



United Nations
Office for South-South Cooperation



Under the guidance of the Sufficiency Economy Philosophy, Thailand has increased its cooperation with other nations, making its knowledge and experiences related to sustainability and self-sufficiency available to partners globally



South-South In Action
Sustainability in

Thailand

Experience for
Developing Countries

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South-South In Action
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CONTENTS

5 Foreword



9 Chapter I :

Thailand's policy framework and structure for delivering South-South cooperation and triangular cooperation



25 Chapter II :

South-South cooperation and sustainability: experiences from Thailand



41 Chapter III:

Applying the Sufficiency Economy Philosophy to the achievement of Sustainable Development Goals



Foreword

For some time now, South-South cooperation has been gaining momentum in the official development ecosystem. The rich diversity of the South provides an excellent opportunity for developing countries to forge mutually beneficial partnerships in our common endeavour to achieve the Sustainable Development Goals (SDGs).

Recognizing the importance of South-South cooperation, Thailand is honoured to be the first country to recount our journey from being an aid recipient to becoming an emerging development partner in this new series of UNOSSC publications. It is our hope that this will encourage more countries of the South to take part in development cooperation.

In this publication, we will also share with you Thailand's home-grown approach to sustainable development, known as the "Sufficiency Economy Philosophy" (SEP). Conceived over 40 years ago, SEP became the tenet of His Majesty King Bhumibol Adulyadej's working precepts which evolve around the concepts of moderation, knowledge and reasonableness. SEP has put Thailand on a steady growth path for decades and remains today the key guiding principle of Thailand's sustainable development efforts.

As the world works collectively to achieve the SDGs, Thailand has been promoting "SEP for SDGs Partnership" as our contribution to the global development effort to make sure that no country is left behind. Through the Thailand International Cooperation Agency (TICA), technical cooperation such as short-term training courses, post-graduate scholarships, study visits as well as tailor-made cooperation programmes have been provided to numerous countries for decades. The success of these programmes bears testimony to the enduring power of robust development work, which should begin at home, at the levels of family, village and community.

Thailand wishes to dedicate this publication to our late monarch, His Majesty King Bhumibol Adulyadej, savant initiator of this philosophy which has benefited not just the people of Thailand but also countless peoples elsewhere around the globe.



Don Pramudwinai

Minister of Foreign Affairs
of the Kingdom of Thailand

Foreword

In 2016, the United Nations Office for South-South Cooperation decided to create a space for United Nations Member States and other partners to collaborate with us in a unique way, to share their key innovations and successes – implemented at home and replicated across the world. Guided by this conceptualisation, my team and I branded a publication series titled “South-South In Action”. The focus for the publication is selected by the country or institution whose success is highlighted, not by the United Nations Office for South-South Cooperation.

The Office is proud to present this first publication in the series together with the Government of Thailand. This publication has been compiled at an appropriate time, as Thailand holds the chairmanship of the Group of 77. Furthermore, this compilation comes at a moment when Thailand mourns and remembers the late King Bhumibol Adulyadej, architect of the Sufficiency Economy Philosophy and other ideas on sustainable development explored here.

The publication demonstrates that there is no “one size fits all” for contributions to sustainability. That is, local solutions engendered by the culture and character of every nation lend themselves to overcoming the unique challenges of our times.

These initiatives promote ways to make people’s lives better within the natural environment, safeguarding the well-being of future generations, and preserving our home, our planet. Such an endeavor requires a catalyst to engender reflection, the generation of ideas and their effective implementation. This is what His Majesty King Bhumibol Adulyadej did for Thailand.

As the world looks for solutions to achieve the Sustainable Development Goals, contributions like those shared in this volume will deepen the scope of thinking and facilitate broader South-South and triangular knowledge exchanges.



A handwritten signature in black ink, consisting of stylized, overlapping loops and lines.

Jorge Chediek

Envoy of the Secretary-General
on South-South Cooperation
and Director, United Nations Office
for South-South Cooperation

G77 delegates hear a briefing at the Khao Hin Sorn Royal Development Study Center about soil and waste management projects following a sustainable development model based on Sufficiency Economy Philosophy (SEP) at Chachoengsao province on 28 February 2016.



Chapter I

Thailand's policy framework and structure for delivering South-South cooperation and triangular cooperation

THAILAND'S POLICY FRAMEWORK AND STRUCTURE FOR DELIVERING SOUTH-SOUTH COOPERATION AND TRIANGULAR COOPERATION

Thailand's international cooperation efforts have evolved considerably over time as the country transformed itself from a recipient of aid to an emerging development partner more than a decade ago. Since then, it has established a robust architecture and a comprehensive institutional framework for working with other countries.

Many forms of cooperation have been embraced by Thailand as it has expanded its engagement with the world, including the South-South cooperation and triangular cooperation models. Over the years, a critical mass has been achieved, with the country going beyond its role of partner. It now operates as an international centre from which programmes can be extended from non-Thai participants to third-party countries. Thailand's efforts are sizeable in terms of the amounts deployed and they are also geographically diverse, with

cooperation being undertaken globally: in total, the country has worked with more than 120 other countries and has committed hundreds of billions of Thai baht (B) to its efforts.

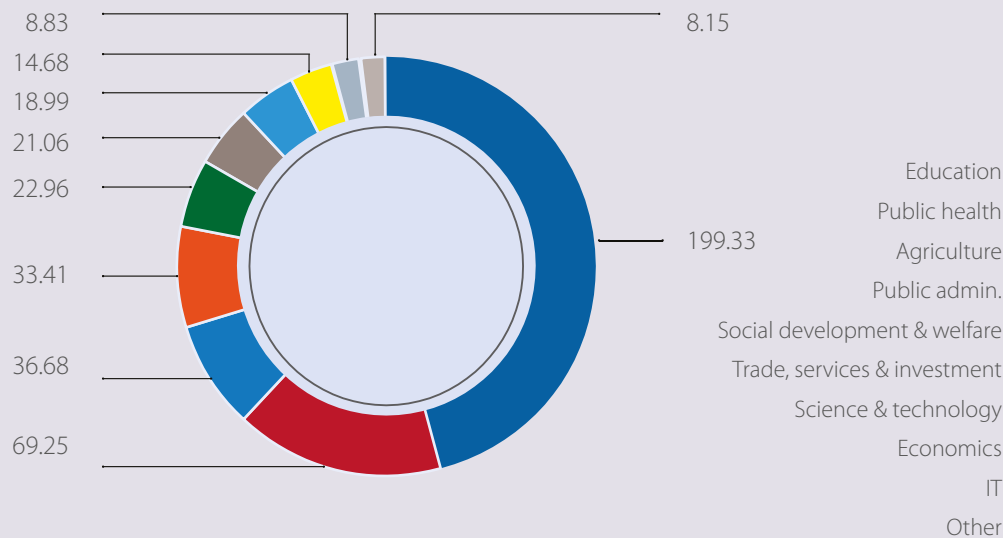
Roundtables have been held and scholarships have been granted; cooperation projects have been financed and many experts have shared their knowledge and skills.

Thailand's tradition of sustainability and its development goals

Sustainability has long been a part of Thailand's domestic agenda. For decades, His Majesty King Bhumibol Adulyadej's Sufficiency Economy Philosophy (SEP), which calls for reason, moderation and prudence, has underpinned the country's development. Thailand has officially reaffirmed its commitment to sustainability a number of times, including in its 20-year National Strategy and its 12th National Economic and Social Development Plan, (2017-



TICA budget breakdown, 2015 (million B)



Source: TICA

2021). The latter conforms to the SEP to ensure moderate and rational development with an eye to the middle path. It further incorporates the SEP principle that the economic activities of the country should not have a negative impact on others.

Thailand made considerable progress in the efforts made to reach the Millennium Development Goals (MDGs) – specifically MDG 8 (global partnership for development) – in 2015. The country is now gearing up to achieve the Sustainable Development Goals (SDGs) – in particular SDG 17 (partnerships for the goals) – by 2030.

The SEP, which deals with addressing poverty, agriculture, the environment, health, education, equality and sustainability, fits well with the SDGs. It is a process of thinking that, when properly applied, can advance the achievement of the Goals. The Philosophy not only addressed broader principles but, like the SDGs, it calls for responsible development that takes the entire economy into account.

Thailand's active international engagement

In 2003, Thailand went from being a recipient of aid to an emerging development partner. To formalise this transformation, the country established the Thailand International Cooperation Agency (TICA) in 2004. In the new millennium and primarily under the guidance of TICA, an agency under the Ministry of Foreign Affairs, Thailand has implemented a policy of constructive cooperation on a global basis. The mission of TICA is one of building bridges between developing countries. It achieves this goal through a variety of methods and channels, funding projects, providing equipment and dispatching experts. It also holds short-term training courses, supports postgraduate study, sponsors volunteer programmes and holds international study visits. TICA has three main priority areas: agriculture, health and education. It is also active in support of public administration, social development, natural resources, the environment, tourism, science and technology, trade, services and investment.

The agency's efforts have been diverse and deep. It works to increase the efficiency of farms, help improve breeding and achieve food security. It also invests in soil conservation, waste management and water resource development. In the area of public health, its specific strengths – which have been developed over the years – are specifically relevant to family planning, HIV/AIDS and malaria prevention, and the development of universal health coverage. Furthermore, in the area of tourism, its cooperation benefits from a wealth of experience in nature tourism and health tourism. In education, it has established vocational training programmes and Thai-language-training initiatives.

Thailand's commitment to global cooperation

In 2015, Thailand provided B2.7 billion (\$75.1 million) in official development assistance (ODA). Of that amount, technical cooperation was valued at B1.43 billion (\$40.3 million), with grants totalling B447.40 million (\$12.6 million).

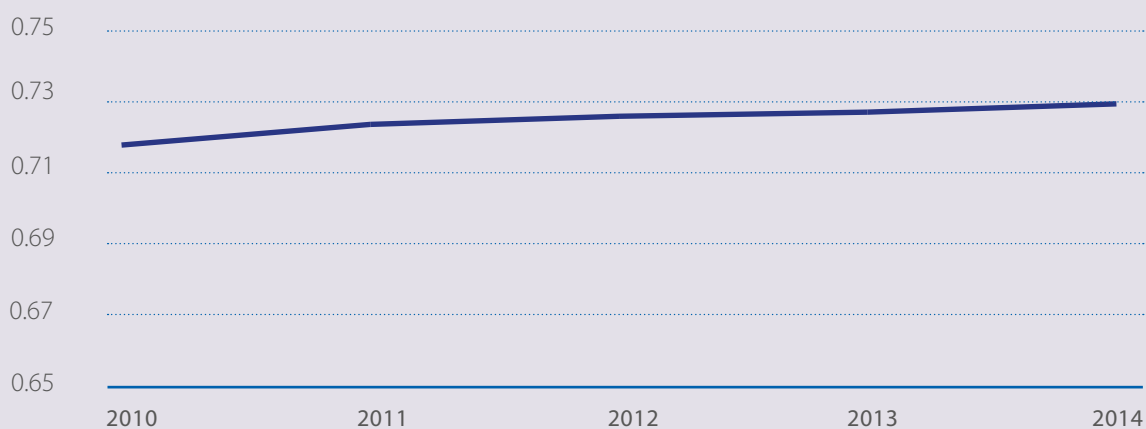
TICA's budget in 2015 for the Thai International Cooperation Programme (TICP) was also valued at B447.40 million (\$12.6 million). Of that, 70.33% went directly to neighbouring

countries. The TICP is involved in a wide range of activities, including the placement of experts, the development of academic programmes, the provision of necessary mechanical and technical equipment and the implementation of cooperation projects.

