

# Restoring the Balance

A New Travel & Tourism Magna  
Carta for the post-Covid 19 Era



# พระเจ้าทรงเป็นนิรันดร์

FOREVER IN OUR HEARTS

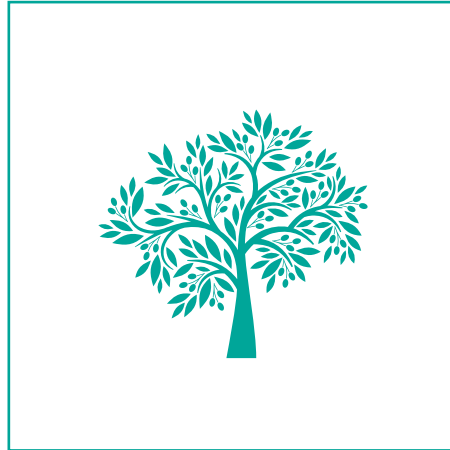
## ศาสตร์ของพระราชากับการพัฒนาที่ยั่งยืน His Majesty's Sufficiency Economy Philosophy for SDGs

หลักปรัชญาของเศรษฐกิจพอเพียงเป็นหลักในการคิด ตัดสินใจ และทําการปฏิบัติ สำหรับการดำเนินชีวิตหรือประกอบกิจการงานใด ๆ ด้วยการใช้ **ความรู้** และ **คุณธรรม** เป็นฐาน ผ่านการไตร่ตรองด้วยการใช้หลักสำคัญ ๓ ประการ ได้แก่ **พอประมาณ** ไม่มากเกินไป ไม่น้อยเกินไป **มีเหตุผล** ตามหลักวิชาการ **มีภูมิคุ้มกัน** หรือรองรับการเปลี่ยนแปลงหรือวิกฤตที่อาจเกิดขึ้น ซึ่งจะนำไปสู่การพัฒนาอย่างสมดุลในทุกมิติ ไม่ว่าจะเป็นด้านเศรษฐกิจ สังคม สิ่งแวดล้อม และวัฒนธรรม อันเป็นแนวทางที่จะนำไปสู่ **ความสุขที่ยั่งยืน** ได้อย่างแท้จริง

"Sufficiency Economy Philosophy" is a mindset for decision-making. We base our decisions on our **Knowledge** using our internal value - our **virtues** - through applying the three principles of **moderation, reasonableness** and **prudence**. We aim for the outcomes of our decision to be balanced among the four dimensions of human life: **economy, society, environment** and **culture**, in order to promote sustainable happiness for all.



The Sufficiency Economy Philosophy of Thailand's late monarch, His Majesty King Bhumibhol Adulyadej the Great, designed in the aftermath of the 1997 Asian economic crisis, offers one of the best models of Alternative Development globally. It is now going mainstream, primarily because it has much in common with the UN SDGs. Thailand, where the 1997 Asian economic crisis started, is certainly according it more respect than ever before. The rest of the world needs to follow if true "Sustainability" is to be realised.



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**THE OLIVE TREE**

**Design & Layout: Nusreen Ekachon**

# CONTENTS

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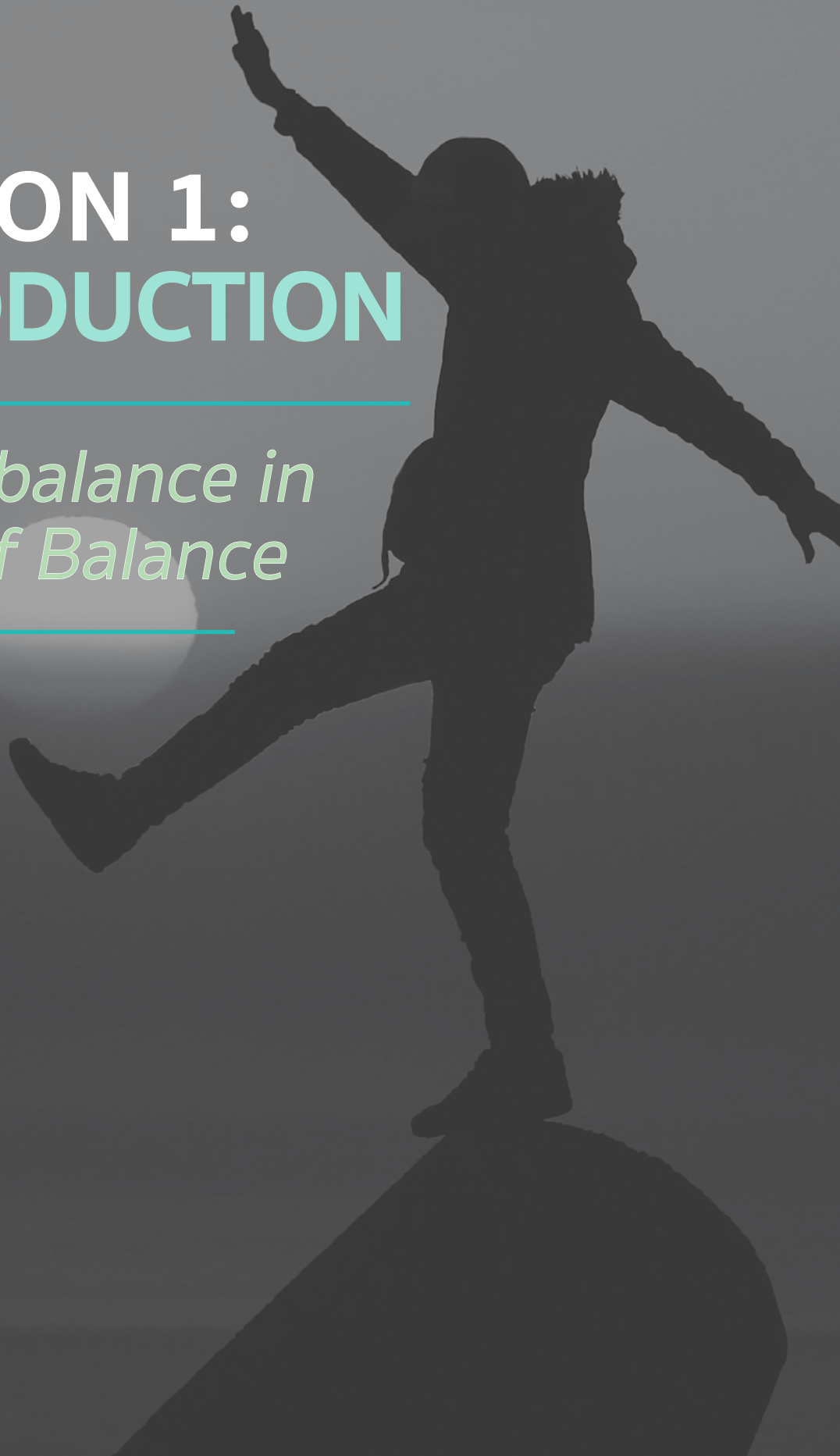
<u>5</u>	SECTION 1 Introduction – Total Imbalance in a Year of Balance
<u>13</u>	SECTION 2 The Wisdom of Balance – No Sustainability without Spirituality
<u>22</u>	SECTION 3 The Value of Balance
<u>61</u>	SECTION 4 Thailand – Suffering the Consequences of Losing its Balance
<u>78</u>	SECTION 5 The Biggest Threat – An Imbalanced World
<u>105</u>	SECTION 6 Restoring the Balance: The Role of Travel & Tourism
<u>122</u>	SECTION 7 The Pursuit of Balance: A Personal Journey

# SECTION 1: INTRODUCTION

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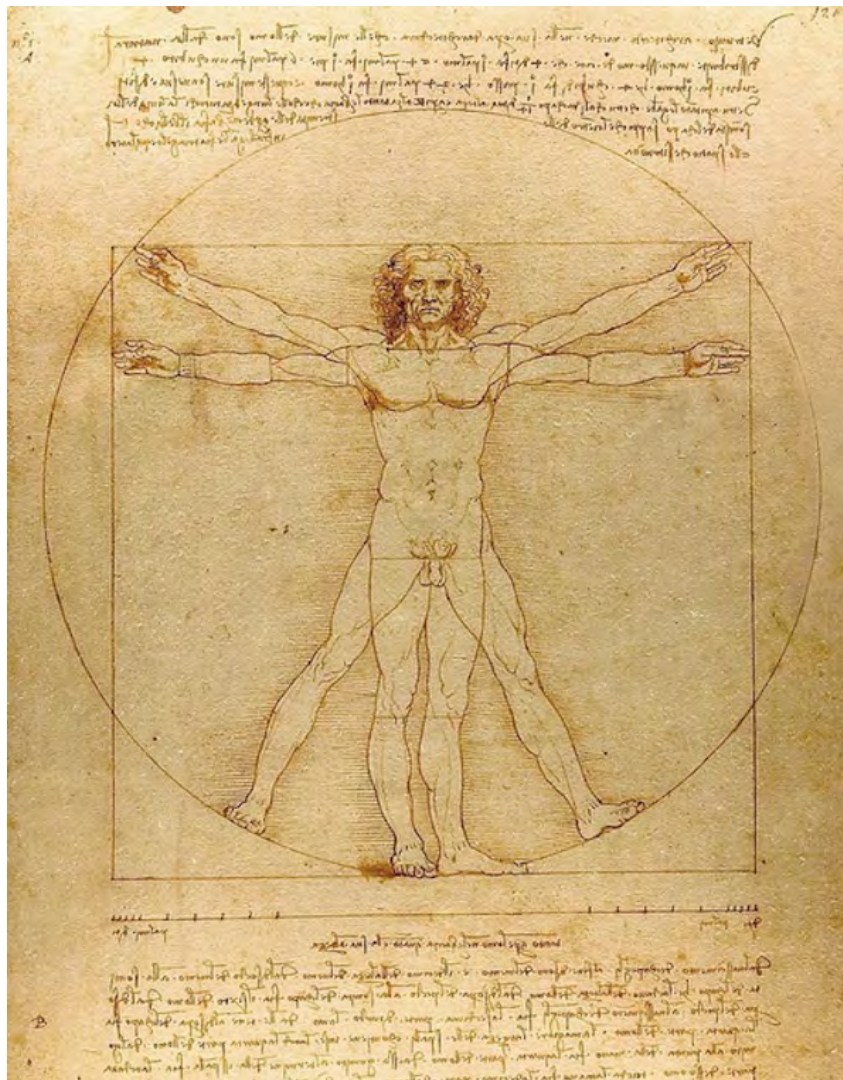
*Total Imbalance in  
a Year of Balance*

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## SECTION 1: INTRODUCTION *Total Imbalance in a Year of Balance*

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Humanity is facing an unprecedented crisis of imbalance. The perilous state of combined geopolitical, economic, social, technological, financial and environmental imbalance does not augur well for the future.

