

Kingdom of Thailand

(Ratcha Anachak Thai)



Capital: Bangkok

Inhabitants: 63.038.247 (2007)

Area: 513.115 km²



Thailand is a unified Kingdom established in the mid-14th century. The country was known as 'Siam' until 1939 when the country's name has changed to "Thailand." The country has never been colonized by a European power.

The total area of the country is 514.000 square kilometers, with land area of 511,770 square kilometers, water area of 2,230 square kilometers, total land boundaries of 4,863 kilometers. Border countries include Burma with 1,800 kilometers of borderline to the west, Cambodia with 803 kilometers of borderline, Laos with 1,754 kilometers of borderline to the east, and Malaysia with 506 kilometers to the south.

The kingdom of Thailand is located in Southeast Asia with its population of 64,631,595 (Buddhist 94.6%, Muslim 4.6% concentrated in the south of Thailand, and

Christian 0.7%).¹ The Government of Thailand is considered as constitutional monarchy with Bangkok as its capital city. The country is consisted of 76 provinces (with Bangkok Metropolitan Administration as one of the provinces). Thailand 1997 constitution was signed by the King Bhumibol Adulyadej (Rama 9th) on October 11, 1997, but recently been abrogated on September 2006 after the military coup. The country is currently governed based on interim constitution promulgated on October 1, 2006, with the promise of military coup leaders the new constitution by October 2007. The legal system is based on civil law system with certain degree of common law influences. Voting right is granted to those who are 18 years old and older and it is universal and compulsory.

Regarding the executive branch, Thailand's chief of state is King Bhumibol Adulyadej, with the current interim Prime Minister Surayut Chulanon as the head of government (October 1, 2006).² Thai cabinet consists of the Council of Ministers. Based on 1997 constitution, prime minister (normally the leader of the political party that could organize a majority coalition)

¹ CIA World Fact Book 2007.

² Former Prime Minister Thaksin Shinawatt was overthrown by the military coup led by the military General Sonthi Boonyaratglin on September 19, 2006.

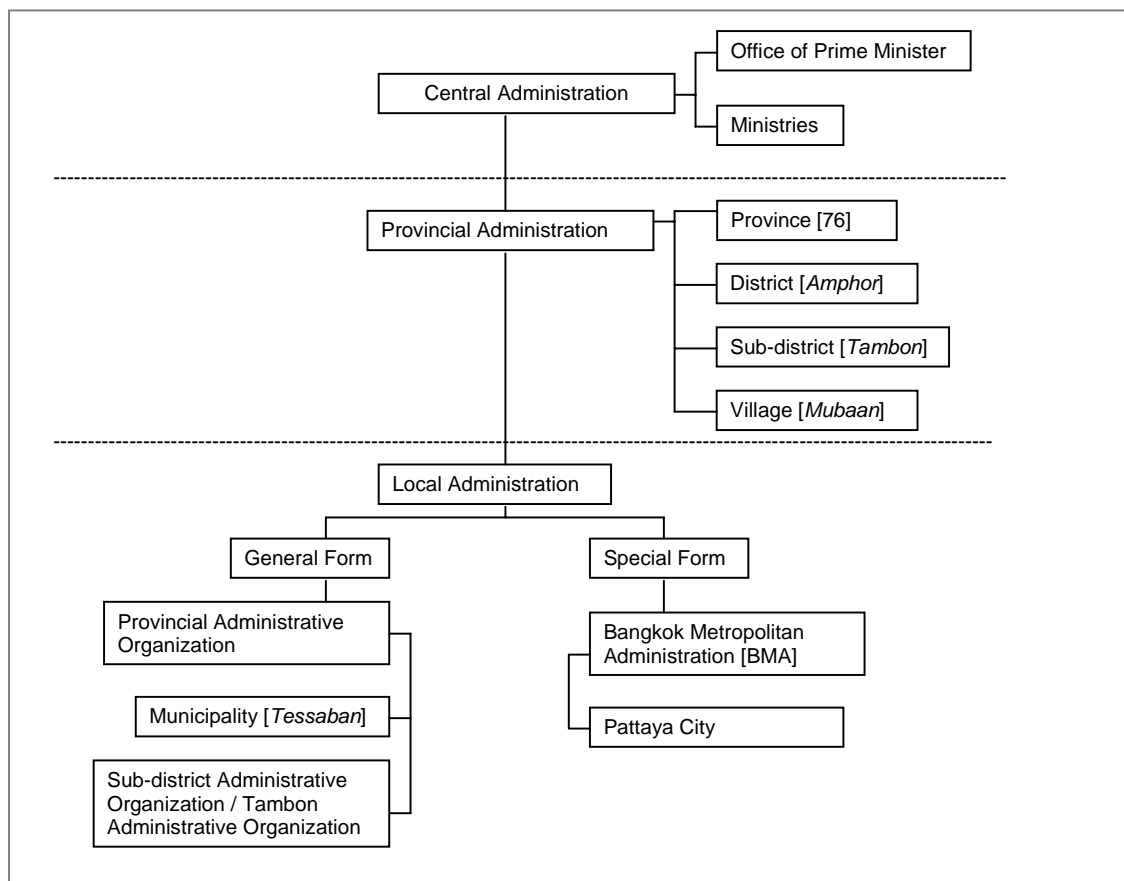
was designated from among members of the House of Representations, and endorsed by the King. Legislative branch (also based on the 1997 constitution) consisted of bicameral National Assembly (Parliament). The National Assembly consisted of the House of Representatives and the Senate. The House of Representative consisted of 500 members of the house--400 from single-member district and 100 from proportional representative—who served 4-year terms. The Senate consisted of 200 members elected by popular vote and served 6-year terms.³ The interim government has promised the next general elections in

