National Strategy

2018 - 2037

(Summary)

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National Strategy Secretariat Office
Office of the National Economic and Social Development Board

Foreword

Section 65 of the Constitution of the Kingdom of Thailand stipulates that the State should develop a national strategy which to be employed as the country's goal for sustainable national development in accordance with the principle of good governance. The National Strategy shall be employed as a framework for formulating consistent and integrated plans in a congruous drive to achieve the aforementioned goal in accordance with the rules and procedures enumerated by national strategy legislation. In this context, the National Strategy Act B.E. 2560 (2017 C.E.) was drawn up and the National Strategy Committee (NSC) has been mandated to develop the draft National Strategy. The Act also specifies procedures for public participation in formulation of the National Strategy, including monitoring, inspection and evaluation, and measures for encouraging and supporting all civic sectors to comply with the National Strategy.

Abiding by the National Strategy Act B.E. 2560 (2017 C.E.), the NSC has set up six National Strategy Drafting Committees, each mandated to develop a set of key strategies in line with set criteria, methodology and requirements. The NSC also conducted public hearing meetings, as required by the law, to encourage relevant government agencies and the public to share their opinions, which were incorporated into the drafting of the National Strategy.

The National Strategy (2018-2037) is the country's first national long-term strategy developed pursuant to the Constitution. It shall be pursued to ensure that the country achieves its vision of becoming "a developed country with security, prosperity and sustainability in accordance with the Sufficiency Economy Philosophy" with the ultimate goal being all Thai people's happiness and well-being.

Current Situations and Future Direction of Thailand's Development

Currently, Thailand is facing several challenges impeding national development. In the economic context, the economic structure has yet to be fully driven by innovative technology, while productivity in both the agricultural and service sectors remains relatively low and the Thai workforces do not yet meet expected requirements and demands of the labor market. On social issues, many obstacles urgently need to be tackled in order to raise people's income levels, address poverty and income inequality, and enhance public service quality and accessibility. Regarding the country's environment and natural resource, preservation and restoration of natural resources and the environment continue to be key factors for ensuring sustainable development. With respect to administrative efficiency, the public sector's efficiency, continuity and flexibility in response to civic problems still need to be improved.

In addition, Thailand has been facing with other rapid changes, be it the aging society, disruptive technology, changes in international relations in terms of security and the national economy, more complex connectivity due to regional integration and liberalization in different sectors as well as climate change and ecological degradation. All these factors have generated challenges in terms of national security, economic, social and environmental aspects of national development. Therefore, Thailand needs a comprehensive strategic plan that will help steer national development on a proper path towards security, prosperity and sustainability.

Vision, Goals and Indicators

The country vision as stipulated in the National Strategy is “to become a developed country with security, prosperity and sustainability in accordance with the Sufficiency Economy Philosophy” with the goals aimed to maintain national security and ensure people’s welfare; boost multidimensional national competitiveness to ensure consistent economic growth; empower human capital at each and every stage of life to manifest competent and moral citizenry; broaden opportunities to improve social equality; promote environmentally-friendly growth with improved quality of life; and develop governmental administrative efficiency for greater public benefits. There are six groups of indicators which will be used to evaluate the National Strategy’s success, which are:

1) Well-being of Thai people and society

2) National competitiveness, economic growth and income distribution

3) Development of human capital

4) Social equality and equity

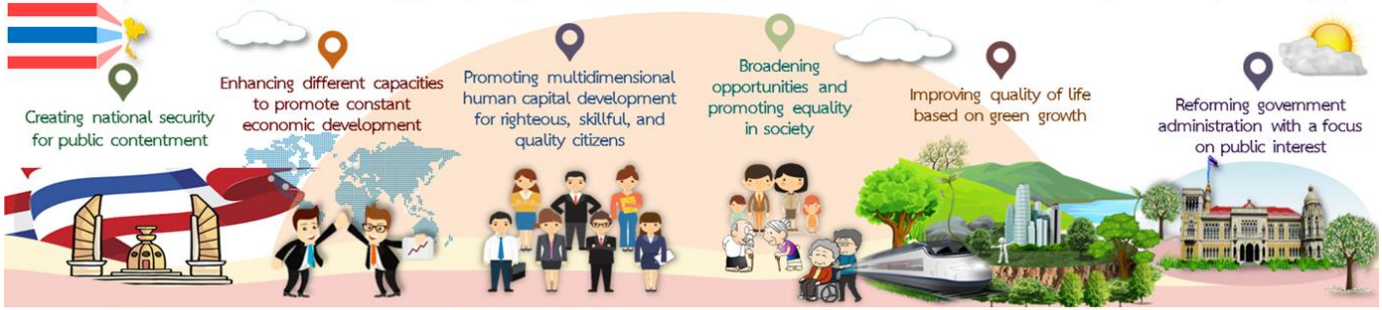
5) Sustainability of national biodiversity, environmental quality and natural resources