ODA is provided by a number of different government entities. In addition to TICA, the Neighbouring Countries Economic Development Cooperation Agency (NEDA) delivers funding for infrastructure development as well as programmes related to technical cooperation, providing B1.2 billion (\$33.8 million) in 2015. Moreover, the state-owned Export-Import Bank of Thailand provides credit for private-sector cooperation – B563 million (\$15.9 million) in 2015. Meanwhile a number of other government ministries and departments provided more than B400 million (\$11.3 million) of support in 2015.

The Neighbouring Countries Economic Development Fund (NEDF) was formed in 1996, formalising the allocation of ODA for the Cambodia, Lao People's Democratic Republic, Myanmar and Viet Nam (CLMV) region. NEDA, which grew out of the NEDF and is under the Ministry of Finance, was established in 2005.

Thailand's Human Development Index Value, 2010-14



Source: UNDP HDI Report 2015

Interactive discussion of the G77 delegates during the G77 Bangkok Roundtable on Sufficiency Economy: an Approach to Implementing the Sustainable Development Goals at the Siam Kempinski Hotel Bangkok on 29 February 2016.



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The main priorities of South-South cooperation focus on knowledge, technology sharing and the adoption of best practices rather than top-down guidance from aid organisations

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NEDA mainly assists regional partners, primarily those in the CLMV region, and engages in a wide range of initiatives, especially those related to infrastructure, trade, investment and the environment. Its projects include the Lao-Thai Railway Phase 2 and a review of a master plan for flood protection in Ho Chi Minh City.

Thailand's programmes aim to be more than merely regional. While the country is heavily involved in cooperation with its neighbours, it is continually working to cooperate outside of the CLMV region. TICA has developed partnerships in South Asia, the Middle East, the Commonwealth of Independent States, Africa, Central America, Latin America and the Caribbean.

The emergence of South-South cooperation (SSC) as a development model

The dominant model guiding these engagements has been SSC. From a global and historical perspective, SSC has been an emerging trend since the 1990s, when Africa and Asia started working together to promote social solidarity in the developing world, although the origins of SSC can be traced back to the 1955 Bandung Conference.

The Non-aligned Movement, the Group of 77 (G77), the Buenos Aires Plan of Action and the United Nations Conference on Trade and Development (UNCTAD) have also helped to promote new pathways for aid and cooperation in the developing world.

Cooperation between developing countries had long been considered a policy that only existed on the fringes of the donor community, but after 2000, a number of those initiatives started to gain global attention as concerns were raised about the effectiveness of aid in general. Over time, SSC has become an integral part of the official development ecosystem. The United Nations Development Programme (UNDP) estimates that 15% of all cooperation projects globally are SSC or triangular in nature.

Over time, an accumulation of evidence was beginning to demonstrate that North-South cooperation was not producing the results that were expected and that solutions would often come from the developing countries themselves. It was also felt that the goals of traditional aid were aimed more towards the donor countries than the recipients and sometimes came with strings attached.

The main priorities of SSC focus on knowledge, experience, technology sharing and the adoption of best practices rather than top-down guidance from aid organisations. SSC involves developing substantive, practical solutions that can be transferred from one country to another. The Nairobi outcome document, published in 2010 after the High-level United Nations Conference on South-South Cooperation, noted that SSC is being pursued in a variety of ways and that these different methods are constantly evolving. In addition to traditional ODA-style aid, SSC can be said to include in-kind contributions, technology transfer and training.

The Nairobi outcome document also noted that the multi-stakeholder approach is a cornerstone of SSC; may involve non-governmental organizations (NGOs), the private sector, academia and others; and is not pursued to the exclusion of North-South arrangements.

The international community has started to recognise the value of this shift and has worked at becoming more inclusive. Apart from the MDGs, the Paris Declaration of 2005, the Accra Declaration of 2008 and the Fourth High-level Forum on Aid Effectiveness have each signalled that these priorities have changed globally from a strictly "developed to developing" aid approach to a more generally balanced approach.

While it is agreed that SSC is still being defined and refined and that the aims and goals vary greatly depending upon the country, the overall size of SSC globally remains significant.

It is estimated that the value of cooperation between developing countries may be as high as \$20 billion a year. Thailand has long been working to contribute to the development of SSC, especially as it pursued the achievement of MDG 8. Its efforts have included a push to increase aid to 0.7% of GDP, the development of free trade and investment with other developing countries, a commitment to resolving debt problems in the developing world, and helping partners gain access to essential pharmaceuticals, especially in terms of the supply of antiretroviral drugs for the treatment of HIV/AIDS.

Cooperating close to home

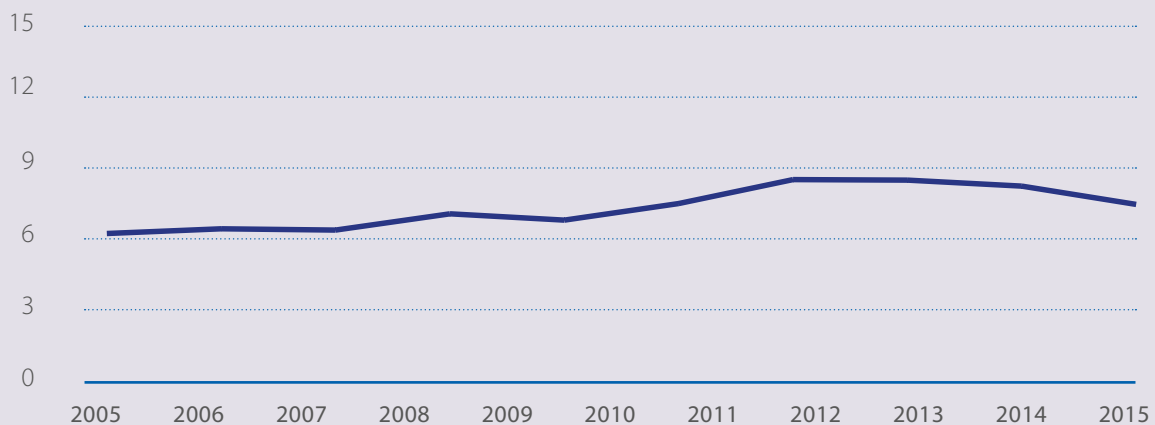
In its cooperation initiatives, Thailand initially started to work regionally with Cambodia, the Lao People's Democratic Republic, Myanmar and Viet Nam. While those efforts were curtailed during the Viet Nam War and other local conflicts, after the end of the war and Viet Nam's withdrawal from Cambodia, aid was quickly stepped up in the region. Assistance dipped again in the wake of the Asian financial crisis in 1997-1998 but was back on track a few years later.

In Cambodia, where cooperation was initiated in 1993, Thailand remains very active. It contributes in the areas of education, agriculture and public health. Examples of Thailand's activities in Cambodia include a development project undertaken to provide industrial-sector skills and the establishment of a reception centre for vulnerable individuals in Banteay Meanchey province. In the country, it is also engaged in an agriculture development programme, Thai course development at Battambang village and a medical personnel development programme at hospitals in Koh Kong and Banteay Meanchey provinces.

The Lao People's Democratic Republic and Thailand have been working together since 1963. The Phone Hong Hospital development programme is one of the current initiatives. Under the project, Thailand is constructing facilities, providing equipment and medical supplies, building capacity and seconding relevant experts.

Other projects currently being undertaken throughout the country include: the Thai-Lao People's Democratic Republic cooperation project for the sustainable development of mineral resources, the Borkaew Hospital second-stage development programme, a

Agriculture Value Added, 2005-15 (% of GDP)



Source: World Bank

Pollution Control Department Officer skills development programme, a fish disease laboratory development programme and a meteorological information development programme.

In Myanmar, initiatives have focused on education, agriculture, public health and finance. A Thai language teaching curriculum is being developed at the Yangon University of Foreign Languages (YUFL), while Thailand is also working on a project that will assist relocated communities, a Pollution Control Department Officer skills development programme, a human resource development programme for environmental quality promotion and a project for the sustainable management of bamboo.

In Viet Nam, a language development centre is among the cooperative efforts being undertaken. TICA is also working with the country on a centre for quality vegetable production.

Engagements in Asia outside of the CLMV region

Thailand is also involved in projects elsewhere in the region. It has been active in Central Asia: Kazakhstan, Mongolia, Tajikistan and Uzbekistan.

Thailand is especially engaged in Bhutan, where it is helping develop capacity at the College of Natural Resources and train civil servants. It has worked with agencies in Bhutan on development cooperation programmes and established the Friends of Bhutan programme. Volunteers have been sent to the country to cooperate in the areas of health, tourism, hotel management, product development, entomology, business planning, information technology, furniture making, architecture and civil engineering.

In recent years, Thailand has been increasingly active in the Pacific region. TICA is conducting development cooperation programmes in Tonga and Timor-Leste and has granted a number of fellowships and postgraduate scholarships to several countries in the Pacific.

Global educational partnerships

TICA also provides a significant number of educational opportunities to the residents of its partner countries. These projects include the Thai International Postgraduate Programme (TIPP) and the Annual International Training Courses (AITC).

TIPP was established in 1999 as a fully funded scholarship programme for individuals wishing to study in Thailand. The first grants covered the 2000 academic year, with students from Cambodia, the Lao People's Democratic Republic, Myanmar and Viet Nam participating. Since that time, recipients have been drawn from all regions across the globe.

TIPP is designed to improve educational standards in the region, meet the needs and interests of the partner countries, and promote cooperation and understanding. The programmes have covered subjects such as the SEP, global warming, food security and public health.

Under the AITC, fellowships have been awarded to residents of more than 50 countries. Courses have included: Modern Technology for Sustainable Agricultural Systems, Royal Initiatives on Agriculture for Sustainable Development, Utilising Indigenous Food Resources for Food Security, Towards Green Growth with Waste Utilisation and Tropical Community Health Care and Research. These courses run anywhere from one week to one month.

Thailand beyond the Asia-Pacific region

While great emphasis is placed on regional engagements, the country also is active in most continents. In the Islamic Republic of Iran, Israel, Jordan and the State of Palestine, TICA is cooperating in the fields of agriculture, water resources and tourism. Training in the areas of

Welcoming remarks by H.E. Mr. Don Pramudwinai, Minister of Foreign Affairs of the Kingdom of Thailand at the SEP in Business: A G77 Forum on the Implementation of the Sustainable Development Goals on 1 June 2016 at the Siam Kempinski Hotel Bangkok.

SEP IN BUSINESS: G-77 FORUM ON THE IMPLEMENTATION OF THE SUSTAINABLE DEVELOPMENT GOALS 2 JUNE 2016, BANGKOK



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Thailand is considered one of the key partners in the developing world with respect to triangular cooperation.

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legal implementation, drug policy and drug rehabilitation is also being conducted.

TICA is also engaged in many countries across the African continent. It has supported a red tilapia hatchery project in Mozambique, where training, data and the fish themselves were provided, while in Lesotho, it has contributed to sustainable agricultural development. Thailand has also extended scholarships to a wide range of partners in Africa.