October 2007. The Judicial branch is based on Supreme Court with judges appointed by the king.

2. Administrative Structure in Thailand

As stated earlier, Thailand is a unitary state. The extremely tight traditional central-provincial-local relations were patterned on British colonial administrative regimes. This strong central state was designed to secure control over outlying rural areas. The high-degree of centralization of the Thai state survived the fall of the absolute monarchy in 1932.

Figure 1: Thailand Administrative Structure



³ After the military coup on September 19, 2006, the coup leader appointed 250 members of an interim National Assembly in order to act as members of the Senate and the House of Representative.



Internal communist insurgency and the threat from neighboring communist countries during the 1970s and 1980s reinforced commitment to strong central control. Only since the 1990s, and despite strong opposition from the Ministry of Interior, have Thai governments consistently supported decentralization.

There are three levels of government in Thailand: central (suan klang), provincial (suan phumipak), and local (suan tongtin).⁴

The central administration (based on centralization concept) includes the Prime Minister Office and 21 ministries with the Prime Minister and his cabinet members responsible for central government policies. 21 permanent secretaries are responsible for carrying out those policies into practice. Provincial governments (based on deconcentration concept; including 76 provinces or 'changwat' in total--75 provinces and the Bangkok Metropolitan Administration) are headed by a provincial governor appointed by the central government (except for an elected governor of the Bangkok Metropolitan Administration and the city manager form of Pattaya City). Governors generally are officials within the Ministry of Interior, and usually from the Department of Local Administration (DOLA). The governor serves as head of the provincial administration (sala klang changwat) and is responsible for implementing central government policies. In effect, however, the governor largely acts as coordinator of agencies under the direct control of other central government ministries. Down one level are the district offices (amphor) headed by district officers (nai amphor) appointed by the central government. Further down the hierarchy are sub-districts (tambon) and villages (mubaan).

Village headmen (phuyai baan) are directly elected by the villagers and the sub-district headmen (kamnan) are generally chosen from among the village headmen in each sub-district. These local leaders, however, are directly guided and supervised by provincial governors and district officers under central government control. In short, province (changwat), district (amphor), sub-district (tambon), and village (mubaan), are parts of provincial government which are viewed as parts of the central government apparatus. Overall, there are 795 districts, 7,255 sub-districts and 71,864 villages.⁵

Major responsibilities of sub-district headmen and village headmen include law and order, security, disaster and disease prevention and control, population registration, transmitting central government policies and other development related work. Before 1997, provincial governors wore two hats, serving both as provincial governor and also as the Chief Executive of the Provincial Administration Organization (PAO), which is one of the five forms of local government in Thailand. Provincial halls and district offices had direct control over PAOs' finances and development policies.