6) Government efficiency and better access to public services

National development during the Strategy’s time-frame shall focus on an appropriate balance between social and economic development and environmental stewardship. The six key strategies are: (1) national security; (2) national competitiveness enhancement; (3) human capital development and strengthening; (4) social cohesion and just society; (5) eco-friendly development and growth; and (6) public sector rebalancing and development.

Thailand's Vision (2037)

Thailand to become
"a developed country with security, prosperity and sustainability in accordance with the Sufficiency Economy Philosophy"



Security

- The nation enjoys solidarity and is resilient to both internal and external threats and changes, with established social, economic, environmental, and political security.
- National sovereignty is secured.
- People live in harmony and unity. Their lives are secured in terms of occupations, income, housing, as well as safety of life and property.
- The country has food, energy, and water resources security.

Prosperity

- The country enjoys constant economic growth and becomes a high-income economy with decreased development disparity. Citizens benefit from development on an equal basis.
- The country has considerable economic competitive capacity and develops its economy and society of the future to promote regional connectivity in terms of transport and logistics, production, trading, and investment.
- The country has all of the necessary capital for continuous development including human capital, intellectual capital, financial capital, and so forth.

Sustainability

- Development should promote constant growth in terms of people's income and quality of life in an eco-friendly manner without exploitation of natural resources.
- Production and consumption are conducted on an environmentally-friendly basis and in line with regulations recognized by the global community.
- People embrace social responsibility with a focus on sustainable public interest. All sectors uphold and follow the Sufficiency Economy Philosophy.

The National Strategy for National Security

The Strategy for National Security aims to ensure national security and public contentment, with key emphases on national environmental management to promote security, safety, independence, sovereignty, peace, and orderliness at national, social, and community scales. This includes the development of human capital, tools, technologies, and Big Data systems in order to prepare the country for all types and levels of threats and disasters, together with existing and future security challenges prevention and mitigation through integrated resolution mechanisms in collaboration with public, private, and civil sectors as well as non-governmental organizations, neighboring countries, and worldwide alliances in line with good governance principles.

Indicators include: (1) contentment of Thai people; (2) national security; (3) preparedness of all military units and security agencies as well as the readiness of public, private, and civil sectors for mitigating or preventing security problems; (4) Thailand's roles and acceptance in terms of international security in the global community; and (5) the efficiency of overall security management. The Strategy for National Security has key development guidelines as follows:

1. Maintaining domestic peace to promote an orderly and peaceful society by (1) strengthening all sectors in the context of national security awareness as well as promoting their participation in problem-solving; (2) enhancing loyalty to key national institutions; (3) reinforcing political stability in a democratic regime of government with the King as Head of State, in line with good governance principles, and with a focus on collective interest; and (4) developing mechanisms designed to effectively mitigate and prevent the roots of significant security problems.

2. Mitigating existing security problems and preventing anticipated national security related issues by (1) solving existing security problems; (2) monitoring, mitigating, and preventing anticipated national security related problems; (3) ensuring long-lasting safety and peace in the Southern border provinces; and (4) maintaining stability and health of marine and terrestrial natural resources and environment in general.

3. Strengthening national capacity to prepare for threats that might affect national security in order to enhance the capacity of the military and security agencies by (1) developing efficient nationally integrated intelligence systems; (2) preparing the country, the military, security agencies, and public and civil sectors to be ready and equipped with the capacity needed to effectively protect and maintain national sovereignty as well as to be prepared for all forms and levels of

multidimensional threats; and (3) developing an efficient national threat preparedness and management system.