In Latin America, training sessions are being held in the areas of agriculture, fisheries, tourism, scientific research, astronomy, energy and small and medium-sized enterprise (SME) development. The key target countries include Argentina, Brazil, Colombia, Mexico and Peru. Training programmes and seminars on universal health coverage and the role and uses of SEP in drug prevention are also being held in the region. Thailand has undertaken technical cooperation in Peru and in Cuba.

The development of triangular cooperation

Triangular cooperation, according to the Nairobi outcome definition, involves partnerships between two or more developing countries that are supported by a developed country or countries – or by a multilateral organisation or organisations – in order to implement development cooperation programmes and projects. Triangular cooperation is a modality of great interest to Thailand, as this configuration helps it to leverage its core skills and competencies and recognises its value to and vital achievements in terms of sustainable development.

Thailand is considered one of the key partners in the developing world with respect to triangular cooperation. Some countries have recognised its unique role and have chosen to make it a central element of their international engagements. The German Agency for International Cooperation (GIZ) uses Bangkok as a major hub for its work and has been in

partnership with Thailand in the execution of projects that are being planned or carried out in third countries.

Thailand has been working with Germany on a number of major initiatives. A project entitled “Strengthening of Good Agricultural Practices (GAP) in Laos” was undertaken by the Thai Department of Agriculture, GIZ and TICA. One major challenge for Lao fruit and vegetable growers is the lack of harmonisation with Association of Southeast Asian Nations (ASEAN) GAP. Without these standard practices in place, opportunities and returns for the agricultural sector in the country will remain limited.

The main areas of focus in the programme included improving the organisational structure of the Lao Certification Body to meet ISO certification standards, assisting the Lao People’s Democratic Republic in developing its own GAP standards, helping the country build a human resource base to conduct the relevant inspections and establishing the necessary national promotion efforts for GAP certification.

With Japan, Thailand has been cooperating with the Japan International Cooperation Agency (JICA) on Third Country Training Programmes, which provide three-year training in various areas, such as power distribution, investment promotion and skills development for material processing.

The two parties are also working on the development of rice production technologies for food security in African countries in support of the Coalition for African Rice Development. Furthermore, they are also partners in the Thailand-Japan-Myanmar trilateral cooperation programme, whose main focus areas include the management of foot and mouth disease, tourism, and disaster prevention and response.

In the State of Palestine, Japan and Thailand are teamed up through the Thailand-Japan-State of Palestine trilateral cooperation programme in support of tourism promotion under the



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Thailand also works with developed countries via participation in numerous intergovernmental organisations and cooperates with multiple NGOs.

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Conference on Cooperation among East Asian Countries for Palestinian Development.

Thailand is also engaged in cooperation programmes with Israel with respect to the following subjects: greenhouse crop production and management, post-harvest technology, dairy farming, small-scale water resource management and early childhood education.

Partnerships with international organisations and NGOs

TICA cooperates with the Colombo Plan Secretariat to offer short courses to the residents of member States. In 2015, two courses were held: "Grassroots Economic Development following SEP" and "From Sufficiency Economy to Wealthiness of the Nation". A total of 12 scholarships were granted for the first course and 13 for the second. In 2016, one further course was offered – "Microfinance for SMEs Development in the Asia and Pacific Region" – and 22 scholarships were granted. The objective is to offer two courses regularly every year.

Under the auspices of the United Nations Population Fund (UNFPA) South-to-South Cooperation Project, Thailand and UNFPA are undertaking triangular cooperation to support safe motherhood. The programme, which will run throughout 2018, assists countries that have high rates of death in childbirth by building greater midwifery capacity and enhancing relevant human resources within the field.

Moreover, Thailand also works with the United Nations Children's Fund (UNICEF) primarily providing training courses on preventing the transmission of HIV from mother to child and on comprehensive paediatric care management for children suffering from HIV/AIDS.

The country also cooperates with multiple NGOs, such as the Asia Foundation, the Kenan Institute Asia, the Konrad-Adenauer-Stiftung,

Norwegian Church Aid, the Stockholm Environment Institute and the Rockefeller Foundation.

Triangular cooperation in regional intergovernmental organisations

Thailand also works with developed countries via participation in numerous inter-governmental organisations. For example, in association with the Ayeyawady-Chao Phraya-Mekong Economic Cooperation Strategy, it focuses on human resource development and provides a number of education grants as well as research funding.

With the Greater Mekong Sub-region project and the Initiative for ASEAN Integration, TICA has extended grant assistance and technical cooperation programmes in the area of human resource development.

Thailand is active with the Indonesia-Malaysia-Thailand Growth Triangle, where it has supported a seminar on women's participation in the labour market and a workshop on technical and vocational training, and with the Thailand-Malaysia Joint Development Strategy for Border Areas.

Future plans for TICA operations

Under Thailand's three-year ODA operational strategy, 2017-2019, the country has set out a number of goals relevant to international cooperation. While it will continue contributing positively to receiving countries and continue helping countries enhance their sustainability, TICA's international engagement is set to evolve. The agency is working towards making Thailand a teaching and learning centre for the SEP as well as a global centre for development theory.

As a central priority, TICA plans to improve its operations. It will be working more closely with other Thai organisations, collecting and analysing data from them, and it is developing a more results-based management style. It

is increasing connectivity with international organisations and knowledge-sharing with academia and other institutions.

Other priorities at TICA include enhancing the quality of its own personnel, expanding Public- Private Partnerships (PPPs), enlarging partnerships and networks, and developing cooperation according to the SDGs. It aims to work more with the Thai private sector and civil society organisations under PPP arrangements, especially for development cooperation within Cambodia, the Lao People's Democratic Republic, Myanmar and Viet Nam.

Cooperation and the SEP

Thailand's international engagement involves more than simply passing on what it has learned as a recipient of international support over the years. The country is not only transferring existing ideas and practices, but it is also adding its own home-grown wisdom to the mix, especially in the form of the SEP. It is looking to bring its knowledge, experiences and skills to support others.

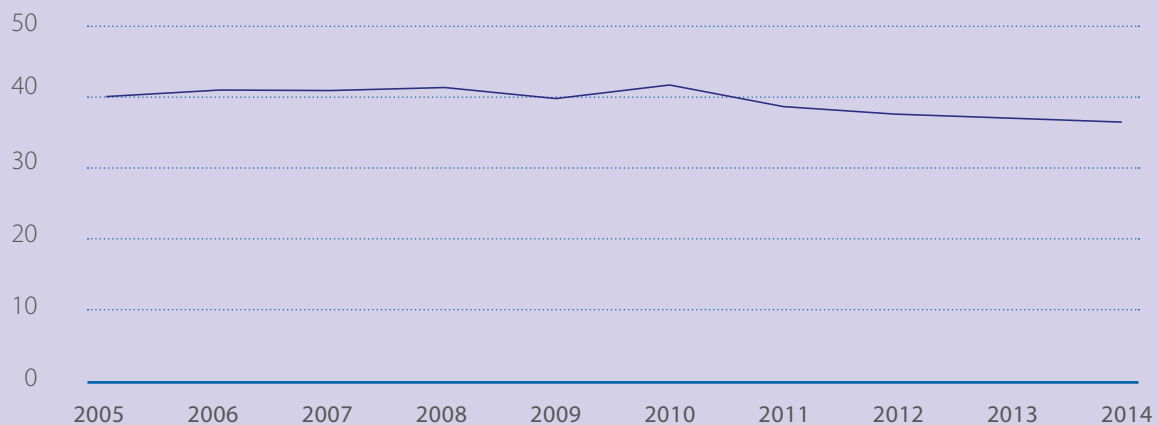
The country employs a wide range of strategies for cooperation on the SEP. It seeks to disseminate local knowledge to beneficiary States via on-site demonstrations, demand-driven projects,

study visits to Thailand, scholarships and other types of training provided to residents of partner countries. Master's degree scholarships are being provided for the study of the SEP and related fields, such as agriculture, tourism, management, public health and disaster management. Short training programmes are also being held for partners on the practical application of the SEP.

Thailand is also working to have the Philosophy better known and understood by way of international publications and journals, seminars, workshops and overseas exhibitions. The country is doing more than just sharing and training. Real-world implementation is essential in the transmission of the Philosophy overseas. To this end, a number of major projects have been established or approved. Timor-Leste, for example, has built a Model Village and Technology Transfer Centre with support from Thailand.

In Tonga, the SEP is being used to demonstrate methods of sustainable agriculture. Cooperation started in early 2016 on eight acres of land in the Royal Estate and will run for three years. The programme could be extended, and a learning centre could ultimately be established.

Industry value added, 2005-2014 (% of GDP)



Source: World Bank

The project site for the Agricultural Development Cooperation Project based on SEP between Tonga and Thailand



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By pursuing international cooperation and applying the Sufficiency Economy Philosophy, Thailand is establishing itself as a learning centre on development theory and practice.

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International Study Visit Programmes as a Means of Sharing the SEP

In addition to the training, study and scholarship programmes offered in support of the SEP, Thailand also hosts the Buakaew Roundtable International Study Visit programme. Ongoing now for 13 years, it has involved 308 representatives from 80 countries.

For example in 2014, a Buakaew Roundtable was held on the subject of “Sufficiency Economy and Universal Health Care Coverage”. Visitors from Cambodia, Chile, Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Lao PDR, Mexico, Myanmar, Panama, Paraguay and Peru attended.

In 2015, a roundtable was held on the subject of Tourism Promotion for Sustainable Development. Fiji, Kiribati, Palau, Solomon Islands, Samoa, Vanuatu and Tonga were invited.

In 2016, a roundtable was held on the Sufficiency Economy Philosophy for countries from three regions. For Caribbean countries, the subject was “A Study Visit on Sufficiency Economy and Its Application on Community-based Tourism and SMEs”. The visit focused on One Tambon-One Product Project sites. A Tambon is a group of villages.

For African visitors, the subject in 2016 was “A Study Visit on Sufficiency Economy and Its Application on Community-based SMEs and Vocational Training”, and they were hosted at the Khao Hin Sorn Royal Development Study Center, Xongdur’s Organic Food Farm, Bangkok Polytechnic College and the Phra Dabos Foundation. For visitors from the Asia-Pacific region, the subject was “A Study Visit on Sufficiency Economy and Its Application on Community-based Development and Disaster Preparedness for Climate Change”.

Thailand’s partnership role in development: highlighting the SEP on the global stage

By pursuing international cooperation and effectively applying the SEP, Thailand is establishing itself as a learning centre on development theory and practice. It has transformed itself from a follower and implementer of global best practices to a developer and innovator leading the way in new understandings of the process. As the SEP gains acceptance, Thailand has the opportunity to help shape the economic debate not only in the developing world but also globally. As the chair of the G77 in 2016, Thailand has attached great importance to the achievement of the SDGs. The country has hosted many relevant activities, such as those dealing with investment, information and communication

technology (ICT) and SSC within the context of the SDGs, but most importantly, Thailand has effectively introduced the SEP as a home-grown approach to achieving sustainable development.

In early 2016, the country hosted the “G77 Bangkok Roundtable on Sufficiency Economy: An Approach to Implementing the Sustainable Development Goals”. In this forum, it shared its thoughts on sustainable economic development, highlighting how the people-centred approach that Thailand advocates has strengthened communities and how the SEP could be a model for the development and achievement of the SDGs.

Later in the same year, “The SEP in Business: A G77 Forum on the Implementation of the Sustainable Development Goals” was also held. During that forum, the SEP was highlighted as

a model for sustainable business, while examples of the successful real-world implementation of the Philosophy were introduced.