If 20-20 represents a perfectly balanced eyesight, the year 2020 would have been a good time to seriously pursue a perfectly balanced and equitable future. Travel & Tourism could have helped advance that cause. Then came the Covid-19 pandemic.

There is still hope. But the window of opportunity will not be open for long.

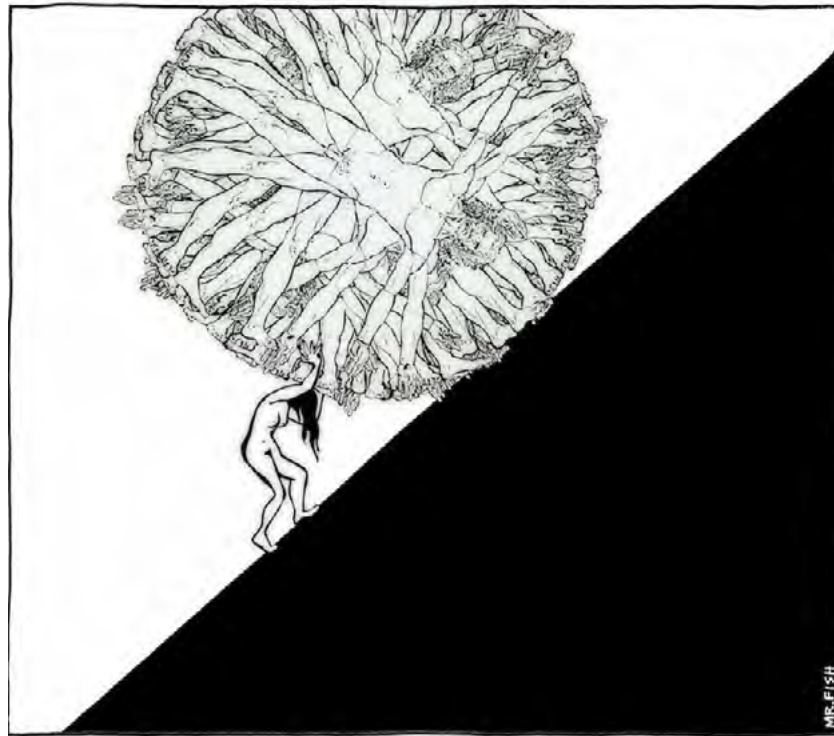
Human life has always been about balance, as in:

- Financial balance sheet
- International trade balance
- Balance of payments and accounts
- Work-life balance
- A balanced diet.

The human form is perfectly balanced – two arms, two legs, two eyes. If one ceases to function, the balance goes out of kilter.

## SECTION 1: INTRODUCTION *Total Imbalance in a Year of Balance*

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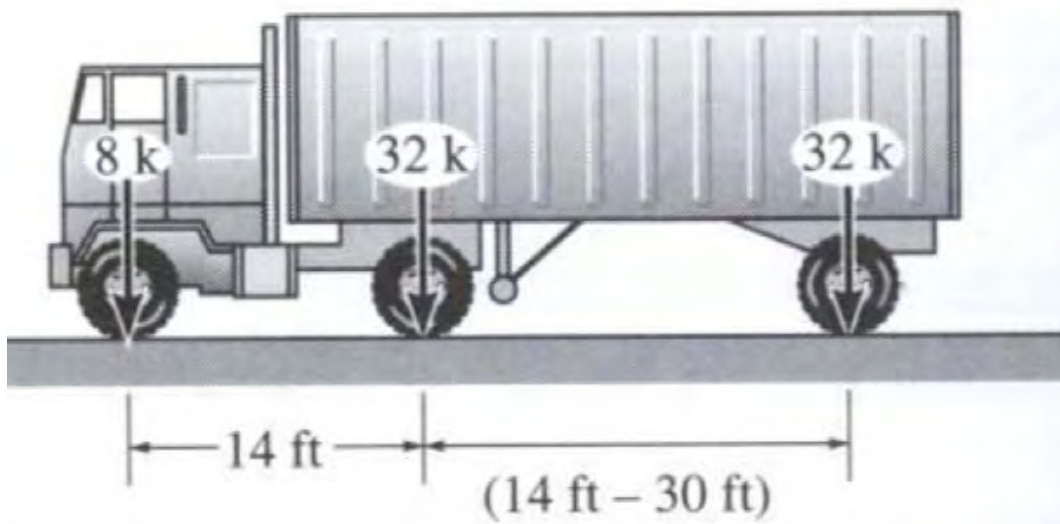
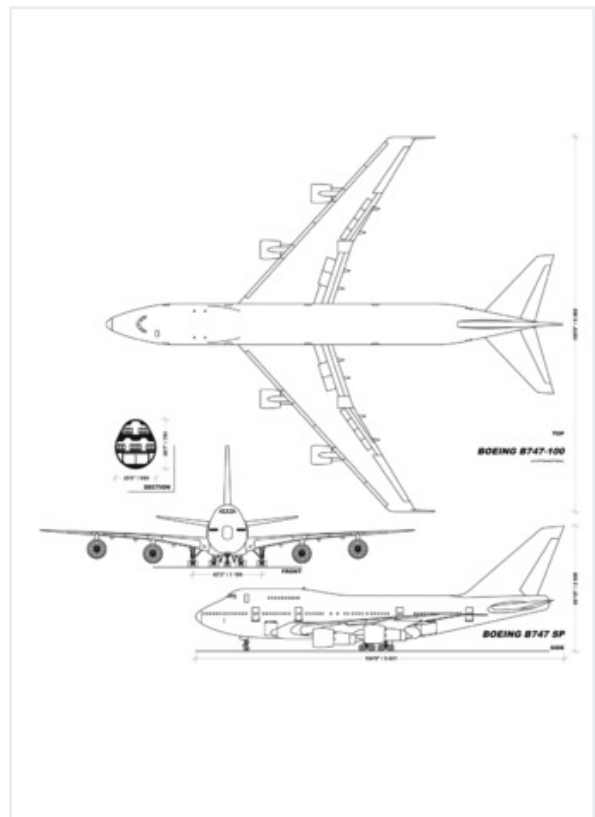
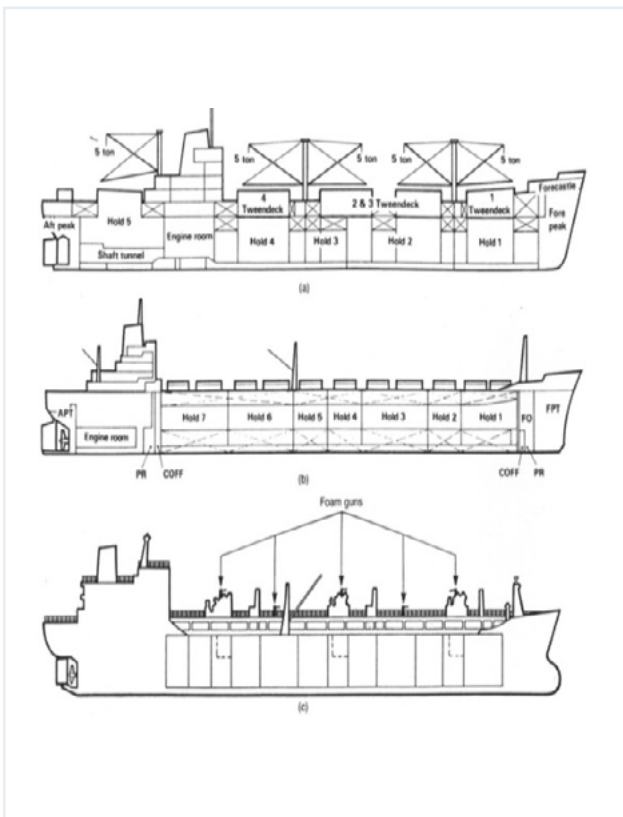
The solar system is designed around balance. Planet Earth is miraculously suspended in a perfectly balanced state in the middle of a vast universal vacuum, revolving around the sun in a precise 365 days while rotating on its axis over a precise 24 hours.

The entire ecosystem, referred to as Mother Nature, is designed around balance. The ancient wisdoms and faiths, which long preceded the destructive and conflict-ridden man-made theories of today, were all about helping humanity attain inner and external peace, the perfect form of balance.

No ship, aircraft, railway nor road vehicle can function if the design is even slightly off balance.



# SECTION 1: INTRODUCTION *Total Imbalance in a Year of Balance*





## SECTION 1: INTRODUCTION *Total Imbalance in a Year of Balance*

Travel & Tourism’s primary “products”, Nature and Culture, are rooted in balance.

For the last few decades, humanity has suffered the consequences of disrupting the delicate balance between economic growth and its ecological impact.

Today, the raging Covid-19 pandemic is forcing countries to balance the short-term need for economic revival without triggering a potentially catastrophic long-term second wave.

The screenshot shows the Japan Times News website. At the top, there are social media icons, weather information for Tokyo (22°C, L/RAIN, 4 a.m.), and market data (106.38 ¥/\$, 5 p.m.). The main navigation bar includes NEWS, OPINION, LIFE, COMMUNITY, CULTURE, SPORTS, and CITY GUIDE. Below this, there are sub-sections: NATIONAL, ASIA PACIFIC, BUSINESS, WORLD, REFERENCE, COLUMNS, and MULTIMEDIA. The main headline is "Japan governors face balancing act in reopening businesses amid pandemic". Below the headline is a photograph of commuters walking on a crosswalk in Osaka's Umeda commercial district. To the right of the main article is a "WHAT'S TRENDING" section with five items: 1. COVID-19 news updates, 2. Japan prods firms to leave China, affecting ties with Beijing and Washington, 3. South Korea tracks new coronavirus outbreak in Seoul nightclubs, 4. 'No remedy, no rights': China blocks foreigners from leaving, and 5. Follow the leader: How COVID-19 could unlock Japan's giving potential. There is also a link for "Left in limbo: Olympic and Paralympic hopefuls struggle with postponement".

While the first wave has devastated economies, the environment has improved. The pendulum swung from one imbalanced extreme to the other.

As countries lift the lockdowns, business will go back to “normal”. Hotels will fill up. Beaches will get congested. Pollution will again choke the streets, seas and skies.

In the euphoria of the “new normal”, memories will fade. People will want to move on.

All talk about not repeating past mistakes will recede into the background.