Before 1999, based on the National Administrative Organization Act of 1991, there were five different types of local government including provincial administrative organization (or 'ongKaan borihan suan changwat'), municipalities (tessaban), sanitary districts (sukapiban), the Bangkok Metropolitan Administration (BMA), and the City of Pattaya. The legal bases for these forms of local government are found in the Provincial Administration Organization Act of 1997, the Municipal Act of 1953, the Tambon Council and Tambon Administrative Organization Act of 1994, the Pattaya City Administrative

⁴ Thailand National Public Administration Act of 1991

⁵ Thailand Ministry of Interior, 2003a



Organization Act of 1999, and the Bangkok Metropolitan Administration Act of 1985. These acts were subsequently amended in the Decentralization Plan and Procedure Acts of 1999, implementing legislation stemming from the 1997 constitution. As a result, all sanitary districts (sukapiban) have been upgraded to sub-district/tambon administrative organizations.

Based on Provincial Administrative Organization Act of 1997 (subsequently amended in 1999), PAO is divided into legislative & executive branches. Members of PAO assembly (4-year terms) are directly elected by local citizens.⁶ During the first meeting of PAO assembly, chair & deputy chair of PAO assembly will be elected (2-year terms). Chairman of the PAO is the head of PAO executive branch and is selected by the assembly. The chairman then selects his deputies according to the number of assembly members.⁷ Levels below includes PAO clerk who is responsible for supervising all the PAO employees within each division.

Municipal government is the oldest form of local government in Thailand, originated in 1933. There are 3 different types of municipal government—city-level, town-level, and sub-district-level, according to the population in the municipal area. Both members of municipal assembly and mayors are directly elected by local citizen.⁸

⁶ Population less than 500,000 → 24 members; between 500,000 and 1,000,000 → 30 members; between 1,000,000 and 1,500,000 → 36 members; between 1,500,000 and 2,000,000 → 42 members; more than 2,000,000 → 48 members.

⁷ Assembly with 48 members → chairman selects 4 deputy chairmen; 36-42 members → chairman selects 3 deputy; 24-30 members → chairman selects 2 deputy.

⁸ The new direct-elected mayor system or the strong-mayor system is a result of the Decentralization Plan & Procedure Act of 1999.

The Bangkok Metropolitan Administration (BMA) is a special form of local government (Bangkok Metropolitan Administration Act 1985). The structure is also divided into two branches, BMA Assembly and BMA Governor. The Governor is the chief of the city administration and is directly elected by popular vote for a four-year term. The Governor appoints four deputy governors as executive administrators. The Governor and his team are responsible for policy formulation, supervision and control of all functions undertaken by the manpower of BMA headed by the BMA clerk. The BMA Assembly is the legislative body. The assembly is responsible for making local ordinances, regulations, rules and by-laws as measures for city development and management. Members of BMA Assembly are directly elected by citizens in Bangkok with 4-year terms.⁹ BMA Assembly then will select one assembly chairman and now more than 2 deputy assembly chairmen (with 2-year terms).

Pattaya City is another special form of local government in Thailand (Pattaya City Administration Act of 1978). The structure of Pataya City is divided into two parts—Pattaya City Assembly and the Mayor of Pattaya City (Pattaya City Administrative Act of 1999). The assembly consists of 24 members (4-year terms) who are directly elected by eligible citizens in Pattaya City. The assembly then selects one Assembly chairman and 2 deputy assembly chairmen. The Mayor of Pattaya City is also directly elected by citizens in Pattaya City with 4-year term.

⁹ One assembly member represents one hundred thousand people.



Table 1: Types and Numbers of Local Government in Thailand

Types	Numbers
Provincial Administrative Organization (PAO)	75
Municipal Government <ul style="list-style-type: none"> • City-level • Town-level • Sub-district-level 	1,129 20 84 1,025
Sub-district/Tambon Administrative Organization (SAO) <ul style="list-style-type: none"> • Level 1 • Level 2 • Level 3 • Level 4 • Level 5 	6,744 74 78 205 843 5,544
Bangkok Metropolitan Administration (BMA)	1
Pattaya City	1
Total	7,950

Source: Department of Local Administration, Ministry of Interior.