4. Integrating security cooperation within the ASEAN region and among foreign countries including related government and non-governmental organizations in order to promote peace, stability, and progress of the country, region, and world on a sustainable basis by (1) consolidating and maintaining international security; (2) enhancing and maintaining regional peace and stability; and (3) creating development cooperation with neighboring countries, regions, and the rest of the world, including both related government and non-governmental organizations.

5. Developing mechanisms for overall security management in order to promote efficient mechanism implementation in line with good governance principles and national legislation by (1) developing mechanisms for monitoring, notifying, preventing, and solving security problems on an overall and concrete basis; (2) conducting security management to facilitate national development in other dimensions; and (3) developing mechanisms and organizations to implement the national security strategy.

The National Strategy for National Competitiveness Enhancement

The National Strategy for National Competitiveness Enhancement aims to enhance national multidimensional capacity based on three concepts which are (1) "Learning from the Past for Further Development" with a focus on the roots of the national economy; local identity, culture, tradition, and lifestyle; maintaining natural resource diversity; and pursuing multidimensional comparative advantages. The knowledge will later be integrated with available technologies and innovations to accommodate global socioeconomic contexts in the 21st century; (2) "Adjusting the Present" to prepare for the future through national infrastructure development in terms of transport and logistics, science, technology, and advanced digital systems as well as environmental adjustment to facilitate future industrial and service developments; and (3) "Creating New Future Values" to enhance entrepreneurs' capacity; develop younger generations; adjust business models to meet fast changing market demand; implement strategies to accommodate anticipated future contexts with a focus on learning from the past and adjusting the present for further development; and leveraging governmental support to help generate income and employment, expand trading and investment opportunities in global markets, enhance income and general well-being of Thai people, increase the number of middle-class citizens, and reduce inequality.

Indicators include: (1) national income, expansion of the gross domestic product (GDP), and income distribution; (2) national productivity, covering production and labor factors; (3) research and development (R&D) investment; and (4) national competitiveness. The National Strategy for National Competitiveness Enhancement has key development guidelines as follows:

1. Exploring value-added agriculture in order to upgrade productivity in terms of quantity and value as well as product diversity within the following sectors including, (1) farming that reflects local identity; (2) safe farming; (3) biological farming; (4) processed agricultural products; and (5) smart farming.

2. Developing future industries and services in order to create future industries and services that can be key growth engines designed to push Thailand to become a developed country through advanced innovations and technologies through the following industries including, (1) biological industry; (2) integrated medical industry

and service; (3) digital, data, and artificial intelligence industry and service; (4) transport and logistics industry and service; and (5) national security industry.

3. Creating diverse tourism. The focus is to preserve the nations' world-class tourist attractions and increase the proportion of high-quality tourists in the following tourism sectors, (1) creative and cultural tourism; (2) business tourism; (3) health, beauty and traditional Thai medicine tourism; (4) maritime tourism; and (5) regional cross-border tourism.

4. Developing high quality infrastructure to connect Thailand with the world including transport networks, regional development, technology as well as economic infrastructures covering the following; (1) creating seamless transport networks; (2) developing more special economic zones (SEZs); (3) expanding economic areas and cities; (4) developing modern technological infrastructure; and (5) maintaining and enhancing macroeconomic stability.

5. Developing a modern entrepreneurship-based economy in order to promote and encourage modern entrepreneurs who are equipped with required skills, entrepreneurial spirit, the sense of competitiveness, and clear identity by (1) developing "smart" entrepreneurs; (2) facilitating easier access to financial services and assistance; (3) improving access to markets; (4) facilitating information access; and (5) adjusting roles in and facilitating access to public services.

The Strategy for Human Capital Development and Strengthening

The Strategy for Human Capital Development and Strengthening aims to develop Thai people of all ages in a multidimensional manner to become good, skillful, and quality citizens. The scope covers promotion of physical, mental and intellectual qualities, adequate multidimensional developments, sustainable welfare at all stages of life, promoting public mindedness, and generating social responsibility. Citizens are also expected to be frugal, generous, disciplined, and ethical, equipped with logical thinking and 21st century skills, communication skills in English and a third language. Furthermore, citizens are also encouraged to preserve local languages while encouraged to acquire lifelong learning and development habits. Developments following this Strategy will help promote modern innovators, thinkers, entrepreneurs, farmers, and so forth based on personal skills and abilities.