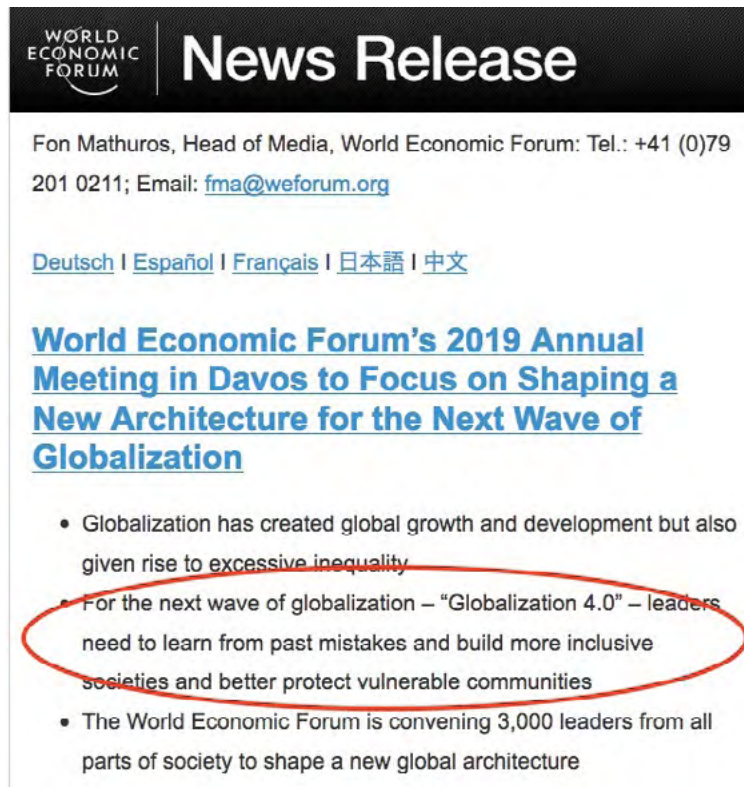
History will again repeat itself.

Travel & Tourism visionaries and thought leaders will revert to cheering industry resilience. Such is the sorry state of our industry mindset.

## SECTION 1: INTRODUCTION *Total Imbalance in a Year of Balance*

There is no room for historians, especially those who remind the industry that its short-term oriented business model was imbalanced, that its leaders do not practise what they preach, live in denial about the real consequences of unrestrained “growth” and steer clear of debate and critical thinking.

That era is about to end.



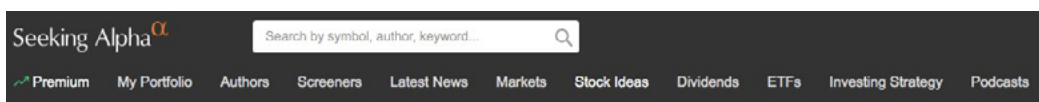
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### [World Economic Forum's 2019 Annual Meeting in Davos to Focus on Shaping a New Architecture for the Next Wave of Globalization](#)

- Globalization has created global growth and development but also given rise to excessive inequality
- For the next wave of globalization – “Globalization 4.0” – leaders need to learn from past mistakes and build more inclusive societies and better protect vulnerable communities
- The World Economic Forum is convening 3,000 leaders from all parts of society to shape a new global architecture



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## The Failure Of Globalization

May 21, 2015 10:45 AM ET | 71 comments



**Zoltan Ban**

Commodities, macro, gold & precious metals, long/short equity

### Summary

- The current economic cycle, which started in 2008, features average yearly global growth around 2.5%, compared to the previous cycle which saw growth in the over 4% range.
- The race to the bottom -- in wages as well as other factors related to globalization -- is killing consumer demand growth.
- In the absence of active improvements to the global trade system meant to address some of the current problems, the current cycle of globalization will end with economic disaster.

# SECTION 1: INTRODUCTION *Total Imbalance in a Year of Balance*

AUG 19, 2018 TD ORIGINALS



## Saying Goodbye to Planet Earth

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MAY 20, 2018 TD ORIGINALS

## The Coming Collapse

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Mr. Fish / Truthdig



Chris Hedges

Columnist

Chris Hedges is a Pulitzer Prize-winning journalist, New York Times best

The Trump administration did not rise, prima facie, like Venus on a half shell from the sea. Donald Trump is the result of a long process of political, cultural and social decay. He is a product of our failed democracy. The longer we perpetuate the fiction that we live in a functioning democracy, that Trump and the political mutations around him are somehow an aberrant deviation that can be vanquished in the next election, the more we will hurtle toward tyranny. The problem is not Trump. It is a political system, dominated by corporate power and the mandarins of the two major political parties, in

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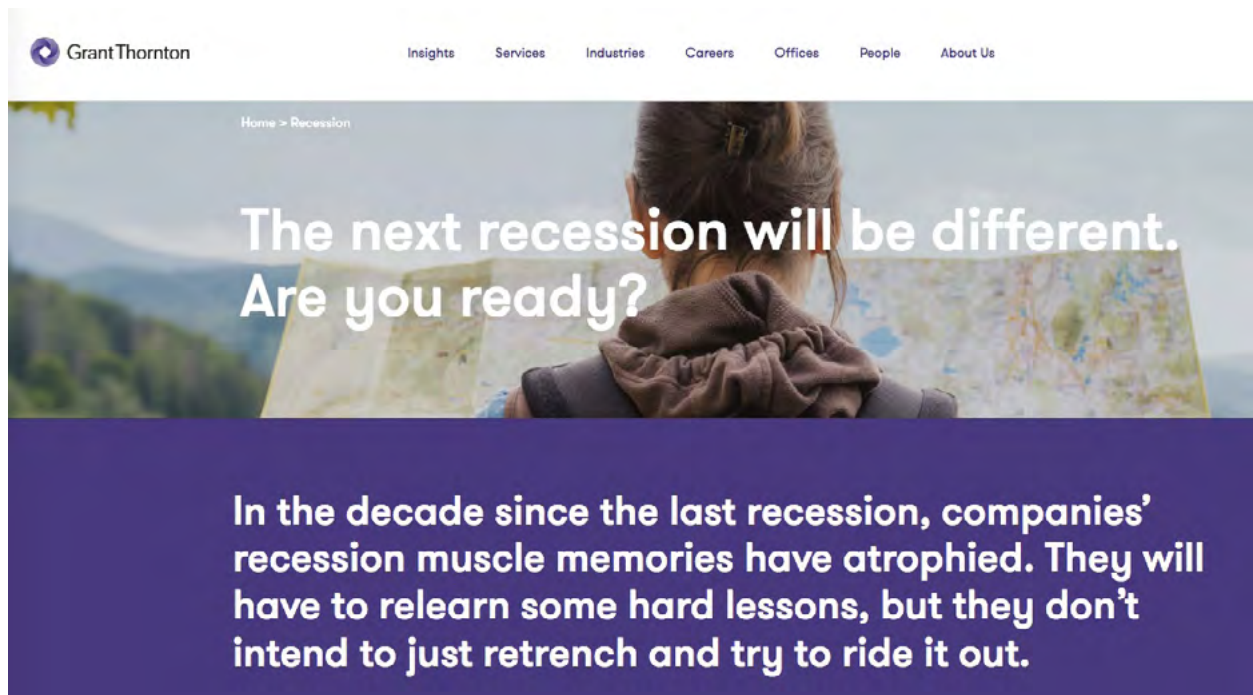
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The image shows a screenshot of a Grant Thornton website. At the top left is the Grant Thornton logo. To its right is a navigation menu with links for Insights, Services, Industries, Careers, Offices, People, and About Us. Below the navigation is a breadcrumb trail: Home > Recession. The main visual is a photograph of a person from behind, looking at a map. Overlaid on the photo is the text: "The next recession will be different. Are you ready?". Below the photo is a dark purple rectangular box containing white text: "In the decade since the last recession, companies' recession muscle memories have atrophied. They will have to relearn some hard lessons, but they don't intend to just retrench and try to ride it out."

Today, in the twilight of my professional career, I have the freedom – and a certain responsibility – to say it like it is. Travel & Tourism has to replace its fondness for listening to what it wants to hear with what it needs to hear.

Going back to “business as usual” will be a huge disservice to the Future Generations whose welfare Travel & Tourism leaders claim to be protecting.

This landmark 19th edition of The Olive Tree features a compilation of evidence drawn from multiple fronts proving how Travel & Tourism has historically paid lip service to the concept of balance, and is now paying the price for it.

A new Travel & Tourism Magna Carta is required.

Restoring the balance comprehensively and holistically has to be the industry’s overarching future priority if it is to become a part of the solution and prevent and perhaps pre-empt the next crisis, which could well be imminent.



# SECTION 2: THE WISDOM OF BALANCE

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*No Sustainability  
without Spirituality*

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## SECTION 2: THE WISDOM OF BALANCE

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Every tourism destination values its spiritual and cultural heritage.

Human survival is impossible without water, air, land and sunlight, the perfectly balanced infrastructure of life. Religions, ways of life, faiths, or whatever you wish to call them, all demand paramount human respect for this “infrastructure”.

The principles of modern-day “sustainability” are firmly rooted in the ageless wisdoms of spirituality.

The fact that they garner no attention in our supposedly-superior collegial systems is a primary cause of our seriously degraded environment.

Travel & Tourism brochures are full of stunning images of pristine and “unspoiled” forests, lakes, rivers, oceans, deserts and mountains. They are considered mere money-making “products” to sell to tourists.

When generating revenues becomes far more important than respecting and preserving them as sources of human survival, an imbalance is a foregone certainty.

The following images are just thought-prompting reminders to the Travel & Tourism industry of the real wisdom and meaning of those “products”, which the Covid-19 pandemic is now bringing to light.


**Guide To Buddhism A To Z**

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### BALANCE

**BALANCE**

Balance (*samatta* or *samatā*) is a situation in which different things exist in equal and mutually beneficial amounts. Having one virtuous quality to counterpoise another is an essential element in the development of a healthy and growing spiritual practice. The Buddha specifically recommended maintaining a balance between **faith** and **wisdom**, and between **effort** and **concentration**. Faith opens the mind to the possibility of things that cannot be immediately experienced or understood. But if faith does not go hand in hand with caution, questioning and even a healthy scepticism, it can be very misleading. The **Visuddhimagga** says: ‘One strong in faith but weak in wisdom has uncritical and groundless confidence. One strong in wisdom but weak in faith errs on the side of cunning and is as hard to cure as one whose sickness is caused by a medicine. When the two are balanced, one has confidence only where there is ground for it.’ (Vism.129). However, balance has a place in other aspects of the Buddhist life too. There should be a balance between fellowship and solitude, study and meditation, seriousness and light-heartedness, self-concern and helping others, etc.



## SECTION 2: THE WISDOM OF BALANCE

### 2 Ways to Find Balance in the Christian Life

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One of our greatest challenges is finding balance in the [Christian life](#). Think of a person on a tightrope. There's never a point where they just stroll across effortlessly. Balance requires continual effort.



(Photo by [Photodune](#))

Have you ever noticed that somehow Jesus balanced it all? The demands of His work and ministry left Him exhausted at times, of course—yet somehow He found time to get it all done.

Jesus perfectly balanced the demands of life—with the same 24 hours we have.