At the 40th Ministerial Meeting of the G77, in September 2016, officials from Thailand presented a paper entitled “The SEP for Sustainable Development Goals”. In it, the country called for more cooperation among Member States, the incorporation of the Philosophy into those exchanges, the pursuit of sustainable development goals and the establishment of more substantial links between G77 member countries.

In his address at the Ministerial Meeting, H.E. General Prayut Chan-o-cha (Ret.) the Prime Minister, reaffirmed the country’s commitment to all forms of cooperation – North-South, South-South and triangular – and said that the sharing of various forms of knowledge and experience, including the SEP, was vital in achieving sustainable development.

At the meeting, the SEP was formally recognised by the G77 through the Ministerial Declaration issued. The group welcomed Thailand’s sharing of experiences and skills that have proven useful in international cooperation, especially the offering of the Philosophy as a means to transform economies. The G77 noted that the SEP is a practical approach as well as a home-grown solution that can be applied globally, and a useful approach as the world works to ensure that no one is left behind. Examples of the successful real-world implementation of the Philosophy were introduced.

Panelists of the session on “Sufficiency Economy Philosophy: an Approach to Sustainable Development” on 29 February 2016.



BANGKOK ROUNDTABLE ON
SUFFICIENCY ECONOMY:
AN APPROACH TO IMPLEMENTING
THE SUSTAINABLE DEVELOPMENT GOALS
28-29 FEBRUARY 2016



Chapter 2

South-South cooperation and sustainability:
Experiences from Thailand

SOUTH-SOUTH COOPERATION AND SUSTAINABILITY: EXPERIENCES FROM THAILAND

The Sufficiency Economy Philosophy (SEP)

Soon after His Majesty King Bhumibol Adulyadej acceded to the throne in 1946, he began touring the country, taking a particular interest in agriculture. At that time, Thailand was predominantly a rural, agriculture-based economy with a per-capita GDP of around \$200. It was during those tours that the King first became aware of many of the challenges facing ordinary Thai farmers. He then began establishing development projects across the country that ranged from the introduction of tilapia fish farming to rural road building and cloud seeding. The King translated that period of engagement and research into a series of lectures and public statements, with references to his emerging philosophy becoming a feature of public appearances from the 1970s onwards. While they initially focused on the broader philosophical issues raised by the rural experience, the King's statements increasingly began to elaborate on the practical economic implications of his conclusions.

What eventually resulted was a philosophy that the King named the "Sufficiency Economy". While the SEP was initiated in 1972, it did not gain momentum until after the Asian financial crisis in 1997-1998. Today, the Philosophy is seen as an important contributor to the international development goals of the United Nations, as it can act as a process for decision-making and problem-solving that can be applied at all levels, whether to individuals, families, communities, companies, economic sectors or nations. The take-up of this Philosophy has placed the country at the forefront of studies in sustainability while also providing the world with some remarkable blueprints and success stories.

Core principles

The SEP identifies three interrelated components and two underlying conditions as being central to its application. These overlap and interact, demonstrating the fundamentally holistic nature of the Philosophy. The three components are reasonableness (or wisdom), moderation and prudence, and the two underlying conditions are knowledge and morality.



The study visit for Tongan Executive Delegation on the development of coastal area and coastal resource management at Kung Krabaen Bay Royal Development Study Center, Chanthaburi, Thailand

These components and conditions can be applied when making a decision or solving a problem in any number of situations. In addressing a challenge, one should first analyse its root cause by utilising reasonableness. Once the core issues have been identified, the selection and application of potential solutions require moderation. Prudence is then needed to manage risk and develop resilience to future uncertainties. Ancillary to the application of the aforementioned components are knowledge and morality. Knowledge can be gained from basic education and is a precondition for selecting the most appropriate solutions. Awareness and pursuit of virtues such as perseverance, honesty, altruism and morality are key to the SEP.

Translated into economic practice, the SEP comes close to the stakeholder philosophies of Western economic literature, which have steadily gained traction since coming to prominence in the late 1990s. These philosophies contrast with shareholder theory – in which the primary duty of a company is to maximise its profits – proposing that a company will be stronger in the long term if it also attends to the interests of all its stakeholders. This applies even in cases where such a strategy might reduce profitability. Stakeholders include employees, customers, suppliers and local communities as well as financial and government groups. The SEP and stakeholder theory highlight the importance of serving these players' interests and how their development plays a key role in a firm's growth and survival. This brings the wider aspects of development to the foreground, a move widely welcomed in post-Asian-crisis Thailand.

Despite the fact that the SEP was initiated in the 1970s, the vast majority of Thai people did not apply it extensively at that time. However, businesses that were impacted by the 1997-1998 Asian financial crisis turned to the SEP as guidance in developing new business strategies. A number of workers also returned to their home towns in rural areas and applied the SEP to agricultural development.

In December 1997, the King's birthday address to the nation took issue with the then-fashionable description of the Southeast Asian economies as the "Asian Tigers". What was important, he said, was not displaying rapid growth but developing and maintaining a balanced economy.

Assembling the components

In business, "moderation" means having a greater focus on long-term profitability as opposed to short-term success. It also means taking a measured approach to economic development. Once the population has secured a sustainable way of meeting its basic needs, only then should more sophisticated developmental steps be taken. This approach means keeping a focus on lower-income groups – particularly in rural areas – to ensure that rapid economic growth does not leave some without the ability to meet their basic needs.

"Reasonableness", meanwhile, means the application of wisdom to decision-making. This involves examining the potential consequences of actions and is something that is not limited to companies but extends to the wider community, the environment and society as a whole. The third component, "prudence", involves the need for a framework that guards against the impacts of external and internal shocks. As with risk management, good planning and investment in research and development (R&D) are central here, along with the cultivation of innovation.

Underlying the above components are the principles of knowledge and morality. In a corporate sense, "knowledge" means gathering and correctly interpreting information. The prudent use of knowledge is also critical, and morals and ethics act as guides for its proper application. Honesty, tolerance, perseverance and a willingness to work with others – without exploiting them – are also central to the workings of the SEP.

The Millennium Development Goals (MDGs)	
1.	Eradicate extreme poverty and hunger
2.	Achieve universal primary education
3.	Promote gender equality and empower women
4.	Reduce child mortality
5.	Improve maternal health
6.	Combat HIV/AIDS, malaria and other diseases
7.	Ensure environmental sustainability
8.	Global partnership for development

The Sustainable Development Goals (SDGs)	
1.	No poverty
2.	Zero hunger
3.	Good health and well-being
4.	Quality education
5.	Gender equality
6.	Clean water and sanitation
7.	Affordable and clean energy
8.	Decent work and economic growth
9.	Industry, innovation and infrastructure
10.	Reduced inequalities
11.	Sustainable cities and communities
12.	Responsible consumption and production
13.	Climate action
14.	Life below water
15.	Life on land
16.	Peace, justice and strong institutions
17.	Partnerships for the Goals

Source: United Nations

Broader applicability

As mentioned earlier, the relevance of the SEP was highlighted by the Asian economic crisis, and in the time that followed, economists in Thailand criticised the country's old economic model for not promoting moderation and its corporations for having failed to protect themselves against internal and external shocks. Furthermore, it was said that the Government had not done enough to pursue reasonableness, choosing to incentivise large-scale, capital-intensive projects at the expense of more sustainable initiatives. Lastly, an overreliance on foreign inputs and technology led to a paucity of home-grown R&D and investment in human resources and innovation.

The SEP resonates with the idea that GDP growth and profitability should not be the primary measures of economic success and development, and the Philosophy also supports the United Nations' move to implement the Sustainable Development Goals (SDGs). The SEP is relevant for the achievement of all 17 SDGs, with Goal 12, for example, calling on countries to moderate

Source: United Nations

levels of consumption and production. This fits clearly with the tenets of the SEP, which encourages holistic farm management systems that minimise farmers' vulnerability and ultimately support sustainability, food security, water preservation and biodiversity.

In addition, by aiming to correlate economic progress with environmental sustainability, the SEP dovetails with the Paris Agreement on climate change, which seeks to limit global warming to below 2° C. More broadly, the SEP is in alignment with a major shift in academic

and political thinking that has occurred recently, highlighting sustainable practices as key in development economics.


Both sustainable and human development goals are central to the SEP, which advocates putting these at the forefront of any decision-making process. Unlike more traditional economic theories, the SEP is less a description of economic logic than a way of working with it in a way that is based on local wisdom that leads to sustainable outcomes and advanced social, economic and environmental well-being. Importantly, this is all achieved while maintaining valuable traditions and culture.

The core principles of the SEP seem to be neatly summarised by one of the most widely accepted definitions of "sustainable development", as first defined in "Our Common Future", the 1987 report of the World Commission on Environment and Development: "Sustainable development is development that meets the

needs of the present without compromising the ability of future generations to meet their own needs."

Case study 1: practical applications in development

Some of the first applications of the SEP were in projects undertaken by the King himself in the grounds of Chitralada Palace in Bangkok. Among the first initiatives were the development of new crop varieties and fish farming. In 1953, the King initiated the Khao Tao project, which involved the construction of a dam that turned a tidal marsh into a lake for use by locals in fish rearing and irrigation. The Royal Project Foundation was then established in 1969 as a non-profit organisation, helping farmers switch from opium cultivation to fruit and vegetable farming. Following that, in 1988, the Chaipattana Foundation began funding projects that ranged from wastewater



The joint cadastral survey between Thai experts and Tongan farmers to locate the integrated farming plantation based on the "New Theory" approach

management to renewable energy research, all of which were governed by the SEP principles.



The study visit on “New Theory and its application in action” for Tongan Executive Delegation at Demonstration Development Project, Ban Na District, Nakhon Na Yok, Thailand

The King articulated his discoveries during that period in a system for agricultural land management known as the New Theory. A three-stage programme, the Theory takes the individual farmer and the farmer’s household as its basic unit.

The first stage aims to create a “self-sustaining agricultural landscape”, which involves the division and development of the household’s land for a diverse mix of crops and fish ponds in a way that is in keeping with the local environment. The second stage sees this extrapolated to the local community, while the third stage involves the process being applied to the wider country and beyond. One good example of the Theory that has received much international attention is the Inpaeng Network in Northeast Thailand. The project took a group of villages and farms that had previously followed a cassava cash crop monoculture and helped them shift to growing rice for their own consumption. Debt had become a problem for the farmers when global cassava prices

plummeted and they were left with few other crops to sell. The change in farming practices arrested soil deterioration, which had led to the overuse of expensive fertilisers and in turn caused long-term environmental damage.

The farmers developed resilience to external and internal shocks by growing the food that they needed to sustain themselves. Diversifying into rice and vegetables – crops that were suited to the local area – also corresponded with the proper application of knowledge and moderation proposed by the Philosophy. Furthermore, reasonableness was also required to realise that the overuse of fertilisers was doing long-term damage to the environment and therefore to a range of other stakeholders.

The project was a great success, with many other villages joining as a result. It was also the start of a broader diversification process, with rattan being grown to supply the local timber and furniture industry, which helped to counter deforestation. Natural dyes, medicines and organic insecticides also started to be manufactured locally, enabling many to prosper. Groups such as the Panopon Network in central Thailand learned from the Inpaeng process, thereby fulfilling another of the SEP aims: the sharing of knowledge. The application of the SEP has not just been confined to agriculture, however. Siam Cement is one industrial venture that has followed the Philosophy, and the company survived the Asian financial crisis via a radical restructuring that followed SEP principles, placing a stronger emphasis on prudence and human resource development. The firm is now the largest cement company in Thailand and Southeast Asia.

