0.40	0.40	0.40	2.60	
	(6.3) Develop database for monitoring and evaluation		Time Frame									
			Estimated Budget (MTHB)	5.00	15.00	5.00	5.00	5.00	5.00	5.00	45.00	
	(6.4) Develop EIS system for MOT and OTP management		Time Frame									
			Estimated Budget (MTHB)		20.00						20.00	
	(7) Coordinate, monitor action from CLTTM resolution	Secretariat Office of CLTTM	Time Frame									
			Estimated Budget (MTHB)								TBD	47.60
Develop IT-based intelligent services to support decision making at the policy level using networking of data and information	(8) Develop EIS/MIS for each segment of OTP's customer	Transport and Traffic Information Center										
	(8.1) Database which can reflect competitiveness of Transport Sector in each mode or segment		Time Frame									
			Estimated Budget (MTHB)		15.00	5.00	5.00	5.00	5.00	5.00	40.00	
	(8.2) Database supports regional development of transport and traffic		Time Frame									
			Estimated Budget (MTHB)		76.00	76.00	3.00	3.00	3.00	3.00	164.00	
	(8.3) Database of Transport Safety Management		Time Frame									
			Estimated Budget (MTHB)		15.00	5.00	5.00	5.00	5.00	5.00	40.00	
	(8.4) Database of SOE under MOT Performance		Time Frame									
			Estimated Budget (MTHB)		10.00	2.00	2.00	2.00	2.00	2.00	20.00	
	(9) Develop IT Master Plan for OTP		Time Frame									
			Estimated Budget (MTHB)	5.00	5.00						10.00	274.00
Develop economic regulatory functions to accelerate transport sector reform and improve quality of transportation system	(10) Design detailed regulatory regime for Land Transport (Passenger Segment)	Planning Bureau/ Transports and Traffic Development Bureau	Time Frame									
			Estimated Budget (MTHB)		8.00	4.00					12.00	
	(11) Design laws enforcement mechanisms for Land Freight Transportation	Planning Bureau	Time Frame									
			Estimated Budget (MTHB)		15.00						15.00	
	(12) Develop legislative instrument for railways sector reform	Planning Bureau	Time Frame									
			Estimated Budget (MTHB)			20.00					20.00	
	(13) Develop detailed regulatory regime for Aviation Transportation	Planning Bureau	Time Frame									
			Estimated Budget (MTHB)			20.00					20.00	
	(14) Develop detailed regulatory regime for Maritime Transportation	Planning Bureau	Time Frame									
			Estimated Budget (MTHB)			20.00					20.00	
	(15) Feasibility study for development of regulatory system for intermodal transportation	Planning Bureau	Time Frame									
			Estimated Budget (MTHB)		20.00						20.00	
	(16) Review Laws, Regulations and other legislative instruments that need amendment in order to promote and support Logistics Development	Planning Bureau	Time Frame									
			Estimated Budget (MTHB)	35.00	10.00						45.00	
	(17) Develop legislative instrument for public sector subsidization	Planning Bureau	Time Frame									
			Estimated Budget (MTHB)				17.50				17.50	
	(18) Develop integrated studies for each mode of transportation	Planning Bureau	Time Frame									
			Estimated Budget (MTHB)		20.00	20.00					40.00	209.50
	(19) Development of Transport and Traffic Strategic Plan for each Strategic Group of Provinces	Transports and Traffic Development Bureau/ Regional Transport and Traffic Development Division	Time Frame									
			Estimated Budget (MTHB)								TBD	TBD
	(20) Development of Strategic Plan for Transport Safety	Transport Safety Bureau	Time Frame									
			Estimated Budget (MTHB)								TBD	TBD
	(21) Development of recommendation, directions, measures for Traffic Congestion problems resolution	Secretariat Office of CLTTM	Time Frame									
			Estimated Budget (MTHB)								TBD	TBD
Total Estimated Budget (Excluding 18th and 19th projects which its budget should be identify annually)												755.60

6. Recommendations on Organization Management

Based on the facts that all recommended strategies, presented in this report, will be implemented during the period of 2006-2011 the following recommendations on organization management should be taken into account before OTP would make a restructuring decision.

(1) **Business Process Reengineering (BPR)** This activity can help OTP have clear perspective on existing work flow, effects of current regulations. Furthermore, it can help redesign OTP job structure, which is the fundamental process for organization restructuring

(2) **Implementation of PMS in the level of Office, Bureau, Division and Center**: This action will help OTP analyze root causes of performance deficiency and conflicts of authority decentralization

(3) **Using Matrix working relationship**: Taking into account the integrated nature of transports policies and planning mission, OTP should explore Matrix working relationship both among the units within OTP, and related agencies outside OTP. Furthermore, matrix working relationship will help unify OTP culture by bringing people together to work on the same and shared goals. In addition, this working style will enhance information sharing among units within OTP

(4) **Focus on HR competencies improvement:** Upon completion of all recommended activities, the OTP should have clearer picture on the approach for organization restructuring.