## Yin-Yang in Confucianism



This is the Yin-yang symbol or Taijitu (太極圖), with black representing yin and white representing yang. [Wikimedia Commons](#)

The yin yang symbol is common in many kinds of Chinese thought. It is especially prominent in Taoism, but it is also used in Confucianism. There are variations to its meaning depending the school of Chinese thought, but in general, the circle represents a whole, while the halves and dots depict opposites, interactions, or balance.

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## SECTION 2: THE WISDOM OF BALANCE

### Purusharthas: Four Hindu Aims of a Balanced Life

↓ Rajesh Patel | June 1, 2012 | Archives, Understanding hinduism  
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Hinduism has traditionally regarded four basic aims of life. These are called "Purusharthas",



1. **Kama** (pleasure and desire)



2. **Artha** (material wellbeing and wealth acquisition)



3. **Dharma** (righteousness, duty and order)



4. **Moksha** (spiritual liberation, union with the Supreme)

### The Essence Of Islam - Balance And Harmony In Every Aspect Of Life

Posted in Islam Religion By admin On July 20, 2014

Although from a Muslim perspective it is the western media that is to be held responsible for the biased portrayal of Muslims, however, it is partly because of the lack of knowledge of Muslims about Islam that leads to the extremist portrayal of Muslims. Therefore, it is the distance of Muslims from the moderate aspect and preaching of Islam that causes them to be strict, rigid and extremist.



سورة الرحمن  
55. Ar-Rahman

7

وَالسَّمَاءَ رَفَعَهَا وَوَضَعَ الْمِيزَانَ

And the heaven He raised and imposed the balance

8

أَلَّا تَطْغَوْا فِي الْمِيزَانِ

That you not transgress within the balance.

9

وَأَقِيمُوا الْوَزْنَ بِالْقِسْطِ وَلَا تُخْسِرُوا الْمِيزَانَ

And establish weight in justice and do not make deficient the balance.



# The Sikh Way of Life

Sikhism is a practical religion and Sikhs are a pragmatic people. The emphasis is on a leading a worldly, successful life as a householder and a contributing member of society, but with the mind attuned to an awareness of God. Sikhism rejects all distinctions based on caste, creed, gender, color, race, or national origin. For Sikhs, God is not found in isolation or by renouncing the world, but is attained as an active family member and member of one's community. The word "Sikh" means student. Therefore, a Sikh is and remains a student of the meaning of life. The core values of Sikhism are derived from three equally important tenets: an honest living and an honest day's work, sharing with others what God and life have given, and living life fully with an awareness of the divine within each of us. Sikhism enunciates a philosophical concept termed Miri-Piri, which means living a life with an active, strong sense of commitment to the world and humanity, governed and directed by a strong foundation and underpinning of spirituality. Thus, the Sikh ideal is to strike a perfect balance and integration of these two states of existence.



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## BALANCE

As I thankfully and somewhat less than gracefully age, my sense of physical balance has weakened, gradually but inexorably. When one has imperfect physical balance one is markedly more prone to fall, and all falls carry unknown consequences with them. There are physical supports such as canes and walkers that are recommended for use and in many cases they are truly mandatory for safe living. Nevertheless, it takes psychological and social courage to use these supports for it is an admission that we are no longer physically the person that we were for most of our previous lives.

And that requires an emotional sense of balance, which is oftentimes more difficult than the physical sense of balance that we are attempting to achieve. We see that balance in life comes in many different forms, shapes and circumstances. There is no question that a sense of physical balance in human life is a necessity for productive living.

However, we tend to ignore this tenet as it relates to our spiritual and emotional selves. There, in these equally important and vital spheres of our existence, the necessity for a careful sense of balance does not always exist. And this can lead to disastrous consequences. All of the mental health facilities the world over are filled because people's lives are so skewed and emotionally unbalanced.

## SECTION 2: THE WISDOM OF BALANCE

The screenshot shows a web browser window with the title "The Water Page - Water in Religion" and the URL "www.africanwater.org/religion.htm". The page features a navigation menu with buttons for Home, Features, Water Education, Development, News, Documents, Editorial, Links, Rivers & Regions, Water Issues, Disasters, and Water Policy. Below the menu is a "Site Map" link. The main heading is "The Water Page" in large, bold, blue letters, with "Incorporating The African Water Page" underneath. A blue button labeled "Return to the Features Page" is positioned above the stylized blue cursive text "Water in Religion". Below this, a row of icons represents various religions: Buddhism (a person in meditation), Christianity (a cross), Hinduism (the Om symbol), Islam (a crescent moon and star), Judaism (a Star of David), Shinto (a torii gate), and Zoroastrianism (a fire altar). The text "alphabetically ordered" is centered below these icons. Below the row is an icon for Animism (a globe with a water drop) and a red button labeled "Links". At the bottom of the screenshot is a green banner for "GreenFaith WATER SHIELD" with the website "www.greenfaith.org" on the left and "info@greenfaith.org" on the right.

### Water-Centered Texts and Themes in Judaism

Judaism is rich with resources that foster an ethic for the respect and protection of water. Here are several key themes that appear throughout traditional Jewish texts.

#### Blessing and Covenant, and Final Promise

In Jewish theology, abundant rain is an expression of divine blessing and approval, a means of measuring Israel's commitment to the covenant, and a matrix from which life emerges.

# SECTION 2: THE WISDOM OF BALANCE



December 1, 2015 History

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## Hinduism: A Holy Water Religion - 1

by Dr. V. Sankaran Nair

The five elements of nature (*panchamahabhuta*) include earth, water, fire, air and ether (sky). In the graphical depiction of *panchamahabhuta*, water represented by a circle, symbolises fullness. Primarily water is the building block of life and all the living beings are at the mercy of God, for the water.

In India, water has been an object of worship from time immemorial. Prim(a)eval, primordial –water is *aadi jalam*, *kaarana jalam*, *karana vaari*. The sea of primeval water is *kaaranavaaridhi*. Water represents the non-manifested substratum from which all manifestations arise.

Images of Ganga on a crocodile and Yamuna on a tortoise flanked the doorways of early temples. In the Varaha cave at Udayagiri, of the 4th century A.D., the two goddesses meet in a wall of water, recreating Prayaga. The Pallavas at Mamallapuram, carved the story of the descent of the Ganga on an enormous rock. Later, Adi Shesha, the divine snake who forms the couch of Narayana, represented water. Indian art



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**Water in Islam**

www.readingislam.com

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As a universal religion born initially in the harsh deserts of Arabia to complete the message of former prophets and convey the divine revelation in its last testament (Qur'an), Islam ascribes the most sacred qualities to water as a life-giving, sustaining, and purifying resource. It is the origin of all life on earth, the substance from which God created man (Qur'an 25:54). The Qur'an emphasizes its centrality: "We made from water every living thing"(Qur'an 21:30). Water is the primary element that existed even before the heavens and the earth did: "And it is He who created the heavens and the earth in six days, and his Throne was upon water". (Qur'an 11:7).

The water of rain, rivers, and fountains runs through the pages of the Qur'an to symbolize God's benevolence: "He sends down saving rain for them when they have lost all hope and spreads abroad His mercy" (Qur'an 25:48). At the same time, the believers are constantly reminded that it is God Who gives sweet water to the people, and that He can just as easily withhold it: "Consider the water which you drink. Was it you that brought it down from the rain cloud or We? If We had pleased, We could make it bitter" (Qur'an 56:68-70). In this verse the believers are warned that they are only the guardians of God's creation on earth; they must not take His law into their own hands.



## The Meaning of Water in Christianity

Alexander Pokhilko

For thousands of years water has been among the main religious symbols. This is indeed the case for the Orthodox Christian tradition where it is involved in liturgical mysteries from baptism and the Eucharist to the rites of the Blessing of the waters. Why is water so central to Christian religious life? Let us attempt to answer this question by turning to Biblical history and Christian tradition with particular reference to the office of Epiphany.

Water as a symbol of life as well as a means of cleansing, or purification, is of particular importance in Old Testament. It was created on the first day (Genesis 1:2, 6-8). The Spirit of God was hovering over the face of the waters (Genesis 1:2). The earth was founded upon the waters (Genesis 1:6-7, 9-10). God commanded the water to bring out an abundance of living souls (Genesis 1:20-21). In some sense the element is close to God (Psalms 17; 28:3; 76:17, 20; 103:3; 148:4). God is compared with the rain (Hosea 6:3). Water brings life (cf. Exodus 15:23-35; 17:2-7; Psalms 1:3; 22:2; 41:2; 64:10; 77:20; Isaiah 35:6-7; 58:11) and joy (Psalm 45:5). It is a powerful purifying element and can destroy evil and enemies as in the stories of the Flood and the flight of Israel from Egypt (Genesis 3:1-15; Exodus 14:1-15:21). According to Old Testament Law, it cleanses defilement (Leviticus 11:32; 13:58; 14:8, 9; 15:17; 22:6; cf. Isaiah 1:16) and is used in sacrifices (Leviticus 1:9, 13; 6:28; 1 Kings 18:30-39), in which context the Bible mentions the living water (Leviticus 14; Numbers 5; 19). Water heals, as can be seen from the stories of Naaman the Syrian cured from his leprosy in the waters of Jordan (2 Kings 5:1-14) and the annual miracles at Bethesda in Jerusalem (John 5:1-4). John the Baptist used the water of the Jordan to cleanse people's sins which reminded typical Jewish custom (Matthew 3:1-6; Mark 1:4-5; Luke 3:2-16; John 1:26-33) - even Christ came to be baptized (Matthew 3:16; Mark 1:10). On the other hand, water is also the habitat of serpents whose heads God crushed (Psalm 73:13-14) and of the dragon (Job 41:25; Psalm 103:26).

We can see from this the belief common in the Old Testament that water is a mystically powerful element which, being connected with God in some way, can cleanse sins, inner and outer defilement, and regenerate the human body. It is more possible to expect that water has taken on the mystical aspect of life.

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## SIGNIFICANCE OF WATER IN BUDDHISM

POSTED BY SHEN SHIFAN ON FEB 8, 2011 IN MIX | 12 COMMENTS



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### Something written for an inter-religious exhibition:

The offering of water at Buddhist shrines symbolises the aspiration to cultivate the virtues of calmness, clarity and purity with our body, speech and mind. It reminds us to diligently cleanse ourselves of our spiritual defilements of attachment, aversion and delusion through the generating of generosity, compassion and wisdom. Upon perfection of these qualities, enlightenment (synonymous with True Happiness) will be realised.

When Buddhists participate in the bathing of images of Prince Siddhartha (the Buddha to be) with ladles of water on Vesak Day, it reminds us to purify ourselves, to reveal our innate Buddha nature, which is not unlike that of the Buddha. Water also represents the sweet 'nectar' of the Buddha's teachings, which quenches our spiritual thirst and nourishes us spiritually. Water is also sprinkled in consecration ceremonies during chanting services in temples and homes for blessing purposes.