Indicators include: (1) development of Thai people's quality of life and well-being; (2) study and lifelong learning results; and (3) development of Thai society and families. The Strategy for Human Capital Development and Strengthening has key development guidelines as follows:

1. Transforming social values and culture of Thai people by encouraging all social institutions to unite in instilling desirable values and culture through (1) embedding values and culture through responsible family management; (2) integrating honesty, discipline, as well as moral and ethical standards through educational dissemination in schools; (3) strengthening religious institutions; (4) fostering values and culture by communities; (5) promoting positive values and culture by the business sector; (6) creating values and culture via the mass media; and (7) promoting voluntary spirit and social responsibility among Thai people.

2. Promoting human development at all stages of life including (1) pregnancy and early childhood periods with a focus on creating pregnancy preparedness among parents; (2) school age or adolescence with a focus on developing moral standards, discipline, and learning skills in line with 21st century needs; (3) working age population with a focus on enhancing skills and capacities to meet existing market demands; and (4) elderly people with a focus on encouraging elderly people to become a part of key driving force for national growth.

3. Improving learning processes to accommodate changes in the 21st century by encouraging lifelong learning and development of learning skills, which can be achieved by (1) adjusting learning systems to promote necessary skill development; (2) developing modern teachers; (3) improving the efficiency of educational management systems at all levels; (4) developing lifelong learning systems; (5) creating national awareness of roles, responsibilities, and Thailand's position in Southeast Asia and the global community; (6) using digital platforms for enhancing learning system bases; and (7) creating educational systems to promote academic excellence at international levels.

4. Realizing multiple intelligences by (1) developing and promoting multiple intelligences from a young age via improved educational systems and the mass media; (2) creating career paths, working environments, and support systems that promote special skills through various effective mechanisms; and (3) attracting foreign experts and Thai citizens living abroad to assist in technology and innovation development required for the country development.

5. Enhancing well-being among Thai people, including physical and mental health, wisdom, and social aspects by (1) promoting well-being related knowledge among Thai people; (2) preventing and controlling health risk factors; (3) creating an environment that promotes good health; (4) developing modern public health service systems; and (5) encouraging communities to promote good health in all areas.

6. Promoting conditions that encourage human capacity development including (1) enhancing well-being and happiness of Thai families; (2) promoting involvement of public and private sectors, local administrative organizations, families, and communities in human capital development; (3) embedding and developing skills outside of the school; and (4) developing database systems to facilitate human capital development.

7. Strengthen capacity of sports to generate social values and promote national development by (1) promoting exercise and basic sports as lifestyles; (2) encouraging the public to participate in physical and recreational activities; (3) promoting sports as a career option; and (4) developing sporting and recreational personnel to accommodate growth in the sport industry.

The Strategy for Social Cohesion and Just Society

The Strategy for Social Cohesion and Just Society aims to develop cooperation between private sector, general public, and local communities for strategy implementation. Public involvement will be encouraged as a mechanism to enable cooperation for society in general. This will promote decentralization of power and responsibilities among local administrative organizations, strengthen independent management of local communities, and create viable and healthy economic and social surroundings aimed for quality citizens, who can contribute to families, communities, and society in perpetuity. Furthermore, the government is committed to ensuring equitable and inclusive access to quality public services and welfare practices.

Indicators include: (1) eradication of inequality in terms of income and public service access; (2) progress of human capital development; (3) progress in provincial development towards creating socioeconomic and technological hubs; and (4) quality of life among elderly people. The Strategy for Social Cohesion and Just Society has key development guidelines as follows:

1. Mitigating inequality and creating multidimensional justice by (1) adjusting local economic structures; (2) reforming tax systems and advocating for consumer protection; (3) distributing land ownership and resource access on an equitable basis; (4) increasing productivity and promoting a skilled, quality, and creative Thai labor force operating in safe working environments; (5) creating comprehensive social insurance schemes that are adequate for everyone regardless of gender and age; (6) conducting targeting social investment to provide assistance to poor and underprivileged people; (7) promoting equitable access to public health services and education, specifically for low-income and underprivileged people; and (8) developing equitable and inclusive access to due process of law.