Another example is Pranda Jewellery, which has pursued a policy of balanced growth by focusing not only on profits but also on the positive performance of other businesses in the company’s supply chain. Pranda came to realise that ensuring the success of these related businesses rather than trying to drive the hardest bargain possible with them

was key. The company thus preserved good relationships with its partners and secured longer-term benefits. Pranda then began to work with Social Venture Networks – a non-profit organisation that is committed to sustainable business practices – and the firm is dedicated to the ethics of the SEP, the diligent payment of its taxes, and the fair treatment of its employees and customers.

In the services sector, the concept of responsible tourism in Thailand owes much to the SEP, as it seeks to minimise the industry's negative impact on local communities, indigenous cultures, animals and the environment. One good example is the Chumphon Cabana Resort and Diving Centre on the eastern coast of Thailand. In the wake of the 1997-1998 Asian financial crisis and a series of severe floods, the company's management decided to take a new approach to cutting costs and enhancing resilience and self-sufficiency by planting

rice and vegetables and raising chickens. The average annual rice yield from land treated with chemical fertilisers and pesticides is around six to seven barrels per 0.16-ha site. However, in its first year, Chumphon Cabana harvested eight barrels, which rose to 10 in subsequent years. This was all done using organic farming techniques, which improved soil quality and did not pollute the resort with chemical fertilisers and pesticides. Since its change of tack, the resort has been able to generate new revenue streams, such as by producing its own shampoos and detergents from natural products. Furthermore, a major recycling programme transforms used cooking oil into biodiesel, while food scraps and the fish reared in the resort ponds are used as chicken feed. Chumphon Cabana has also been an advocate of the SEP in the local community and has endeavoured to share the knowledge that it has gained about organic farming

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practices with local farmers, who now use similar methods.

The impact of the SEP on Thailand's development

The SEP is enshrined in Thailand's constitution, with its principles acting as the basis for successive national development plans since it was first included in the 9th National Economic and Social Development Plan. The 12th plan, which runs from 2017-2021, stresses that the development of human resources lies at the heart of the strategy. The National Economic and Social Development Board (NESDB) – the author of the strategy – highlights the need for balance, stability, higher standards of living and greater environmental awareness. Within the NESDB itself, there is now an R&D institute for the SEP, and the Philosophy has been applied to the country's 20-year national plan.

There is also substantial evidence that the principles of the SEP have been implemented across Thai society. Indeed, a 2007 survey showed that 74% of all communities applied

the Philosophy's principles to a moderate extent, with high-level application visible in 13.6% of communities. Among the first few studies of the SEP application was a 2003 review by Puntasen et al. That study focused on 296 small and medium-sized enterprises (SMEs) that had successfully survived the 1997-1998 crisis and whether their business practices were consistent with the tenets of the SEP. The study found a strong correlation between the two variables and that the businesses applied the SEP particularly well in times of economic stress.

In 2010, a report titled "Measuring Corporate Sustainability: A Thai Approach" by Sooksan Kantabutra looked at the characteristics of a successful, sustainable enterprise and their relationship with geo-social development, perseverance, resilience, moderation, knowledge-sharing and ethics – five factors that had been identified as key markers of the SEP in the workplace. After surveying some 112 Thai managers and business owners, the study showed that perseverance and resilience were directly related to a firm's ability to achieve



The joint survey between Thai experts and Tongan officers to locate the natural water sources for the Agricultural Development Cooperation Project based on SEP between Tonga and Thailand

strong performance. As for surviving crises, perseverance, resilience and moderation were found to be key, while geo-social development, perseverance and resilience were linked to a firm's ability to deliver public benefits. Perseverance and resilience were thus found to be the most important qualities in delivering successful and sustainable outcomes for businesses; this is reflected in many corporate approaches in Thailand today.

In 2011, Kantabutra and Siebenhüner, in a paper titled "Predicting Corporate Sustainability: A Thai Approach", found that perseverance and resilience were the most important qualities in the delivery of successful and sustainable outcomes for businesses. Their study also demonstrated strong links between the SEP and business success.

The SEP correlates positively with the idea that employers, employees and customers are all part of the same value chain – an approach which fosters a spirit of unity and shared wealth. At the same time, delivering public benefits rather than just shareholder benefits is a useful way for companies to establish brand loyalty, recognition and positive public perceptions. As a result, the SEP can be said to inherently endorse corporate social responsibility (CSR), particularly as bringing the wider community into business planning processes is central to both concepts. It is also argued that firms that follow the SEP are more likely to take into consideration the changing nature of the world – in Buddhist terms, its impermanence – and make contingency plans for times of economic difficulty.

The SEP has at times been misunderstood and misapplied, and its espousal of self-reliance has sometimes been interpreted as a rejection of the global market, giving rise to policies that imposed exchange controls, tried to limit foreign capital and encouraged a reliance on exports. However, as the King made clear in 1997, "As we are in the globalisation era, we also have to conform to the world." The concept of self-reliance was not intended to bolster

exclusionary policies. Rather, its centrality to the SEP highlights the need for communities and businesses to sustain themselves as a priority. Another fundamental component, moderation, has been seen at times as supportive of inappropriate fiscal conservatism, leading to the application of tighter monetary policies when a looser approach might have generated greater growth. However, the global financial crisis of 2007-2008 underscored the danger of failing to appreciate the three central SEP components.

At the Millennium Summit of the United Nations at the turn of the twenty-first century, a global partnership was announced with the aim of reducing extreme poverty through the pursuit of time-bound targets known as the Millennium Development Goals (MDGs). Part of the success of the SEP can be seen in the fact that Thailand managed to achieve many of the MDGs ahead of the 2015 deadline. The country was then able to commit itself to an additional set of more ambitious targets known as MDG Plus.

More recently, the United Nations human development index (HDI) score for Thailand was 0.726 in 2015, placing it in the "high human development" category and 93rd out of the 188 countries surveyed. This also represented a 44.6% increase in the country's HDI since 1980, or around 1.09% per annum. Between 1980 and 2014, Thailand's life expectancy at birth increased by 10 years to 74.4, while mean years of schooling rose by 3.6 years to 7.3 and gross national income per capita increased by 277% to \$13,323. Many challenges remain, however, including a number of economic imbalances.

Different regions possess greatly contrasting levels of average wealth, and the gap between rich and poor is widening. Over 23,000 villages in Thailand currently have SEP-based projects in operation, but in such a rapidly expanding country, the "vaccine" of the SEP – as it was recently referred to by the Prime Minister – needs to be administered more widely.



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The late King's Philosophy is enshrined in Thailand's constitution, with its principles acting as the basis for successive national development plans.

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Case study 2: SEP projects in Thailand

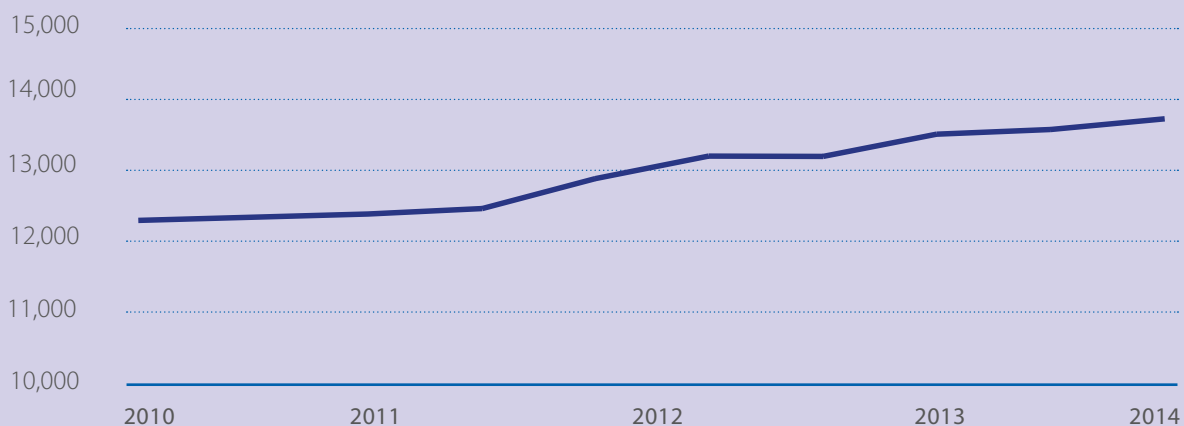
The strong connection of the SEP with CSR has helped many companies see the benefits of a holistic approach to business. Thailand's main oil and gas exploration company – PTT Exploration and Production (PTTEP) – is one such corporation. Currently active in some 11 countries, PTTEP regularly allocates substantial funds to community and social development projects, targeting development pillars such as education, environment, and culture and sports.

Recently, this included a project that trains fishermen in Thailand's Songkhla province to set up crab hatcheries. The initiative has helped locals diversify their catch and counteracted the depletion of natural stocks. The project also had an educational element to it in that it established a "smart centre" in the same province and a scholarship programme to assist gifted children in funding their higher education either in Thailand or abroad. PTTEP has also been involved in reforestation projects,

including the replacement of green areas in Bang Kachao, a conservation area located just south of Bangkok.

Elsewhere, food giant Charoen Pokphand Foods (CPF), which has operations in livestock and aquaculture, runs a sustainable fishmeal supply-chain management system that trains suppliers in safe and environmentally sound production processes. CPF implements the International Fishmeal and Fish Oil Organisation's Global Standard and Certification Standard for the Responsible Supply of Fishmeal and Fish Oil and works alongside the Government of Thailand, agencies and seafood associations in developing fishery improvement projects for the Gulf of Thailand and the Andaman Sea. The corporation also pioneered the "Self-sufficient Farmers Sustainable Corn" project, which it piloted in Nakhon Ratchasima province. There, some 271 farmers have attended training courses on monitoring their environmental footprint, improving production and technological innovation.

Gross national income per capita, 2010-2014 (in \$*)



*2011 dollars, at purchasing power parity

Source: UNDP, Human Development Report 2015

These projects all satisfy the requirements of the SEP because they extend the company's positive contributions to a wider communal and social value chain as well as a corporate one. They also stress the interconnectedness of corporate activities with the longer-term needs of the environment and human development, seeing them as an important part of long-term company profitability rather than as unwanted short-term expenses.

The SEP and social responsibility are not merely corporate-level undertakings, with the Tham Singh Coffee Community Enterprise (TSCCE) being a case in point. The TSCCE has been reviving the robusta coffee bean by first growing it on durian farmland. Growing the two crops alongside each other means that falling durian foliage acts as a natural plant fertiliser in the surrounding soil, thereby eliminating the need for chemicals and improving bean quality. At the same time, the TSCCE has been making valuable contributions to the community by helping locals to practise self-reliance. It does this by sharing its cash surplus – around 60% of its profits are distributed in this way – handing out seedlings for free and passing on its knowledge and expertise. These actions, which in other instances might be termed good practices of CSR, are a natural consequence of SEP strategies being put into practice.

Another example of an SME with an awareness of social responsibility is provided by Santa-u, a community on Lanta island that was badly hit by the 2004 tsunami. Members of the Santa-u community set up a dockyard to repair boats and worked together to rebuild houses and infrastructure, setting up a series of local craft workshops and tourism initiatives to help the wider community recover. These activities then acted as a beacon for other communities, with a similar network of small enterprises eventually working together across municipal boundaries.