While the Buddhas and Bodhistvas, being enlightened and thus liberated do not require our offerings, we nevertheless make offerings regularly in the presence of their images for the accumulation of merits, and to constantly remind us to be steadfast in walking the spiritual path towards the same enlightenment they attained.

In the Vajrayana tradition, instead of offering only a single cup of water, there is the custom of offering seven bowls of water, which represent the seven limbs of prayer. These seven components include the (1) Paying of homage, (2) Giving of offerings, (3) Repentance of misgivings, (4) Rejoicing in goodness, (5) Requesting the Buddhas to remain, (6) Inviting them to teach, and (7) Dedicating of merits. The Seven Limb Prayer, which in essence summarises all Buddhist prayers is as follows:

# The Role of Water in Sikhism

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by Sarah Milby on 28 February 2014 • 28 [Tweet](#)

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### Transcript of The Role of Water in Sikhism

#### Water in Sikhism

##### Ablution

Similar to Hinduism, water is a key part of Sikh prayer. Water is thought to purify and clean the soul and mind as well as the body.

##### Sarovar

Sarovar refers to a sacred pool of water near a gurdwara (a Sikh temple) and may be: A square or rectangular open pool with steps descending into the water.

A moat-like structure completely or partially surrounding the gurdwara fed from a river or other water source.

A covered tank or well beneath the ground.

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## Chinese Character for "Water"



Water is one of the five elements of Chinese philosophy, along with wood, fire, earth, and metal. Water is viewed as a life source, which likely stems from its importance in the natural world and for sustaining life. China's east coast contains 9,000 miles of shoreline and is home to two of the world's six largest rivers, the Yangtze, which is the third largest, and the Yellow, which is the 6th.

### Related Content



Chinese character for "water," sometimes used as a symbol for Confucianism. Wikimedia Commons

# SECTION 3: THE VALUE OF BALANCE



## SECTION 3: THE VALUE OF BALANCE

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Over the years, the word “Balance” has appeared in hundreds of studies, reports, resolutions, declarations and agreements, across multiple sectors and systems.

They all hailed the Value of Balance.

For whatever reason, neither their authors nor their successors, practised what they preached.

See for yourself in this very small selection of studies, reports, resolutions, declarations and agreements.

When reading any such erudite documentation in future, search it for the word “balance.” If it is not mentioned, reconsider its value to the endeavour at hand.



### Manila Declaration on World Tourism 1980

#### A Declaration

The World Tourism Conference

Held at Manila, Philippines, from 27 September to 10 October 1980, convened by the World Tourism Organization with the participation of 107 delegations of States and 91 delegations of observers, in order to clarify the real nature of tourism in all its aspects and the role tourism is bound to play in a dynamic and vastly changing world, as well as to consider the responsibility of states for the development and enhancement of tourism in present-day societies as more than a purely economic activity of nations and peoples,

5. There are many constraints on the development of tourism. Nation and groups of nations should determine and study these constraints, and adopt measures aimed at attenuating their negative influence.
6. The share tourism represents in national economies and in international trade makes it a significant factor in world development. Its consistent major role in national economic activity, in international transactions and in securing **balance** of payments equilibrium makes it one of the main activities of the world economy.
7. Within each country, domestic tourism contributes to an improved **balance** of the national economy through a redistribution of the national income. Domestic tourism also heightens the awareness of common interest and contributes to the development of activities favourable to the general economy of the country. Thus, the development of tourism from abroad should be accompanied by a similar effort to expand domestic tourism.

#### Finds that:

1. Technological cooperation in the field of tourism aims at reducing the cost of producing tourist services, improving their quality, strengthening the infrastructure and promoting technological self-sufficiency.
2. It therefore increases the contribution of tourist activities to the development process.
3. Adequate and equitable technological cooperation avoids the recurrence of mechanisms of underdevelopment, income **imbalance** and dependence.
4. The transfer of technology should be carried out in a planned way, so as to enable its assimilation by the receiving countries without causing a break between tradition and innovation.
5. Technology transfer may have detrimental effects or may not attain the objectives desired if it is not carried out under appropriate conditions and in a human environment suitable and appropriate for receiving and assimilating it; States must make it their essential concern to ensure that in all technology transfers the preliminary conditions required for its acceptance in the human environment are present.



### Acapulco Document 1982

The World Tourism Meeting,<sup>1</sup>

Convened by the World Tourism Organization at Acapulco, Mexico, from 21 to 27 August 1982 and held with the participation of seventy-nine delegations of States and fifty-seven delegations of observers, with a view to progressively implementing the aims set by the Manila Declaration on World Tourism as a result of the World Tourism Conference (Manila, September – October, 1980),

5. Is of the opinion that, in the interest of equitable participation in travel and holidays on the part of everyone, the necessary international solidarity will have to prevail so as to arrive

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<sup>2</sup> Manila Declaration A

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in the future at a **balanced** situation that is essential for satisfying the right of access to holidays of all layers of the population and the least favoured in particular;

- c) **The role of domestic tourism in the development of present-day tourism**
  - i. In view of the fact that domestic travel accounts for the vast majority of total tourist flows worldwide and that the aim of domestic tourism development reflects the inevitable, States should increase their efforts to ensure that this development is constant and ever more harmonious.
  - ii. Most non-industrialized countries are continuing to progress in their social and economic development. This transformation entails many changes in the behaviour of populations in terms of their civic conscience, the **balance** of their family life, their cultural achievements and their aspirations to happiness. It considerably increases, inter alia, the demand for services in a hitherto somewhat neglected sector.
  - iii. Domestic tourism enables the individual to take spiritual possession of his own country, just as it prepares him for a universal perspective.
10. **Invites** States and all public and private bodies concerned, as well as the World Tourism Organization, to take into account the guidelines and considerations emerging from its work, so as to fulfil the aims proposed for a fresh, more **balanced** expansion of tourism, within the framework of their development policies and in the spirit of the Manila Declaration;

## SECTION 3: THE VALUE OF BALANCE

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### The Hague Declaration on Tourism 1989

The Inter-Parliamentary Conference on Tourism,

Organized at The Hague (Netherlands) from 10 to 14 April 1989 jointly by the Inter-Parliamentary Union (IPU)<sup>1</sup> and the World Tourism Organization (WTO)<sup>2</sup>, at the invitation of the Netherlands Inter-Parliamentary Group,

- d) That the development of domestic tourism be equally encouraged with the promotion of international tourism. A strong base of domestic tourism will be a big asset for the development of international tourism in the country.
- e) That even in planning for domestic tourism, the Master Plan approach on an area basis is developed to bring about a **balanced** and integrated growth for the benefit of the community; and
- f) That the overall capacity of the natural, physical and cultural environment of destinations to receive tourism (carrying capacity) be always carefully taken into consideration.

### The Osaka Tourism Declaration 1994

The World Conference of Tourism Ministers,

Held on November 3 and 4, 1994 in Osaka, Japan, at the invitation of the Minister of Transport of Japan and under the auspices of the World Tourism Organization, to commemorate the opening of Kansai International Airport, attended by delegations of 78 countries and areas, 18 local governments, and 5 observers,

- 4. Tourism is an effective means of income redistribution between countries and thus also contributes to a more **balanced** development of world economies. Income redistribution through tourism is readily attainable for most countries and can help adjust the **imbalance** of international trade. Tourism can be particularly important to developing countries which have no other effective means of foreign currency acquisition. Moreover, international cooperation from developed countries and appropriate organizations and institutions can help contribute significantly to the economic growth of developing countries.

### Conclusions and Recommendations of the Cadiz International Forum 1995

1. Meeting at Cadiz, Spain, at the invitation of the World Tourism Organization (WTO) and Cadiz City Council, the 300 parliamentarians and local elected officials from 52 countries participating in the International Forum on 16 and 17 March 1995 have decided to draw the attention of all public decision-makers, i.e. governments, parliaments and local authorities, to the economic importance of tourism and to the results that can reasonably be expected from this sector over the next twenty years.

16. They underscore the complexity of an appropriate promotion policy which should reflect the overall image of a destination, broader than its tourism image alone, as well as the necessity of reconciling the legitimate desire of local elected officials to develop their own destinations, with the difficulties of communicating with distant generating markets where the perception is blurred by distance and a host of different messages. For this reason, the value that often exists in incorporating local promotional activities within broader communication campaigns carried out regionally or nationally or of coordinating such campaigns should be underscored. Activities carried out under the auspices of the public authorities should also be harmonized with the advertising campaigns undertaken by the private sector, which is eventually responsible for marketing the products. A **balanced partnership between the State, regions, local councils and the private sector** for tourism promotion is very often the prerequisite of truly successful communication with foreign markets.

### Charter for Sustainable Tourism 1995

We, the participants at the World Conference on Sustainable Tourism, meeting in Lanzarote, Canary Islands, Spain, on 27-28 April 1995,

2. Tourism should contribute to sustainable development and be integrated with the natural, cultural and human environment; it must respect the fragile **balances** that characterize many tourist destinations, in particular small islands and environmentally sensitive areas. Tourism should ensure an acceptable evolution as regards its influence on natural resources, biodiversity and the capacity for assimilation of any impacts and residues produced.

## SECTION 3: THE VALUE OF BALANCE

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### Bali Declaration on Tourism 1996

The Second International Forum on “Parliaments and Local Authorities: Tourism Policy-Makers”, held in Indonesia, from 24 to 27 September 1996, convened by the World Tourism Organization (WTO), in cooperation with the Government of Indonesia and with the support of the House of Representatives of this country, was opened by the Speaker of the House of Representatives of the Republic of Indonesia, and was attended by 465 delegates representing 72 countries comprising members of parliaments, local authorities, national tourism administrations and tourism industry.

That tourism can really enhance the quality of human relationships, regardless of ethnic, racial, religious or socio-cultural differences and has a great role to play not only in promoting mutual understanding and better relations among nations but also in helping to bring about world peace;

That tourism is based on the diversity of nature, religions, cultural values and traditions and it can have both negative and positive influences, so **balanced** relationships between people and their natural and cultural environment need to be preserved and national identity invigorated;

2. Tourism development in tourist destination areas must be able to maintain a **balance** between the interests of local communities and those of tourists; tourism development is to promote a tolerant attitude between tourists and local communities based on the principle of equality

### Malé Declaration on Sustainable Tourism Development 1997

Adopted at the Asia-Pacific Ministers' Conference on Tourism and Environment (Malé, Maldives, 16 February 1997)

**Seek** greater international and regional cooperation among Asian-Pacific nations in collaborating on sustainable tourism programs and sharing resources, expertise and information on best practices and experiences;

**Call** on the WTO and other appropriate bodies to expand the base of knowledge on sustainability issues, problems, and solutions for achieving sustainable **balance**;

**Strengthen** and promote cooperation with the many tourism-related businesses and organizations that comprise the private and non-governmental sectors, in recognition of the costs and effort that sustainability requires for optimizing opportunities; and

## SECTION 3: THE VALUE OF BALANCE

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### Osaka Millennium Declaration 2001

Tourism Leaders of the public and private sectors from all over the world participating in the Millennium Conference of Tourism Leaders held in Osaka, Japan, on 30 September and 1 October 2001 as part of the 14th Meeting of the General Assembly of the World Tourism Organisation, concluded and have endorsed the following declaration:

#### **B Preservation of natural and cultural heritage through tourism**

Tourism development must be firmly based on the principles of sustainability to ensure a **balance** between the needs of local communities, the protection of natural and cultural resources and visitor satisfaction. Sustainable tourism offers the best and most durable solution to the seemingly conflicting needs for conservation, on one hand, and for development, on the other.