2. Expanding economic, social and technological hubs to other parts of the country by (1) developing economic, social and technological hubs in other regions of the country; (2) formulating regional economic and social development plans covering all required aspects of development; (3) designing urban planning systems to promote safety and quality of life for society as well as accommodating an aging society and urban development trends; (4) adjusting public administrative structures and revising legal regulations to set up required foundation for regional-

level administrative systems and mechanisms; (5) promoting area-based development on knowledge, technology, and innovations; and (6) developing skilled local labor forces.

3. Promoting social empowerment by (1) building a strong, sharing, and ethical society and promoting consolidation of all sectors; (2) preparing foundations required for a quality aging society; (3) promoting collaboration among public, private, and civil sectors as well as academe; (4) promoting gender equality and women's roles in social development; (5) promoting development based on social and cultural capital; and (6) promoting development of information technology and creative media to accommodate a digital society.

4. Empowering local community capacity for development, self-reliance, and independent management by (1) promoting behavioral improvement at a household level for a more effective and efficient life planning in terms of health, family, finance and work; (2) empowering community capacity for self-reliance; (3) developing cooperation among related sectors to achieve community of democracy; and (4) generating wisdom and knowledge as immunity against changes within communities.

The Strategy for Eco-Friendly Development and Growth

The Strategy for Eco-Friendly Development and Growth aims to achieve sustainable development in terms of manifesting a healthy society, economy, and environment; implementing good governance, and integrated partnerships at both national and international levels. Strategic and operational plans will be area-based design and implementation, with the promotion of all related sectors' direct involvement to the extent possible. Implementation will target the promotion of mutual growth in terms of the economy, environment, and quality of life. The focus is to create balance among these three factors to promote sustainability for future generations.

Indicators include: (1) eco-friendly green areas; (2) rehabilitation of degraded environments and natural resources; (3) eco-friendly growth; and (4) reduction of greenhouse gas (GHG) emissions and creation of a bio-based economy value. The Strategy for Eco-Friendly Development and Growth has key development guidelines as follows:

1. **Promoting green growth and sustainable development** by (1) increasing bio-based economy value in line with the National Strategy for National Competitiveness Enhancement; (2) conserving and rehabilitating biological diversity; (3) conserving and rehabilitating rivers, canals, and other natural water sources nationwide; (4) maintaining and expanding eco-friendly green areas; and (5) promoting sustainable consumption and production.

2. **Promoting sustainable maritime based economy growth** by increasing value of a maritime bio-based economy; (2) improving, rehabilitating, and developing the entire marine and coastal resource ecosystem; (3) rehabilitating beaches, protecting and improving the entire coastal resource ecosystem, and setting out an integrated coastal management policy; and (4) developing and increasing eco-friendly marine activities.

3. **Promoting sustainable climate-friendly based society growth** by (1) mitigating GHG emissions; (2) adapting to prevent and reduce losses and damages caused by natural disasters and impacts of climate change; (3) focusing on investment in public and private sectors' climate-friendly infrastructure development; and (4) developing preparedness and response systems for emerging and re-emerging infectious diseases caused by climate change.

4. Developing urban, rural, agricultural, and industrial areas with a key focus on a sustainable growth by (1) establishing ecological landscape plans to promote urban, rural, agricultural, industrial, and conservation area development on an integrated basis in harmony with area capacity and suitability; (2) developing urban, rural, as well as agricultural and industrial areas in line with the ecological landscape plans ; (3) eliminating pollution and agricultural chemicals that damage the environment in line with international standards; (4) sustainably conserving, rehabilitating, and developing natural resources, architectural heritage, art and culture, as well as local identity and lifestyles; (5) developing networks of urban and community development institutions and volunteers through a mechanism of local sectors' involvement and participation; and (6) strengthening public health and environmental health systems as well as enhancing capacity for addressing preventive measures of emerging and re-emerging infectious diseases.

5. Creating eco-friendly water, energy, and agricultural security by (1) developing the entire river basin management system to ensure national water security; (2) enhancing productivity of an entire water system to promote water-use efficiency and generate value added for water consumption up to par with international standards; (3) creating national energy security and promoting eco-friendly energy usage; (4) enhancing energy efficiency through energy intensity reduction; and (5) developing agricultural and food security in terms of quantity, quality, pricing, and access at both national and community levels.