Working to apply the SEP internationally

Knowledge is fundamental to the SEP; it is to be shared across all types of boundaries. In accordance with this principle, the Philosophy has been promoted by the Government and various domestic companies internationally. The King's ideas have been recognised by bodies worldwide for their contribution to sustainable and human development. As evidence of this, UNDP produced the Thailand Human Development Report 2007: Sufficiency Economy and Human Development, which stated that the King's Philosophy had "great global relevance during these times of economic uncertainties, global warming and unsustainable use of natural resources".

Under the SEP, Thailand has increased its cooperation with other countries, making its knowledge and experiences related to sustainability and self-reliance available to partners globally. TICA is the arm of the Ministry of Foreign Affairs focused on implementing international development cooperation between Thailand, other countries and international organisations. TICA was established in 2004, when Thailand was an aid recipient. In 2003, the country became an emerging donor and now seeks global partners for sustainable development. TICA's training activities, in areas such as organic agriculture and sustainable agricultural systems, demonstrate how the SEP works in practice. In addition, its regular training-the-trainers seminars – with specific topics ranging from organic agriculture to economic planning – bring global partners into contact with the SEP.

TICA's annual international training courses, the Thai International Postgraduate Programme, the Buakaew Roundtable International Study Visit programme and bespoke training courses help improve international understanding of the SEP. Education, exposure and interaction bring the basic principles of the SEP to

The study visit on “New Theory and its application in action” for Tongan Executive Delegation at Demonstration Development Project, Ban Na District, Nakhon Nayok, Thailand

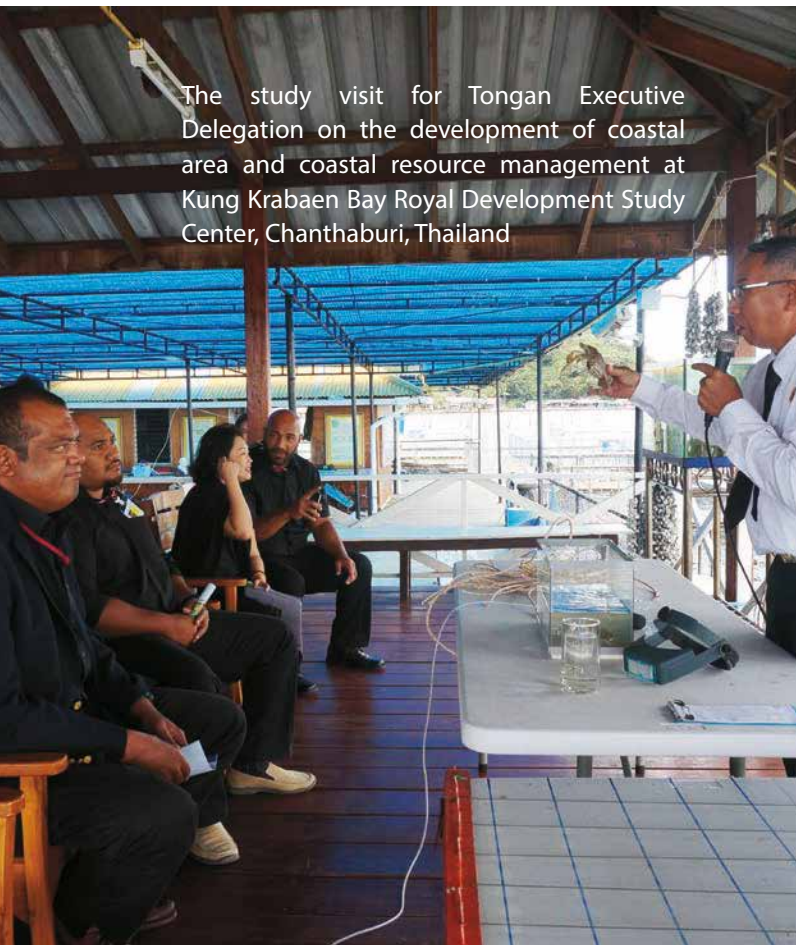


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Under the guidance of the Sufficiency Economy Philosophy, Thailand has increased its cooperation with other countries, making its knowledge and experiences related to sustainability and self-sufficiency available to partners globally.

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participants in a range of countries, and knowledge transfer in areas such as sustainable agriculture ensures their wider application.



The study visit for Tongan Executive Delegation on the development of coastal area and coastal resource management at Kung Krabaen Bay Royal Development Study Center, Chanthaburi, Thailand

agricultural knowledge appropriate to different areas. More than 23,000 communities have now applied the SEP to development, and more than 8,000 serve as learning centres for the Philosophy. Thailand has developed itself into a learning centre for the SEP and has been sharing its home-grown development approach internationally. Village leaders from interested partner countries visit Thai learning centres in areas that face geographic challenges similar to their own and apply their knowledge to community development back home. TICA's active engagements overseas, using the South-South and triangular cooperation models, are vital for greater uptake of the SEP as a guide for economic development. From the Asia-

Pacific region to Africa, TICA has demonstrated how the fundamentals of the SEP have no geographic or environmental boundaries as well as the fact that its components can be applied to tackle a range of environmental issues, from desertification to flooding. TICA's development projects based on the application of the SEP include 10 schemes in six countries: Bangladesh, Cambodia, the Lao People's Democratic Republic, Lesotho, Timor-Leste and Tonga. In the Lao People's Democratic Republic, TICA worked with partners between 2006 and 2008 to provide technical advice relating to the management of agriculture in flood areas. A second project in the Southeast Asian country involved establishing a learning centre for sustainable agricultural development based on the application of the SEP at the Dong Kam Chang technical school.

Work in Lesotho that took place between 2006 and 2011 saw the establishment of a learning centre for sustainable agricultural development that focuses on the application of SEP principles to farms in the African country. Meanwhile, bilateral cooperation between Timor-Leste and Thailand between 2010 and 2015 provided training and technical advice to farmers relating to self-reliance and cost-cutting. A second project in the Pacific country is ongoing as of 2016 and aims to assist locals in expanding from self-reliant agricultural development to selling produce at local markets. Transforming the local community into a learning centre for sustainable development is another aim central to the current project.

Model villages for sustainable community development are implemented in Cambodia in three areas, and the latest one has been ongoing since 2015. Villagers were inspired by visits to Thai communities in similar environments to apply the SEP in their home country and develop industries such as ecotourism and sustainable fisheries. A model village project is also under way in the Southeast Asian country, the aim of which is to develop self-reliance and food security in Banteay Meanchey province through the small-scale growing of vegetables

and the raising of frogs and chickens.

Lastly, a project in Tonga was also launched in 2016 and is currently ongoing, with TICA cooperating with the Office of the Royal Development Projects Board of Thailand to implement the scheme. The aim of the plan is to develop a model plot to highlight the techniques and benefits involved in sustainable agricultural development.

Thailand's position as the Chair of the G77 for 2016 has also been of benefit in promoting awareness of the SEP on a global stage. In this role, Thailand represents not 77 but 134 countries, including China, with the majority being of the Global South. The G77 lobbies on behalf of these countries at the United Nations, with the Thai delegation being quick to point out the strong correlation between the SEP, the 2030 Agenda for Sustainable Development and the SDGs. The Thai Cabinet decided to support its G77 chairmanship by spreading knowledge of SEP practices internationally. The Lesotho, Timor-Leste and Tonga projects fit into this outreach framework, along with other work that TICA carries out in countries such as Bhutan, Cambodia, the Lao People's Democratic Republic and Myanmar.

Another way by which the influence of the SEP has spread internationally is through collaboration between the Office of Her Royal Highness Princess Maha Chakri Sirindhorn's Projects and UNESCO in implementing a "total school development" model in Cambodia, the Lao People's Democratic Republic and Viet Nam that follows SEP principles. This project involves teacher training in areas such as nutrition, health and agricultural production.

Research has also been conducted in the Lao People's Democratic Republic and Timor-Leste to understand the effectiveness of SEP methods outside Thailand. One study was conducted as a part of the Chulalongkorn University Environment Development and Sustainability programme; it looked at model villages and training centres in the Vientiane,

Savannakhet and Oudomxay provinces of the Lao People's Democratic Republic and the Dili district of Timor-Leste. The study concluded that SEP projects in those locations had brought significant benefits to the local people, raising incomes and boosting self-reliance. The research also demonstrated that SEP projects can deliver results on small budgets, something that can make SEP-led projects attractive to both the public and private sectors.

The SEP people-centred approach enables it to harmonise with other local philosophies. In the Lao People's Democratic Republic, for example, there was a significant overlap with the *Thammasat Way*, an approach that aims to balance economic growth with social development and the conservation of natural resources. The fact that the SEP integrates easily with local wisdom and knowledge is another of its great strengths. Thailand has also been keen to underscore the SEP compatibility with international treaties such as the United Nations Fish Stocks Agreement. The latter seeks to manage the world's fish supply and makes reference to both moderation and prudence as key to doing so, while the SEP is recognised as providing a pragmatic method for developing practical solutions to pressing issues. Hans d'Orville, Assistant Director-General for Strategic Planning at UNESCO, highlighted this clearly in the 2013 report on discussions during the UNESCO Future Lecture on the theme "Towards a Sufficiency Economy: A New Ethical Paradigm for Sustainability – In Homage to the Philosophy on 'Sufficiency Economy' by His Majesty King Bhumibol Adulyadej of Thailand" in which he states that the SEP "offers the world insights into how Thailand has defined the relationship between goals and methods ... a question that is at the core of debates about the future".

H.E. General Prayut Chan-o-cha (Ret.), Prime Minister of the Kingdom of Thailand, heads of G77 delegations, panelists and moderators pose for a group photo on 29 February 2016 in Bangkok.



Chapter 3

**Applying the Sufficiency Economy Philosophy
To The Achievement Of Sustainable
Development Goals**

APPLYING THE SUFFICIENCY ECONOMY PHILOSOPHY TO THE ACHIEVEMENT OF SUSTAINABLE DEVELOPMENT GOALS

As the world works collectively to achieve the Sustainable Development Goals (SDGs) by 2030, Thailand's Sufficiency Economy Philosophy (SEP) can be an important part of the discussions. Dealing extensively with the relevant issues, it is a useful basis for partnerships relating to the Goals. The SEP, which has contributed so much to Thailand's development, can play a significant role in the global effort to make sure that no one is left behind.

While the SEP goes beyond the SDGs in some ways, sustainability is a central theme. At its core, it is about using resources prudently and living in a responsible way. The Philosophy is also highly adaptable and easily integrated with existing development priorities. It can be practised by individuals or adopted by entire countries as they work to achieve balanced and resilient growth.

The emergence of development goals since 2000

The United Nations has been advocating development goals for more than 15 years, at first through the Millennium Development Goals (MDGs) and now with the SDGs. The world leaders attending the Millennium Summit in 2000 set out time-bound targets that have become known as the MDGs. The MDGs focused on high-level problems that affect the majority of developing countries, ranging from extreme poverty to maternal health. Designed to dramatically improve the lives of people in challenging environments, they successfully helped countries to move towards the targets in dramatic, significant and material ways.