Note: There are 214 Sapa-Tambon that have not yet been upgraded into SAO

Before the decentralization policy, the share of local expenditure in the Thai public sector was only about 5% and only 1% in gross domestic product. During the first two years after the Decentralization Act of 1999 as been enacted, the share of the local expenditures in the Thai public sector was increased to 7.3% and 8.9% in the year 2001 and 2002 respectively. The share of the local budget on GDP was about 2%

Table 2: Local Government Spending

	1996	2001	2002
	<i>(Billion Baht)</i>		
Central Government	873.0	897.2	919.2
Local Government	58.1	80.9	100.4
State Enterprises	126.5	126.4	105.1
Consolidated Public Sector	1,057.6	1,104.5	1,124.7
	<i>(Percentage of total)</i>		
Central Government	82.5%	81.2%	81.7%
Local Government	5.5%	7.3%	8.9%
State Enterprises	12.0%	11.4%	9.3%
Consolidated Public Sector	100%	100%	100%
	<i>(Percentage of GDP)</i>		
Central Government	18.9%	17.5%	16.9%
Local Government	1.3%	1.6%	1.8%
State Enterprises	2.7%	2.5%	1.9%
Consolidated Public Sector	22.9%	21.5%	20.6%

Source: The Fiscal Policy Office, Thailand Ministry of Finance

A large amount of local expenditure is centrally mandated, with the biggest proportion going through administrative costs such as personnel expense.¹⁰ About 20% of total local expenditure is covered by specific grants, with the main part allocated to health and education programs which are controlled by the central government.

¹⁰ About 40% of total expenditure



Table 3: Local Government Expenditure in Thailand

	1999	2000	2001	2002
	<i>(million Baht)</i>			
General Expenditures	3,456.6	3,813.1	4,323.1	4,772.7
Administrative	33,723.9	38,321.7	41,454.2	49,897.6
Investment	19,660.2	22,925.5	21,691.2	32,954.6
Special expenditures	32,780.0	17,775.2	33,979.5	42,163.8
Special Expenditures (without specific grants)	18,560.5	16,201.5	22,845.9	29,445.1
Total Expenditure	89,620.7	82,835.7	101,447.9	129,788.7
	<i>(% of total)</i>			
General Expenditures	3.9%	4.6%	4.3%	3.7%
Administrative	37.6%	46.3%	40.9%	38.4%
Investment	21.9%	27.7%	21.4%	25.4%
Special expenditures	36.6%	21.5%	33.5%	32.5%
Special expenditures (without specific grants)	20.7%	19.6%	22.5%	22.7%

Source: The Fiscal Policy Office, Thailand Ministry of

3. Local Democracy & Central-Local Relationship

All constitutions promulgated since 1975 had a chapter on local autonomy. These provisions, however, consisted of very broad prescriptions calling for local governments to be based on the will of local residents and to reflect principles of self-governance through public elections for the heads of local government, and direct elections of councilors.¹¹ The Constitution of 1997 has far more specific language on local autonomy, requiring the establishment of the National Decentralization Committee (NDC) and to revise those acts that relate to local autonomy issues. The Decentralization Plan and Procedures Act of 1999 spells out these mechanisms for boosting local

autonomy and is supplemented by the Local Authority Personnel Act of 1999. The Commission on Municipal Personnel Management of the Ministry of Interior previously determined salaries, wages, and promotions of municipal personnel.

Even under decentralization, the interior ministry still has considerable control over local government politics and administration through provincial governors, district officers, and the Office of Auditor General. For some activities such as borrowing from other government institutions, activities outside the local governments' jurisdiction, or forming joint ventures with private firms, local governments need the approval of the interior minister.

The Ministry of Interior, subject to cabinet approval, determines the administrative status of most local governments.¹² Local governments are subjected to financial auditing by the ministry once a year. The Ministry of Interior can intervene to

¹¹ Raksasat, A. (1995). *Kan krajai-umnat tee pidplad samsak kong mahaithai lae nakkanmueng* (Ministry of Interior and Politicians's false decentralization). In C. Samutawanich & P. Chotiya (Eds.), *Tessaban nai boribot kan krajai-umnat hang yuk samai* (pp. 5-14). Bangkok, Thailand: Sukum Lae Boot.