6. Improving the paradigm for determining the country's future by (1) promoting desirable environmental friendly characteristics and behaviors that positively contribute to the environment and quality of life of Thai people; (2) developing tools, justice mechanisms and systems, and environmental welfare; (3) establishing institutional structures to manage significant issues concerning natural resources and environmental management; and (4) initiating projects that can improve a development paradigm in order to determine the country's future in terms of natural resource, environmental, and cultural sustainability based on public participation and good governance.

The Strategy for Public Sector Rebalancing and Development

The Strategy for Public Sector Rebalancing and Development aims to reform and enhance the country's governmental administrative services based on the principle of "government of the people for the people and the common good of the nation and the happiness of the public at large". To achieve such goal, the size of government agencies should be appropriate in accordance with its roles and missions with the roles of regulatory agencies clearly defined and distinguished from those of operating agencies. Furthermore, all government agencies need to be achievement oriented to operate with good governance and commit to the general public benefit at large while being fully prepared to adapt to any changes. Big data and digital technologies should be judiciously adopted to help improve the public sector's performance in accord with international standards. Government agencies should be open to intersectoral-operations and participation from all relevant parties to ensure quick and transparent responses to public needs. All sectors in the society should value honesty, integrity and frugality while resisting all kinds of malfeasance. Moreover, laws should be up to date, precise and clear and should only be enacted with necessity in line with international legal practices to minimize disparity and accommodate the country's development. The country's justice system should be fair and non-discriminating with the judicial process works correctly according to the rule of law.

The indicators of this strategy are: (1) people's satisfaction with public services provided by the public sector; (2) public service efficiency; (3) levels of transparency and corruption; and (4) equal treatment in the judicial process. The Strategy for Governmental Administrative Improvement and Reform has key development guidelines as follows:

1. Having a people centric public sector that effectively delivers responsive, fast, and convenient services with transparency by (1) providing international standard public services; and (2) having a well-connected and integrated public sector that can provide public services through digital technologies.

2. Having an integratedly managed public sector that adheres to the National Strategy as an end goal and can effectively support and promote developments at all levels, issues, missions, and areas by (1) endorsing the National Strategy as the country's key mechanism to national development; (2) having national monetary and financial systems designed to effectively support the implementation of

the National Strategy; and (3) designing a national monitoring and evaluation systems designed to effectively evaluate the National Strategy's achievements at all levels.

3. Downsizing of the public sector in accordance to missions and tasks and promoting public participation in national development by (1) adjusting government agencies to have appropriate sizes suitable for missions and tasks; (2) inclusively involving all sectors in national development; and (3) promoting decentralization and supporting of local administration organizations to become government agencies operating with high competency and good governance.

4. Modernizing the public sector by (1) ensuring that the public sector can adequately operate with flexibility in accord with the nation's development contexts and (2) developing and adjusting procedures and practices of all government agencies to be up to date and responsive to changes.

5. Ensuring that government employees and staff exhibit morality, ethics, virtues, dedication and professionalism by (1) having flexible and ethical human resource management within the public sector; and (2) having all personnel employed in the public sector to adhere to the value of being the ethical government of the people and ensuring that all the personnel have clear career path development.

6. Ensuring that the public sector operates with transparency with no corruption and malfeasance by (1) involving all parties to participate in corruption and malfeasance prevention of the public sector; (2) having all personnel of the public sector to uphold morality, ethics, and honesty as foundation in their day-to-day jobs; (3) ensuring that the entire process of corruption suppression is effective, strict, fair, and traceable; and (4) having an integrated corruption prevention and suppression management.

7. Ensuring that the country has laws only to the extent of necessity and in accordance with existing national contexts by (1) repealing or revising laws that are no longer necessary or unsuitable to existing circumstances; (2) having laws only to the extent of necessity and (3) ensuring effective, just and fair law enforcement at all levels.

8. Ensuring that the country's judicial administration respects human rights and treats all people equitably by (1) having judicial personnel and agencies that respect and uphold democratic principles and human dignity; (2) ensuring that all judicial agencies have proactive roles in all stages of fact finding; (3) ensuring that all judicial administration agencies - civil, criminal and administrative - have mutual goals and strategies; (4) promoting alternative justice systems, community justice systems, and participatory judicial administration; and (5) developing alternative punishment measures to replace outdated penalties.

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