The SDGs were adopted in 2015 at the United Nations summit for the adoption of the post-2015 development agenda as part of the 2030



G77 delegates visited the World Café (Interactive Exhibition) guided by Assoc. Prof. Dr. Vichita Ractham, Deputy Dean of Academic Services, College of Management Mahidol University.

Agenda for Sustainable Development. The Goals seek to build on the MDGs but were formulated to go further and address more fundamental issues. Agreed to by the 193 Member States, the 17 Goals and 169 targets express a sense of shared responsibility for the future of the planet. Some Goals are absolute, with clear targets (SDG 1, SDG 2 and SDG 16).

Emphasis on sustainability

The Goals start to turn world attention more towards root causes of poverty, income gaps and instability and begin to tackle fundamental deficiencies in structure. They address certain weaknesses of the MDGs and expand on the aims of the earlier Goals, adding more elements concerning the workings of society, such as justice and consumption, and paying more attention to all the relevant factors needed to achieve solutions.

The SDGs are more conscious of the environment in which we live and the architecture under which we operate. Ultimately, they are about sustainability, saving the planet from degradation by adjusting production and consumption, and the responsible use of natural resources.

The SDGs also go further than the MDGs in other ways. They venture outside the normal scope of development and are written as universal. The targets are for everyone. While some countries are wealthier than others, the entire world faces challenges relating to sustainability. Interdependence is thus recognised, and the fact that all economies must deal with sustainability to ensure the health of the global economy is a guiding premise.

While the MDGs were vital, the SDGs are transformative. They aim to take the work started by the MDGs, finish it, and make the changes permanent, persistent and global.

A high level of correlation

The SEP is about resilience, moderation, balance and growth, with an emphasis on how various elements of society and the economy can work together successfully over the long term. It is thus very relevant to the SDGs. It is a process of thinking that is useful in the achievement of all the Goals and that can be adopted by countries as they work to meet those Goals. The SEP is in part a poverty alleviation exercise, and while it does not directly deal with hunger since Thailand has not faced starvation, it can be applied to improve the productivity of the land and the distribution of the bounty.

Health and education are also important aspects of the SEP, while an egalitarian methodology is central to it. In calling for harmony between humans and the environment, and the intelligent use of resources, the Philosophy has long been concerned with water, life on land, life in the seas, responsible consumption and energy. Under the SEP, alternative energy is embraced.

The Philosophy encourages the growth of a better workforce and the pursuit of creative solutions by emphasising the development of the individual in society and support of that person's endeavours. The Philosophy includes a heavy emphasis on rights and sees the family unit as important.

As the Philosophy is broad-based and organic, it tends to cut across SDGs. Its emphasis on a holistic approach to farming addresses hunger, poverty, water management, sustainable development, the climate and life on land, for example. Its focus on developing the individual covers education and sustainable production and consumption.

In some ways, the SEP goes beyond the SDGs, especially in the area of culture. In applying the Philosophy, countries can achieve more than what is strictly covered in the 17 Goals.

G77 delegates pose for a group photo during the Study Visit at Hin Sorn Royal Development Study Center on 28 February 2016.



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Thailand also works with developed countries via participation in numerous intergovernmental organisations and cooperates with multiple NGOs.

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They can improve sustainability in society and improve harmony in the family, between the individual and the state, and between individuals. Communities that practice the SEP tend to preserve their way of life. Relationships remain strong.

In Thailand, for example, the One Tambon One Product (OTOP) programme is not only helping local areas to develop their own marketable goods but also attracting young people to return to their home towns. They find that their ideas are appreciated and can be incorporated into the OTOP initiatives. Generations work together to preserve their heritage and at the same time innovate, leading not only to profits but also to stronger community bonds.

With an emphasis on local wisdom, the SEP nurtures long-term strengths already present in society. It encourages the incorporation of advanced technologies, but at the same time, it calls on people to use appropriate technology, especially when it can be sourced locally. Respect for nature as advocated by the King asks: what science is available to us? What is at hand? Local wisdom is regarded as a key asset.

The international convergence of sustainability

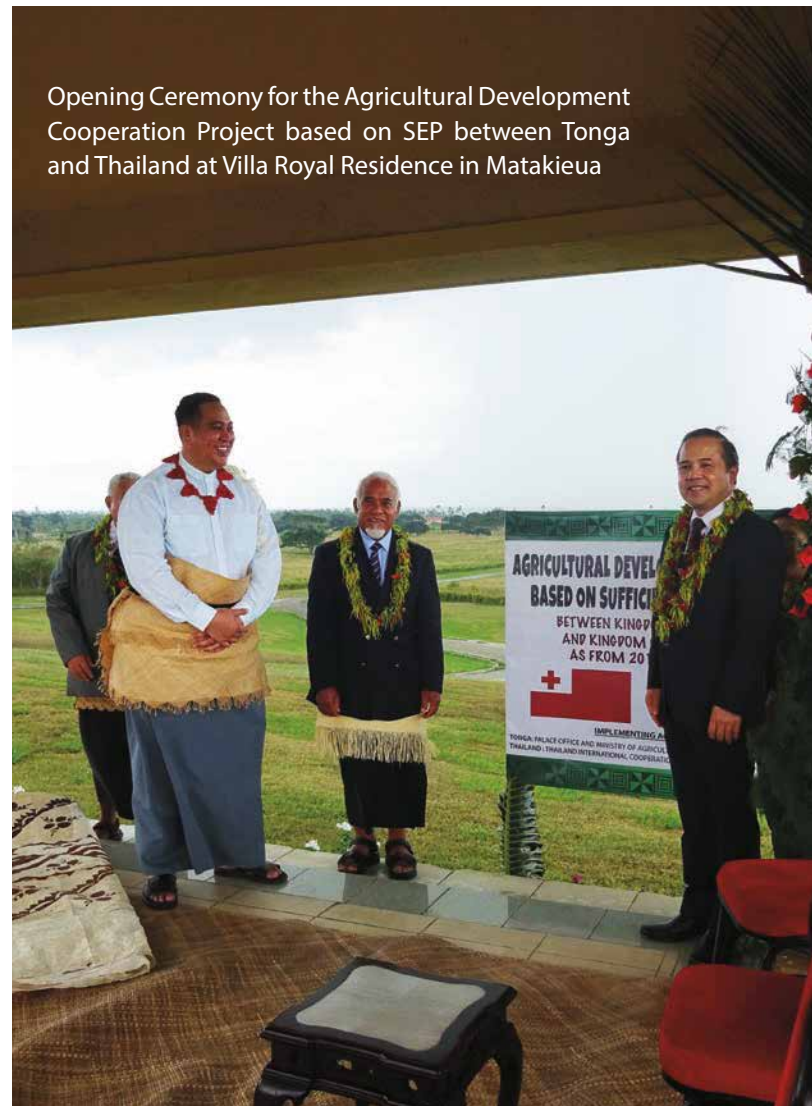
Development has until recently followed traditional lines and has mainly involved promotion, support, reform and education. It had been very much focused on improving lives and teaching basic skills. The international community has only recently started to make sustainability central to the process. It is beginning to take into account the totality of the economy and society and how the various elements fit and work together. In the transition from the MDGs to the SDGs, new thinking about development is evident. The emphasis has gone from saving and fixing to restructuring.

Thailand took a broad and balanced approach to development early on. It found that the process is more than just a matter of lifting

people out of poverty, but doing it in a way that guarantees enduring results. Its efforts over the last four decades were groundbreaking and the knowledge and experience built up invaluable.

In part because of its pioneering work in the field of sustainability, the country has been described by the United Nations as the birthplace of alternative development. Senior international advisors, such as Richard Ponzio, head of the Global Governance Programme at The Hague Institute, ask whether the SEP could be a good model for other countries in their pursuit of the SDGs.

Opening Ceremony for the Agricultural Development Cooperation Project based on SEP between Tonga and Thailand at Villa Royal Residence in Matakieua



Correlation between the Sufficiency Economy Philosophy (SEP) and the Sustainable Development Goals (SDGs)

Proposed SDGs to be attained by 2030*	
1.	End poverty everywhere
2.	End hunger, improve nutrition and promote sustainable agriculture
3.	Attain healthy lives for all
4.	Provide quality education and life-long learning opportunities for all
5.	Attain gender equality, empower women and girls everywhere
6.	Ensure availability and sustainable use of water and sanitation for all
7.	Ensure sustainable energy for all
8.	Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all
9.	Promote sustainable infrastructure and industrialisation and foster innovation
10.	Reduce inequality within and between countries
11.	Make cities and human settlements inclusive, safe and sustainable
12.	Promote sustainable consumption and production patterns
13.	Tackle climate change and its impacts
14.	Conserve and promote sustainable use of oceans, seas and marine resources
15.	Protect and promote sustainable use of terrestrial ecosystems, halt desertification, land degradation and biodiversity loss
16.	Achieve peaceful and inclusive societies, access to justice for all, and effective and capable institutions
17.	Strengthen implementation means and the global partnership for development

*Draft list as of 31 July 2014

Source: "The Sufficiency Economy Philosophy (SEP) and its international role in Sustainable Development", Justin Shone

Correlation between the Sufficiency Economy Philosophy (SEP) and the Sustainable Development Goals (SDGs) (cont'd.)

SEP Components/Conditions	
1.	Reasonableness, moderation and self-reliance, moral dimension, economic dimension, social dimension
2.	Self-reliance, economic dimension, social dimension, education Dimension
3.	Reasonableness, moderation and self-reliance, social dimension, science and technology dimension
4.	Self-reliance, social dimension, education dimension
5.	Moral and cultural dimension, social dimensions, economic dimension, reasonableness, moderation and self-reliance
6.	Moral and cultural dimension, social dimensions, resource and environmental dimension, reasonableness, moderation and self-reliance
7.	Resource and environmental dimension, reasonableness, moderation and Self-reliance
8.	Reasonableness, moderation and self-reliance, economic dimension, management of public and private dimension
9.	Science and technology dimensions, management of public and private dimension
10.	Economic dimension, reasonableness
11.	Moderation, moral and cultural dimension, social dimensions
12.	Moral and cultural dimension, economic dimension
13.	Resource and environmental dimensions, reasonableness and self-reliance, social dimension
14.	Resource and environmental dimensions, reasonableness and self-reliance, moral and cultural dimension
15.	Resource and environmental dimensions, reasonableness and self-reliance, moral and cultural dimension
16.	Reasonableness, moderation and self-reliance, moral dimension, economic dimension, social dimension, education dimension
17.	Reasonableness, moderation and self-reliance

Source: "The Sufficiency Economy Philosophy (SEP) and its international role in Sustainable Development", Justin Shone

The 1st Project Steering Committee meeting between Thai and Tongan representatives at the Ministry of Agriculture, Food, Forestry and Fisheries of Kingdom of Tonga



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The process of development is more than just a matter of lifting people out of poverty, but doing it in a way that guarantees enduring results.

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Sharing the SEP globally

The Philosophy is flexible, not formulaic, rejecting an off-the-rack approach to development and instead encouraging that its basic elements be customised to fit one's circumstances. It can be utilised by any country or any person regardless of the level of development.

Therefore, despite its being devised in what is now an upper-middle-income country free of some of the challenges that are found in less developed economies, the Philosophy's basic tenets are potentially applicable everywhere.