### Tunis Declaration 2002

Second Conference of the Tourism Recovery Committee in the Mediterranean Region  
Tunis (Tunisia), 1 March 2002

The Ministers of Tourism, along with the public and private tourism officials of the Mediterranean countries, in their meeting in Tunis on 1 March 2002 in the framework of the Second Conference of the Tourism Recovery Committee in the Mediterranean Region;

**Call on** tour operators and airlines in generating markets to show understanding, commercial dynamism and long-term vision in their relations with the Mediterranean destinations they work with;

**Stress** that the revival of tourism activity is beneficial for both generating and receiving countries and that responsible, **balanced** dialogue between North and South requires a will for partnership and co-development;

**Insist** that those responsible for the media and international information channels should disseminate a serene, objective image of tourism destinations and avoid over-generalization;

## SECTION 3: THE VALUE OF BALANCE

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### The Bukhara Declaration on Silk Road Tourism 2002

We, the participants in the Fourth International Meeting on the Silk Road, gathered in the ancient heritage city of Bukhara:

Recognizing the value of tourism as a contributor to peaceful coexistence, mutual understanding and respect among people and as an instrument for the dissemination of knowledge about historical, cultural and spiritual values.

**Invite** local and international stakeholders to invest in Silk Road tourism facilities, which would both bring economic benefits and serve as a source of local incomes, jobs and social and economic stability;

**Appeal** to all the Governments, in observance of the Global Code of Ethics for Tourism, to issue **balanced** advisories to their nationals without prejudicing in an unjustified and exaggerated manner the tourism industry of the Silk Road countries;

**Appeal** to all the media to disseminate honest and **balanced** information on the situation in the Silk Road countries, which could influence the flow of tourists;



The Perfectly balanced skyline of mosques, minarets and mausoleums in the World Heritage Site of Bukhara

### Davos Declaration “Climate Change and Tourism: Responding to Global Challenges” 2007

Second International Conference on Climate Change and Tourism, in Davos, Switzerland, from 1 to 3 October 2007.

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To support this action the UN World Tourism Organization (UNWTO), jointly with the United Nations Environment Programme (UNEP) and the World Meteorological Organization (WMO), with the support of the World Economic Forum (WEF) and the Swiss Government, convened the Second International Conference on Climate Change and Tourism, in Davos, Switzerland, from 1 to 3 October 2007. This event, building on the results of the First International Conference organised on this topic in Djerba, Tunisia in 2003, gathered 450 participants from over 80 countries and 22 international organizations, private sector organizations and companies, research institutions, NGOs and the media, with the aim of responding in a timely and **balanced** way to climate change imperatives in the tourism sector. In preparation of this Conference the organizers commissioned a report to provide an extensive review of current impacts and analyse options for possible actions.

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#### 4. Research and Communications Networks:

- Encourage targeted, multi-disciplinary research on impacts of climate change in order to address regional gaps in current knowledge, develop tools for risk assessment and cost-benefit analyses with which to gauge the feasibility of various responses.
- Include environmental and climate specific subjects in the study curricula of tourism training programmes and extend these to broader educational systems.
- Promote responsible travel that supports “quadruple bottom line” sustainable tourism, incorporating climate, environmental, social and economic considerations.
- Raise awareness on tourism’s economic role as a tool for development, and present information on causes and effects of climate change based on sound science, in a fair, **balanced** and user-friendly manner.

## SECTION 3: THE VALUE OF BALANCE

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### Eivissa Declaration 2008

The International Congress “World Heritage, Tourism and Climate Change” was held in Eivissa, Spain, from 21 to 23 May 2008 and was attended by 215 participants from 10 different countries.

The participants of the International Congress “World Heritage, Tourism and Climate Change” express their appraisal for the efforts made by the Government of Spain as well as the Autonomic Government of the Balearic Islands and the Municipality of Eivissa led by the Tourist Excellence Plan, and the international organizations that supported the Conference, such as the UNESCO and The United Nations World Tourism Organization (UNWTO), for organizing this successful Conference, and wish to express their appreciation for the initiative designed by the organizers in order to **balance** the effect of the carbon emitted from the participant’s air travel by supporting the local project, that is, planting several trees on the city to mitigate the impact of the Conference.

### Aswan Recommendations on Maximizing Tourism’s Role in Linking Cultures 2011

The Aswan Recommendations were issued on the occasion of World Tourism Day 2011, under the patronage of H.E. the Prime Minister of Egypt, and under the auspices of UNWTO, in cooperation with the Ministry of Tourism of Egypt, celebrated around the theme, *Tourism – Linking Cultures* (Aswan, Egypt, 27 September 2011).

5. That the respect and protection of the ecological **balance** of the tourism destination be prioritized as essential for sustainable tourism and thus for understanding among peoples and cultures;
6. That support be afforded to the actions envisaged by UNWTO in the field of tourism and intercultural dialogue, given its fundamental aim to promote and develop tourism “with a view to contributing to economic development, international understanding, peace”.

Aswan, Egypt, 27 September 2011



## SECTION 3: THE VALUE OF BALANCE

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### Santiago de Compostela Declaration on Tourism and Pilgrimages 2014

The Ministry of Industry, Energy and Tourism of the Government of Spain, the Xunta de Galicia, the ministers of tourism and other authorities of the member countries of the World Tourism Organization (UNWTO), representatives of the tourism sector, civil society, religious communities, international organizations, universities and experts met in Santiago de Compostela from 17 to 20 September 2014 on the occasion of the First UNWTO International Congress on Tourism and Pilgrimages.

5. To respect the millenary ethical values and traditions of local faith and indigenous communities, which contribute to maintaining the sustainability, integrity and **balance** of pilgrimage routes and of cultural heritage and sacred sites; and
6. To encourage new initiatives and the creation of international networks that foster the exchange of experiences at the level of research, training of tourism professionals, promotion, marketing and the management of pilgrimage routes and sites, that engage faith groups and local communities as equal partners in developing spiritual tourism in a sustainable manner.

Adopted in Santiago de Compostela, Spain, on 19 September 2014



Former UNWTO Secretary-General Dr Taleb Rifai addressing the opening ceremony of this Congress.  
Pix: Imtiaz Muqbil

### **Bethlehem Declaration on Religious Tourism as a Means of Fostering Socio-Economic Development of Host Communities 2015**

The representatives of National Tourism Administrations, Cultural and Heritage Administrations, and other authorities of Member States of the World Tourism Organization (UNWTO), together with representatives of the tourism industry, civil society, religious communities, international and regional organizations, non-governmental organizations, universities and experts meeting in Bethlehem, Palestine, on 15 and 16 June 2015, on the occasion of the *International Conference on Religious Tourism: Fostering sustainable socio-economic development in host communities*,

**Develop** a network to foster co-operation and exchange of information and good practices on tourism management in religious sites to ensure that the needs of pilgrims, visitors, and host communities are met;

**Encourage** new policies and approaches to the development, management and promotion of tourism in religious sites, including sacred natural sites, seeking sustainable and inclusive models that enable the adequate participation of traditional custodians and host communities, enhance the socio-economic benefits of religious tourism at the local level and provide a **balance** between the needs of religious tourists and tourists visiting religious sites for other purposes;

#### 4. Research and Communications Networks:

- Encourage targeted, multi-disciplinary research on impacts of climate change in order to address regional gaps in current knowledge, develop tools for risk assessment and cost-benefit analyses with which to gauge the feasibility of various responses.
- Include environmental and climate specific subjects in the study curricula of tourism training programmes and extend these to broader educational systems.
- Promote responsible travel that supports “quadruple bottom line” sustainable tourism, incorporating climate, environmental, social and economic considerations.
- Raise awareness on tourism’s economic role as a tool for development, and present information on causes and effects of climate change based on sound science, in a fair, **balanced** and user-friendly manner.

## SECTION 3: THE VALUE OF BALANCE

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### Medellín Statement on Tourism and Air Transport for Development 2015

We, the representatives of Member States and private sector entities, attending the Joint World Tourism Organization (UNWTO) / International Civil Aviation Organization (ICAO) High-Level Forum on Tourism and Air Transport for Development, held concurrently with the 21st session of the UNWTO General Assembly in Medellín, Colombia, gathered to discuss and strengthen the path of cooperation of tourism and air transport by addressing today's challenges related to policy convergence, connectivity, competitiveness and travel facilitation with a view to harnessing the full potential of these sectors to create jobs, drive inclusive growth and foster sustainable development and in support of the United Nations (UN) Sustainable Development Goals (SDGs),

11. Under a gradual and **balanced** liberalization of air services, regional and global air links would be expanded and connectivity would be increased. Competitiveness would improve, foreign direct investment would increase, and economic development would accelerate. Governments should therefore actively pursue the continuous liberalization of international air transport to the benefit of all stakeholders and the economy at large guided by the need to ensure respect for the highest levels of safety and security and the principle of fair and equal opportunity for all States and their stakeholders.

### Beijing Declaration 2016 on Sustainable Tourism as a driver of Development and Peace

We, the representatives of the tourism administrations, international and regional organizations, the private sector, academia and civil society, gathered at the First World Conference on Tourism for Development, organized by the Government of the People's Republic of China and the World Tourism Organization (UNWTO) in Beijing, China, on 18–21 May 2016,

6. The UN General Assembly resolution A/RES/70/1 of 25 September 2015 on Transforming our world: the 2030 Agenda for Sustainable Development, which adopts a comprehensive people-centered set of universal and transformative Sustainable Development Goals (SDGs), as well as considerations related to the means of implementation and follow-up and review, and commits to achieving sustainable development in its three dimensions – economic, social and environmental – in a **balanced** and integrated manner;

# SECTION 3: THE VALUE OF BALANCE



FIGURE 3

**Beyond income, beyond averages and beyond today: Exploring inequalities in human development leads to five key messages**



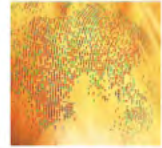
Source: Human Development Report Office.