¹² Municipality Act of 1953, section 1.



terminate or modify local policies if it believes they contradict or threaten national policies or interests.¹³ The Ministry of Interior also can intervene to resolve conflicts within local governments. The interior minister has powers to announce new elections (within 90 days after dissolution) and fire locally elected executives (if proved not to be residents of the jurisdictions they represent; for disruptive behavior; or for failure to appear at three consecutive local assembly meetings without good cause).

The new 1997 constitution mandates a more decentralized and participatory structure where government institutions at all levels are intended to operate in a more transparent, accountable, and responsive fashion. Chapter 9 of the new 1997 constitution calls for local autonomy, the direct election of local representatives, and features prominently the need to decentralize power, both administrative and political, to local government bodies. It also emphasizes increasing local administrative autonomy by giving local governments more freedom in generating their own administrative, personnel, and financial policies.

Having changed little since the Chakkri reformation in the late nineteenth century, central-local government relations have shifted rapidly from the 1990s. During the 1992 election campaign that followed the bloody crackdown in May, the Democrat Party's platform promised decentralization, the election of governors in major provinces, and direct election of executive bodies of local governments at every level. At the time, only the governor of Bangkok was elected. Strong opposition within the

Ministry of Interior to the election of governors forced the Chuan government to amend its policies, leading to the re-establishment of sub-district administration organizations (SAOs). The new form of SAOs gained judicial status that enables them to borrow funds.

Article 78 (282-290) of the 1997 Constitution requires the promotion of decentralization as a basic policy of the government, the definition of plans and procedures for decentralization in separate legislation, and the establishment of a decentralization committee. Accordingly, the Decentralization Plan and Procedures Act was enacted in November 1999. The Act established a National Decentralization Committee (NDC) responsible for defining decentralization, elaborating decentralization plans and procedures, and promoting and monitoring the government's decentralization policy. Initially, five officials in the National Decentralization Committee Secretariat Office under the Office of the Prime Minister were responsible for initiating the work of the National Decentralization Committee (NSC).

The 1997 constitution calls for increasing the share of local government revenues and expenditures, assigning more revenue sources to local governments, promoting local fiscal autonomy, and revising the system of intergovernmental transfers to provide grants in a more transparent and predictable way. According to the Decentralization Plan and Procedures Act of 1999, local governments are to be allocated at least 20% of the national government budget by the fiscal year of 2001 (October 2000-September 2001) at the end of the Eighth National Social Economic Development Plan, and at least 35% by fiscal 2006 (October 2005-September 2006) at the end of the Ninth National Social Economic Development

¹³ Jora-Anan, S. (2000). *Kuam kowjai rueng kan pokkrong tongtin* (Understanding Thai local government). Institute of Public Policy. Bangkok, Thailand: Sukum Lae Boot.



Plan. The later goal has not yet been reached. These specific targets have been subjects of heated debate. Central revenues will no longer flow solely through the Department of Local Administration of the Ministry of Interior. The Decentralization Plan and Procedures Act of 1999 enables local governments to receive grants from other government agencies and ministries as well, beginning in fiscal year of 2001.¹⁴ Under the 2003 National Budget, the central government successfully allocated 184,066.03 million baht, or 22.19% of the total national budget (829,495.60 million baht) to local governments.¹⁵

Given the redistribution of authority entailed in the decentralization policy, many of the losers strongly oppose these initiatives. Sub-district headmen (kamnan) and village headmen (phu yai baan) are affected directly by the establishment of SAOs. Kamnan and phu yai baan previously dominated development planning in tambon councils. Their authority will be transferred to the new SAOs. Kamnan and phu yai baan, however, can seek election to SAO assemblies. Kamnan can also serve as chairmen of the SAO executive councils.

Along with the increasing share of the central government budget allocated to local governments goes a large number of central government responsibilities and personnel transferred from the central government. Local governments all over the country are facing severe constraints and difficulties in coping with these rapid changes. Bureaucrats resident in Bangkok often resist transfer to other provinces, which entails uprooting, major adjustments, and possibly less authority

and lower pay. However, for officials under provincial authority (such as provincial offices and district offices), transfers to local governments are more attractive given that provincial offices and district offices have lost authority and significance and the transfer does not require a change in residence.