It is not extremely prescriptive or overly focused on specific bright-line goals. While the Philosophy can help prevent hunger, ending hunger is not a stated benchmark. This can make the Philosophy easier to recommend to everyone regardless of their economic status. Countries can adopt it without making politically risky commitments or facing the danger of failing to meet precise targets. As such, the Philosophy can easily coexist with local and international sustainability efforts, such as the SDGs, and contribute to their achievement. The SEP is easy to introduce even

to people who are reluctant. The Philosophy has never been strictly a binary proposition; it is not a matter of applying it or not. The King recognised that individuals will be able to commit to the Philosophy at a level that suits them and their current situation. However, he noted that this should be enough. If each person is 50% – or even 25% – in compliance with the Philosophy, that will help a country achieve a material increase in security and a rise in living standards. He added that the key is not how much each person adheres but that everyone is at least involved to some extent.

The Philosophy calls into question a total focus on profit and asks people to take into account a broad range of interests of others in society. However, the Philosophy is neutral. It is strong, but it is not anti-globalist nor does it strictly espouse self-sufficiency. It seeks instead to build a strong domestic economy so that the country is prepared to operate internationally. It provides a process of thinking to aid in the development of self-reliance and resilience to uncertainties in a globalised world. Just as it preaches moderation, the Philosophy is itself moderate and is potentially compatible with almost any domestic political system.



The study visit for Tongan Executive Delegation on soil improvement and land development for agriculture based on the "New Theory" at Khao Hin Sorn Royal Development Study Center, Cha Cheng Sao, Thailand

Extending the SEP abroad through cooperation

The Sufficiency Economy Philosophy has long played a role in Thailand's international engagements, as a reference for development or actually being the subject taught or discussed. A central component of the country's domestic programmes, it is extended to partners globally. The SEP will continue to guide and influence as Thailand seeks to cooperate with others in the achievement of the SDGs.

TICA is the primary nexus for the country's overseas efforts as Thailand utilises the SEP in its international engagements. It works mainly by sharing its experience with partners through South-South cooperation and triangular cooperation.

In terms of the SDGs, the main focus for TICA is SDG 17 – revitalising the global partnership for sustainable development – through which the other 16 SDGs are addressed.

TICA's methods are diverse, innovative and supportive. Short-term training courses, under the Annual International Training Courses

(AITC) programme, form one of the channels. The provision of the AITC programme relating to the SEP has been ongoing for a decade, with more than 600 representatives from 83 partner countries having enrolled in the relevant courses.

From 2017 to 2019, it is expected that 10 institutions will provide 12 courses involving both in-class instruction and outside experience. The courses run from two to three weeks and are fully funded by Thailand.

Examples of courses offered include: Modern Technology for Sustainable Agricultural Systems; Sufficiency Economy: Learning Organic Farming by Doing; Sufficiency Economy in Royal Initiatives on Agriculture for Sustainable Development; Grassroots Economic Development Following the Sufficiency Economy Philosophy; and From Sufficiency Economy to Wealthiness of the Nation. The objectives of the courses are to promote sustainable development, self-reliance and community-level capacity.

The meeting between Tongan Executive Delegation and the Office of the Royal Development Projects Boards and the briefing on "the application of SEP in agricultural sector" during the study visit under the Agricultural Development Cooperation Project based on SEP



The study visit on “New Theory and its application in action” for Tongan Executive Delegation at Demonstration Development Project, Ban Na District, Nakhon Na Yok, Thailand



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The Sufficiency Economy Philosophy has long played a role in Thailand’s international engagements.

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Transfer of knowledge is a top priority, as is the development of the relevant skills; research capabilities are also a focus.

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Thailand offers post-graduate-level study as part of its SEP efforts under the Thai International Postgraduate Programme (TIPP). TIPP courses relating to the SEP have been offered for six years, with a total of 29 students from 17 countries having received support. The aim is to educate the students in the basics of the Philosophy and how it is applied to the real world.

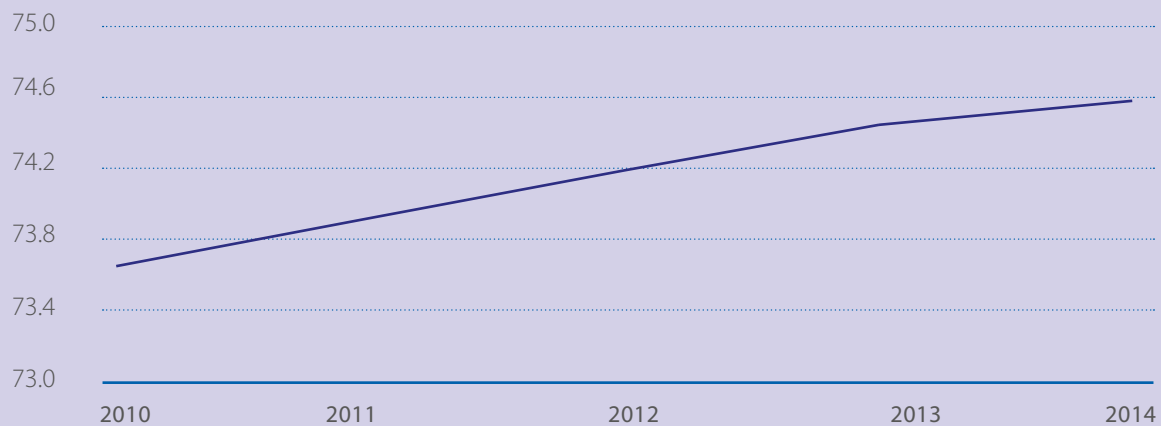
Transfer of knowledge is a top priority, as is the development of the relevant skills. Research capabilities are also a focus. Courses offered include: a master's degree in rural development management at Khon Kaen University; a master's degree in sustainable agriculture from Kasetsart University; a master's degree in the science of agriculture from Khon Kaen University; a master's degree in biosciences for sustainable agriculture from Silpakorn University; and a master's degree in social sciences (development studies) from Chiang Mai University.

Other channels for cooperation

The Buakaew Roundtable programme is an essential element in TICA's efforts relating to the use of the SEP for the achievement of the SDGs. The one-week study visits to Thailand expose people from developing countries to theory and practice relevant to the Sufficiency Economy Philosophy, foster cooperation, transfer knowledge and share stories of Thailand's developments in areas such as public health, agriculture and tourism.

TICA arranges tailor-made programmes to help share the Philosophy, accepting proposals for projects in which the SEP will be a central theme. This includes the dispatching of experts or volunteers and inviting government or village leaders for study visits, monitoring and evaluation. TICA emphasises that the SEP is for everyone. It welcomes enquiries from partners, any and all, that are interested in sustainable development and that are looking to share ideas about the SDGs. As the Philosophy is applicable in almost all circumstances and in any number of ways, connections can be made easily at all levels. As a result of its open, positive and flexible approach, TICA's network is large

Life expectancy at birth, 2010-2014



Source: UNDP, Human Development Report 2015

and growing. It is also diverse. The agency has established cooperative relationships with developing countries, developed countries, international organisations, non-governmental organisations, academic institutions, the private sector and development agencies.

SEP projects undertaken to improve cooperation

TICA regularly engages in projects in support of SEP-related cooperation, initiating its first such exercise in 2006. That engagement was in the Lao People's Democratic Republic. Since then, TICA has been involved in similar undertakings in five other countries: Bangladesh, Cambodia, Lesotho, Timor-Leste and Tonga.

A prime example of its efforts is the model village in Timor-Leste. Implemented from 2010-2015, the project was bilateral in nature, involving Thailand and Timor-Leste. Under the programme, the partners worked to enhance the production capabilities of the model

village using integrated farming techniques, with the aim of achieving commercial output. The project aided with skills development, including fish breeding in cement ponds, food processing, soil improvement, organic fertiliser practices and seed selection.

The results were impressive. Productivity and quality increased while household incomes rose – from \$200 per month at the beginning of the project to \$2,000 per month at the end. Food security and soil and water conservation were improved. In 2016, Germany also became involved in the programme as it evolved from a bilateral to an ongoing triangular project. Beyond increasing production, the project worked on sales. A semi-cooperative was established, branding was done and a marketing plan was devised. It is expected that these efforts will improve bargaining power in the markets.

The study visit for Tongan Executive Delegation on the development of coastal area and coastal resource management at Kung Krabaen Bay Royal Development Study Center, Chanthaburi, Thailand



Thailand's vision for cooperation

Building on its sizeable base of cooperation, Thailand continues to go out into the world developing partnerships for sustainability. Under the banner of “SEP for SDG Partnerships”, it is seeking not only to share the Philosophy as its home-grown development model and introduce it to others but also to extend its cooperation with existing partners. It wants to build on the relationships that it already has.

One of the central pillars of Thailand's current efforts is the “Sustainable Community Development Model based on the Application of SEP”. Under this model, the country is now aiming to bring its existing community development model, which has been used not only in Thailand but also in six partner countries, to more places globally. Interest has been registered around the world, from partners in Southeast Asia, South Asia, Central Asia, Africa and Central America. Developed countries and international organisations have also expressed interest in the model.

Thailand is focusing on tomorrow. It believes that the youth are the future, and as such, the country is currently working hard to deliver the “SEP for SDGs Youth Partnership” via programmes aimed at younger people globally. This effort includes visits by high-level representatives to Thai schools that are applying the SEP. It also involves the encouragement of young people who are being sent abroad under the Friends from Thailand Volunteer Programme to undertake SEP programmes.

Most importantly, Thailand's Youth Partnerships bring young people together from Thailand and other countries to learn the value of the SEP, such as moderation and conservation.

Thailand's global commitment to the SDGs

The SEP is central to Thailand's development efforts and is utilised as Thailand goes out into the world to engage in South-South and

triangular cooperation. The philosophy is a pillar of the country's international efforts.

With the global focus now turned to meeting the SDGs by 2030, the SEP is more relevant than ever. It fits well with what all United Nations Member States are trying to achieve and it can help as they work towards productive cooperation.

The recognition that the SEP achieved at the Ministerial Meeting of the G77 and China in 2016 and in the resulting Ministerial Declaration was indeed significant. The assembled countries acknowledged the Philosophy and confirmed its importance. They also noted that the Philosophy offers practical guidance to those seeking sustainability and that it can form a useful basis for dialogue.

Global recognition has been growing for some time. In 2006, Kofi Annan, then-United Nations Secretary-General, awarded the King the first UNDP Human Development Lifetime Achievement Award, with the Philosophy being highlighted in the ceremony. The UNDP published Thailand Human Development Report: Sufficiency Economy and Human Development in 2007.

UNCTAD held the International Conference on the Sufficiency Economy in 2012, while in that same year, UNESCO held a forum on the theme “Towards a Sufficiency Economy: A New Ethical Paradigm for Sustainability: In Homage to the Philosophy on Sufficiency Economy by His Majesty King Bhumibol Adulyadej of Thailand.”

Given the success of the Sufficiency Economy at home and the growing international regard for it, it is likely that the SEP will become increasingly influential. It has the potential to guide development, to help establish the right tone for sustainability, and to provide a deep and well-thought-out foundation on which to build in the future.



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With the global focus turning to meeting the Sustainable Development Goals by 2030, the Sufficiency Economy Philosophy is more relevant than ever.

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Thailand is working to ensure that the Philosophy is shared in as many ways as possible. It is establishing channels, platforms and networks, providing an open and flexible approach. Through TICA and various other official agencies and ministries, Thailand welcomes countries at any stage of development that wish to cooperate and to share and gain from its decades-long experience of utilising the SEP.





United Nations
Office for South-South Cooperation