**Fifth, redressing inequalities in human development in the 21st century is possible—if we act now, before imbalances in economic power translate into entrenched political dominance.** Improvements in inequality for some basic capabilities show that progress is possible. But the record of progress in basic capabilities in the past will not respond to people’s aspirations for this century. And doubling down on reducing inequalities in basic capabilities further, while needed, is not enough. If en-

Power imbalances are at the heart of many inequalities. They may be economic, political or social. For example, policies might need to reduce a particular group’s disproportionate influence in politics. They might need to level the economic playing field through antitrust measures that promote competition for the benefit of consumers. In some cases, addressing the barriers to equality mean tackling social norms embedded deep with a country’s history and culture. Many options would enhance both equity and efficiency—and the main reason they are not pursued often has to do with the power of entrenched interests who stand not to gain much from change.

### 4.

## Gender inequalities beyond averages: Between social norms and power imbalances



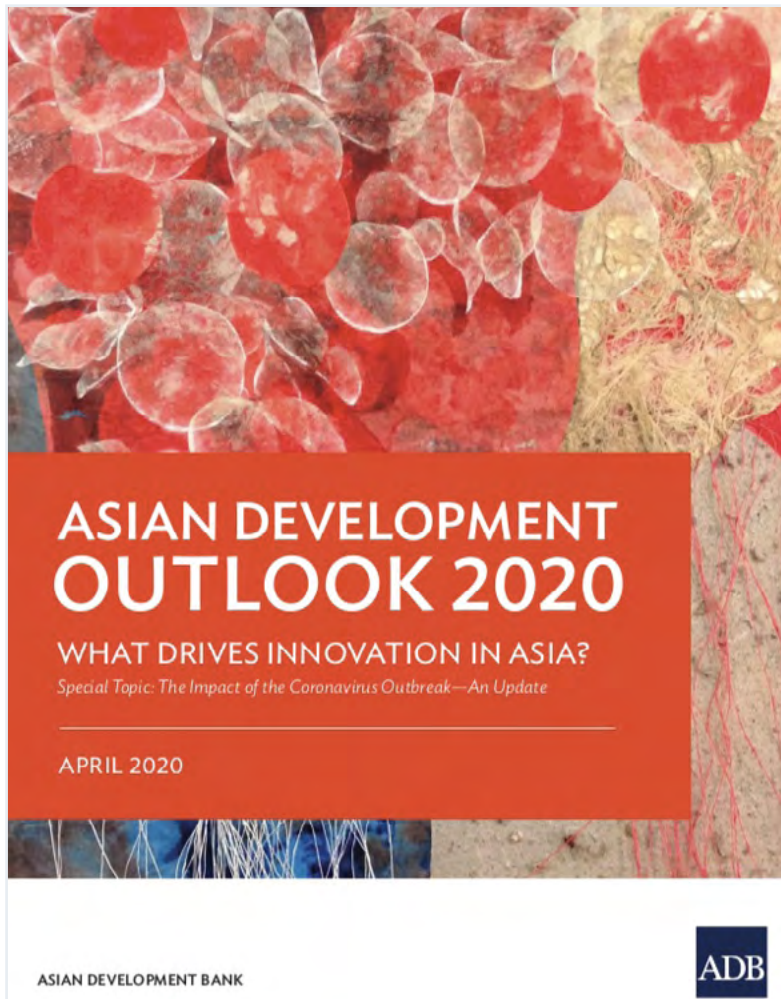
Gender disparities remain among the most persistent forms of inequality across all countries.<sup>1</sup> Given that these disadvantages affect half the world's people, gender inequality is arguably one of the greatest barriers to human development. All too often, women and girls are discriminated against in health, in education, at home and in the labour market—with negative repercussions for their freedoms.

Inequality is so hard to break because it is a vicious cycle. The power imbalance that comes with the concentration of wealth—and its interaction with politics, economics, society and narrative—enables the further concentration of wealth and a worsened power imbalance. The imbalance of power is what matters for fixing the injustice. As history shows—in the birth of the European welfare state, the US New Deal and Great Society, free education in Kenya, the National Rural Employment Guarantee Act in India, free HIV medicines in South Africa and the declines in inequality in Latin America in the early 21st century—the momentum for action to tackle inequality requires pressure from below.

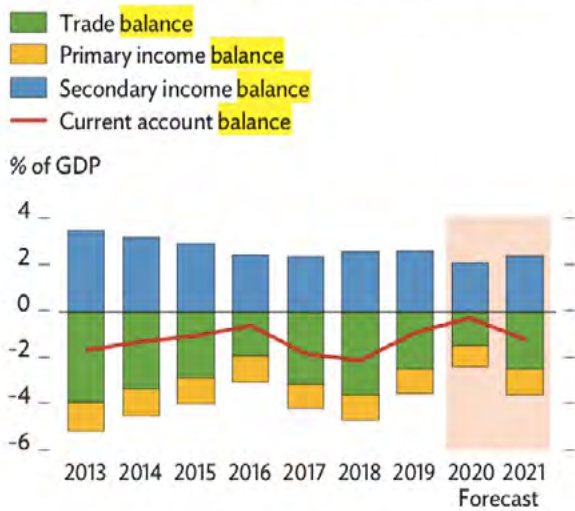


**7) Make sure your response is **balanced** across these seven dimensions:**

- *Communications:* Employees will likely be exposed to conflicting information and feel anxious or confused about the best course of action. Be sure to communicate policies promptly, clearly, and in a **balanced** manner. Furthermore, communicate contextual information and the reasoning behind policies so that employees can deepen their own understanding and also take initiative in unanticipated situations, such as employee holidays in a restricted location or how to handle contractors.



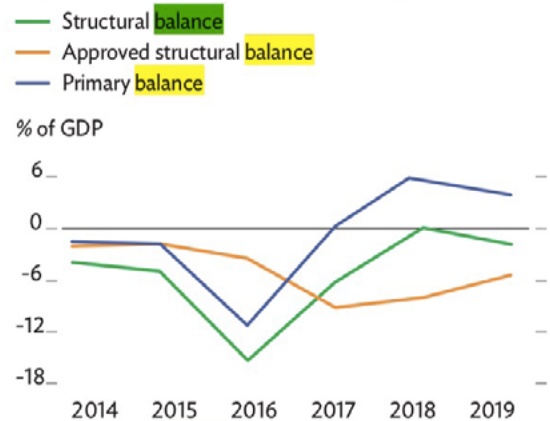
**Figure 3.17.16** Current account indicators



Note: Years are fiscal years ending on 31 March of the next year.

Sources: CEIC Data Company (accessed 9 March 2020); ADB estimates.

**Figure 3.10.5** Government budget



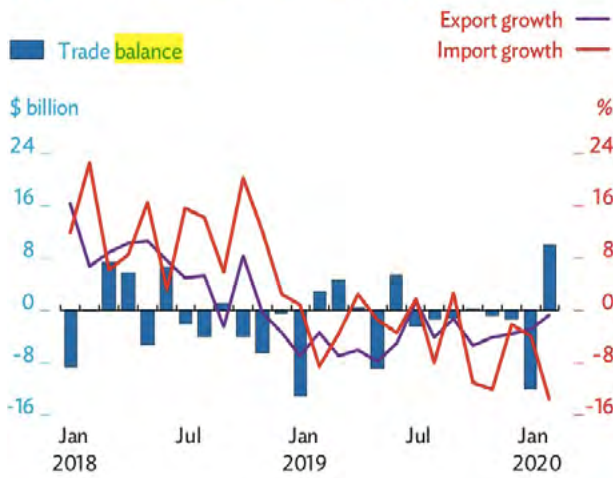
Note: Structural balance is the difference between the underlying revenue and total expenditure.

Source: National Statistics Office of Mongolia. 2020 Statistical Information Services. <http://1212.mn>; Parliament Resolution of the Government Budget, 2014-2019. <http://legalinfo.mn>.



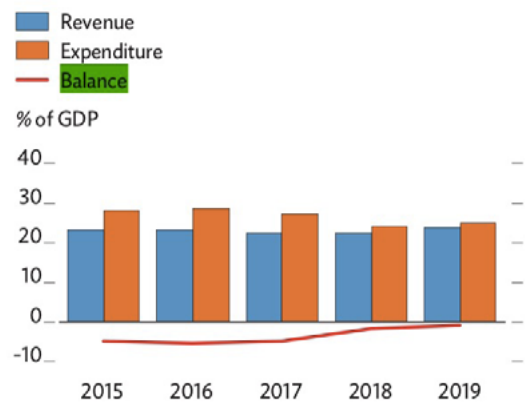
## SECTION 3: THE VALUE OF BALANCE

**Figure A1.10 Trade indicators, Japan**



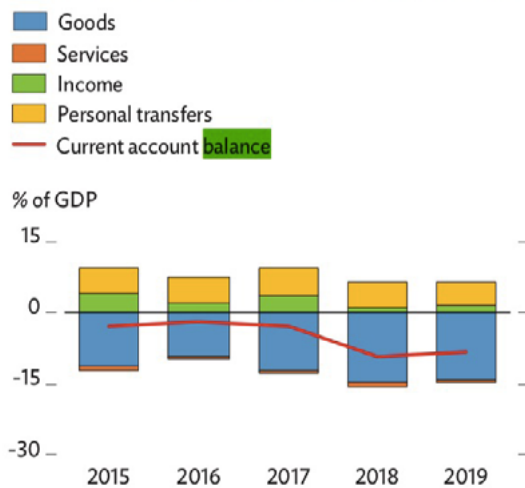
Sources: Haver Analytics; CEIC Data Company (both accessed 18 March 2020).

**Figure 3.1.4 Fiscal indicators**



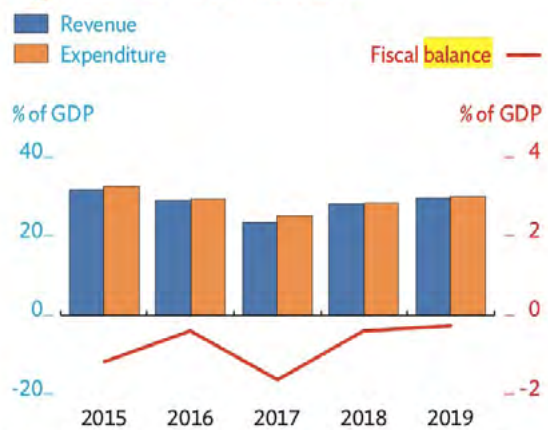
Sources: Ministry of Finance. <http://www.minfin.am>; Statistical Committee of Armenia. <http://www.armstat.am> (accessed 25 February 2020).

**Figure 3.1.6 Current account components**



Source: Central Bank of Armenia. <http://www.cba.am> (accessed 25 February 2020).