The Ministry of Interior is typically perceived as the strongest opponent of decentralization policies given the major powers the ministry is losing. By pointing to local weaknesses in administrative capacity and personnel, the ministry is attempting to stem or slow the loss of its authority. The ministry argues that it needs to sustain supervisory control over local governments, for example through strong auditing processes and strict guidelines regulating local governments. The ministry has imposed regulations on several legislative acts that augment its powers and has increased the number of its personnel within district and provincial offices. As a result, provincial governors and district officers still retain considerable authority over local governments, including annual development plans and budgets for PAOs, municipalities (Tesaban), and SAOs.

¹⁴ Thailand Decentralization Plan and Procedures Act of 1999

¹⁵ Thailand Office of Prime Minister, 2002



4. Local Responsibilities

Source: Decentralization Plan & Procedure Act of 1999

Table 3: Local government Responsibilities

Bangkok Metropolitan Administration (BMA)	
Municipality/ Sub-district Administrative Organization (SAO)/ Pattaya City	Provincial Administrative Organization (PAO)
1. social welfare service, quality of life for children, elders, and under privilege citizens	1. Develop local development plans (according to the guideline issued by the national cabinet)
2. Maintenance of transportation means (roads & cannels) and water drainage	2. Support other local government units within the area
3. Maintenance of local markets, ports, ferries, and parking	3. Coordinate & cooperate activities with other local government units
4. Maintenance of general public infrastructure	4. Allocate grants according to the law
5. Provide vocational training	5. Maintain natural resources
6. Promote local commercial & investment	6. Provide & promote education
7. Promote tourism	7. Promote democratic behavior, equality, and human rights
8. Education	8. Encourage & promote public participation
9. Promote local cultural activities & festival	9. Promote & support suitable technological development
10. Manage residential areas	10. Establish & maintain sewage system
11. Public recreational areas	11. Waste management
12. Promote sport activities	12. Manage & maintain public transportation
13. Promote democracy, equality, and human rights	13. Promote tourism
14. Encourage & promote public participation	14. Promote commercial activities, investment
15. Maintain cleanliness and order in the areas	15. Manage local environment
16. Environmental enforcement and management	16. Build & maintain transportation between local government units
17. Provide places for funeral & cremation	17. establish & maintain central markets
18. Control animal farms	18. Promote sport, cultural activities
19. Control slaughtering activities	19. Provide local hospital and decease control
20. Maintain order in public areas	20. Establish & maintain local museum
21. Manage & Maintain natural resources	21. Manage local traffic system
22. City planning	22. Disaster relief & prevention
23. Transportation	23. Manage law & order in the area
24. Building control	24. Establish, manage, coordinate any activities among local governments located within the area
25. Natural disaster relief	25. Support central government and other local government units in development
26. Other activities that yield public interests	26. Provide services to public and private organizations
	27. Social welfare for children, elders, & under privileges
	28. Other activities that yield public interests

Source: Decentralization Plan & Procedure Act of 1999



Local government responsibilities are not clearly allocated. Several responsibilities are overlapped and redundant. Generally, laws stated the same responsibilities for several types of local government unit, especially for provincial administrative organization and municipality.

5. Local Finance & Management

Fiscal decentralization process in Thailand focuses primarily on increasing revenue share of national budget. Table below shows local government revenue share. The Department of Local Administration, Ministry of Interior, is responsible for setting locally-collected tax rates. The building and land tax is based on the rental value of the houses and buildings for commercial and industrial purposes. It

accounts for the largest portion of all local taxes, but is not efficiently collected due to exemptions for owner-occupiers. Land values are used in computing the land development tax. Municipal governments are responsible for determining land values using current market values based on land sales and must revalue every four years. Signboard taxes vary with the size and number of foreign characters. The Slaughter tax varies by the type and number of animals slaughtered (from interviews with directors of the Division of Finance in four municipal governments). Grants from the central government were the major sources of municipal revenue. General grant allocations were based on population (150 baht per capita). This general grant was allocated without earmarking for specific uses.

Table 4: Revenue Share

<u>Own collected Revenue</u>	<u>Centrally Collected Taxes for Local Government</u>	<u>Grants</u>
<ul style="list-style-type: none"> • <i>Own-collected Taxes</i> <ul style="list-style-type: none"> ○ <i>Land & Building tax</i> ○ <i>Land development tax</i> ○ <i>Signboard tax</i> ○ <i>Slaughter duties</i> ○ <i>Swallow nest duties</i> ○ <i>Tobacco tax</i> ○ <i>Petroleum tax</i> ○ <i>Hotel tax</i> • <i>Own-collected Non-Tax</i> <ul style="list-style-type: none"> ○ <i>Fees & fines</i> ○ <i>Revenue from property</i> ○ <i>Revenue from infrastructure services</i> ○ <i>Miscellaneous</i> 	<ul style="list-style-type: none"> • <i>Commerce tax</i> • <i>VAT & Specific Business Tax</i> <ul style="list-style-type: none"> ○ <i>VAT</i> ○ <i>Specific business tax</i> • <i>Liquor tax</i> • <i>Excise</i> • <i>Vehicle tax</i> • <i>Property registration duties</i> • <i>Gambling tax</i> • <i>Royalties for Minerals</i> • <i>Royalties for Petroleum</i> • <i>Othr</i> 	<ul style="list-style-type: none"> • <i>General Grants</i> • <i>Specific Grants</i> • <i>Miscellaneous</i>

Table 5: Local Revenue by Sources

Million Baht/ Percentage of total gov. rev	1999	2000	2001	2002
Locally collected revenue	17,638 (2.20%)	17,404 (2.04%)	17,270 (1.77%)	19,037 (1.87%)
Shared taxes	45,041 (5.63%)	45,096 (5.29%)	63,643 (6.51%)	74,050 (7.26%)
Total local gov rev	107,224 (13.40%)	95,002 (11.15%)	129,816 (13.27%)	163,709 (16.06%)
TOTAL GOV REV	800,400	852,000	978,100	1,019,600



Specific grants served various purposes, e.g. developing infrastructure, education and other programs promoted by the central government.

Municipal government expenditures include 1) monthly wages and salaries, 2) allowances, 3) general expenses, 4) supplies expenses, 5) stationery expenses, 6) costs of land and construction and other property, and 7) other expenditures based on specific clauses, regulations, and acts issued by the Ministry of Interior.

Local Government Personnel Administration

Officials in local government units are administered and controlled by the Standard Local Personnel Administration Committee. The committee consists of 6 members that are drawn from those who hold the positions of The head of Civil Service Commission, Head of the National Economic and Social Development Board, Head of the Bureau of the Budget, Permanent Secretary of the Ministry of Finance, Permanent Secretary of the Ministry of Interior, and Director General of the Department of Local Administration; 5 highly respected specialists in local government administration appointed by the cabinet; and another 5 members from representative of each form of local governments.

The Local Personnel Administration Act was amended in December 1999 to give municipal governments, especially mayors, more authority in determining municipal personnel issues. The law established three layers of personnel committees, including the Committee for Standardized Local Personnel Administration (*Kana Kammakarn Borihan Nganbookkon Suan Tongtin*) at the central level, which is mainly responsible for setting broad, but flexible, national standards for merit systems and procedures for hiring, firing,

recruiting, and setting salaries and benefits in local governments all over the country. The Central Committee for Local Personnel Administration (*Kana Kammakarn Klang Karajakarn Rurr Panakngan Suan Tongtin*) is responsible for more specific personnel guidelines for PAOs, municipal governments, and SAOs. The Committee for Local Personnel Administration at the Provincial Level (*Kana Kammakarn Karajakarn Rurr Panakngan Suan Tongtin Radap Changwat*) is responsible for approving the local government's decisions on personnel issues such as recruitment, transfers, promotions, salary increases, appeals, dismissals, and investigating local officials for all local governments (Thailand Local Personnel Administrative Act of 1999).

In the case of municipal government, the act gives local executives tremendous powers in making decisions in hiring, promoting, and transferring local government officials and employees. Previously, the DOLA had full jurisdiction in transferring local government personnel through the Committee of Municipal Personnel (*Kana Kamakan PannakNgan Tessaban* or *Kor Tor*). Typically, local government officials rotated jobs every two to four years. This is no longer the case. The Committee for Local Personnel Administration at the Provincial Level (*Kana Kammakarn Karajakarn Rurr Panakngan Suan Tongtin Radap Changwat*) now must approve local government personnel transfers and other personnel decisions. If local officials now want to be transferred to other municipal governments, they are dependent on negotiations among the local executives in their current and prospective administrative units and the approval of the provincial level committee.

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