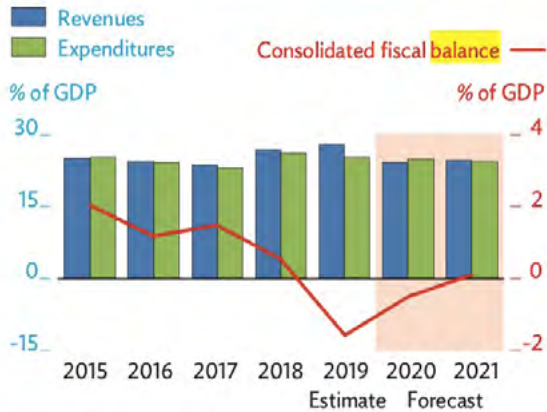
**Figure 3.2.5 Fiscal indicators**



Source: Ministry of Finance of the Republic of Azerbaijan.

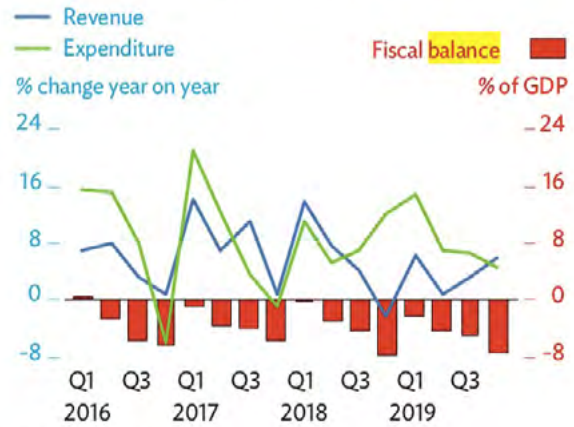
## SECTION 3: THE VALUE OF BALANCE

**Figure 3.8.10 Fiscal components**



Sources: International Monetary Fund; ADB estimates.

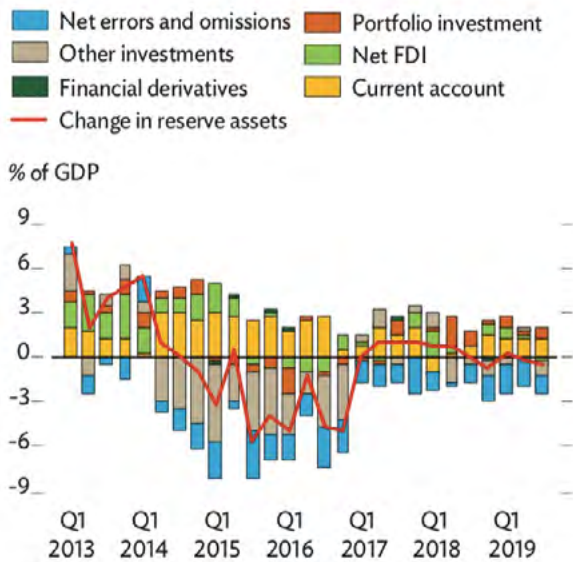
**Figure 3.11.12 General government fiscal revenue and expenditure**



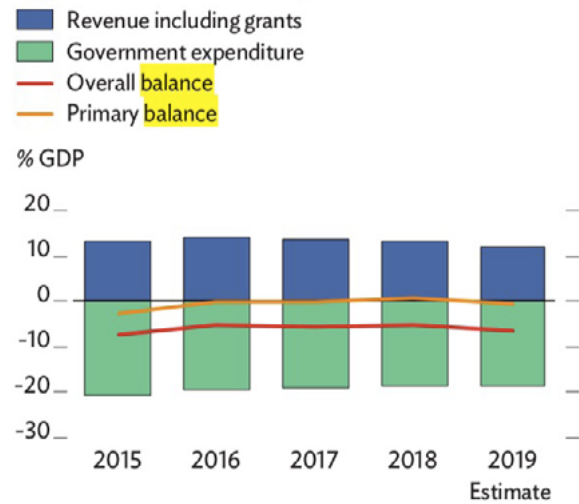
GDP = gross domestic product, Q = quarter.

Sources: Ministry of Finance; ADB estimates.

**Figure 3.11.23 Balance of payments: breakdown of capital flows**

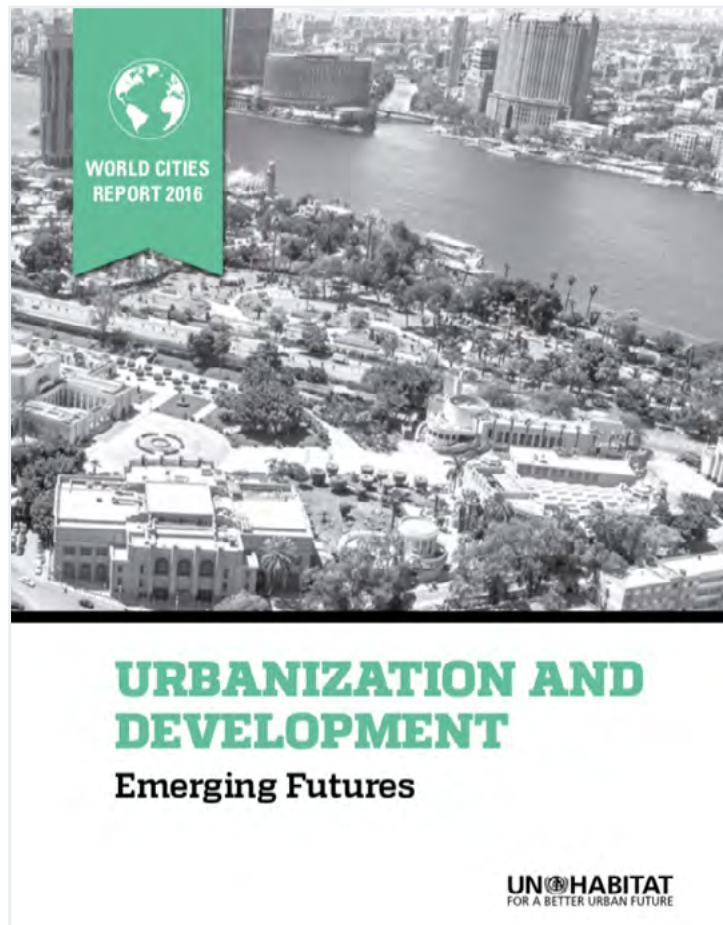


**Figure 3.21.7 Central government finance**



Note: Figures exclude revenue and expenditure transfers to provincial councils.

Sources: Central Bank Annual report various years; Ministry of Finance, Economy and Policy Development estimate.



- **Chapter 9: Principles for a New Urban Agenda** .....
- 9.1 An Analytic Framework for Urban Transformation and the Diversity of Outcomes.....
- 9.2 Urban Dynamics and Imbalances .....
- Geographies.....
- Ecologies .....
- Economies .....
- Cultures .....
- Institutions .....
- Technologies .....
- 9.3 Defining the Guiding Principles for a New Urban Agenda .....
- 9.4 Regional Urban Challenges and the New Urban Agenda .....
- Developed countries: Urban opportunities and challenges.....
- Developing countries: Urban opportunities and challenges.....
- Developing countries: Observing differences through a regional lens .....

# 2.3

## **The Essential Role of Cities in Sustainable Development**

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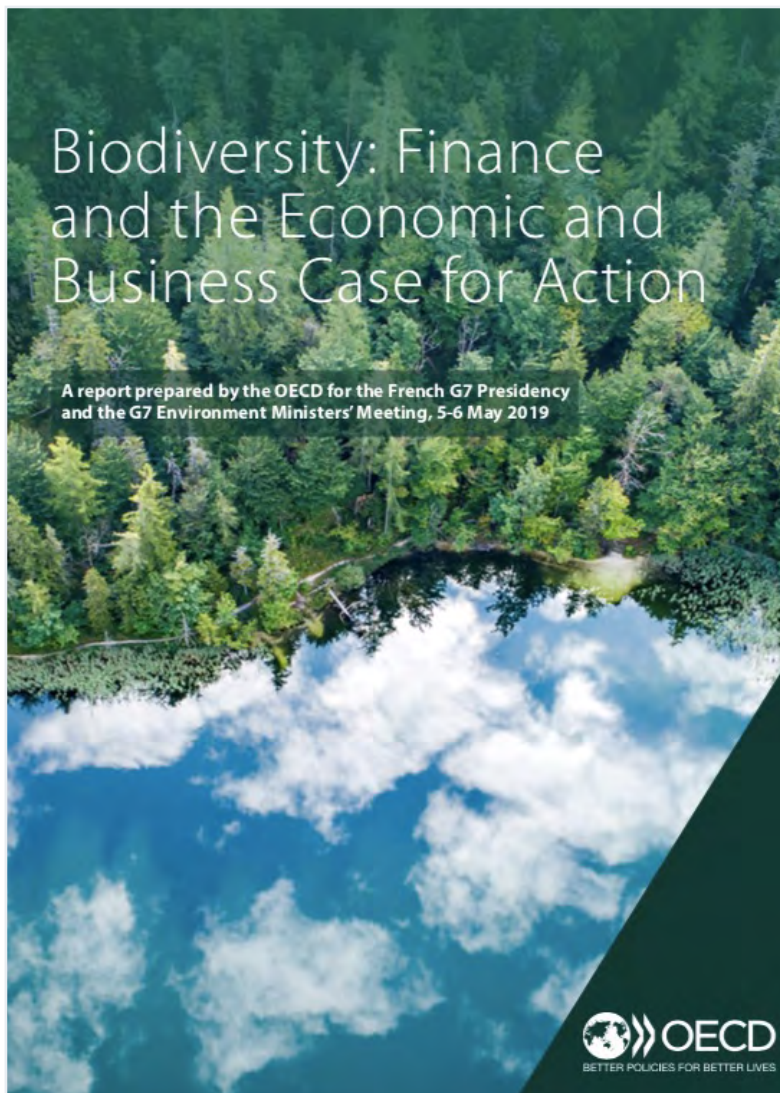
While there are numerous definitions of sustainable development, many start with the definition provided in the 1987 Brundtland Report: “Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”<sup>62</sup> The goals for sustainable cities are grounded on a similar understanding— urban development which strives to meet the essential needs of all, without overstepping the limitations of the natural environment. A sustainable city has to achieve a dynamic **balance** among economic, environmental and socio-cultural development goals, framed within a local governance system characterized by deep citizen involvement and inclusiveness.<sup>63</sup>

The newly adopted 2030 Agenda for Sustainable Development presents 17 Sustainable Development Goals that replace the previous Millennium Development Goals

**Despite shifts in planning thought, whereby compact cities and densification strategies have entered mainstream urban planning practice, the market has resisted such approaches and consumer tastes have persisted for low-density residential land**

## SECTION 3: THE VALUE OF BALANCE

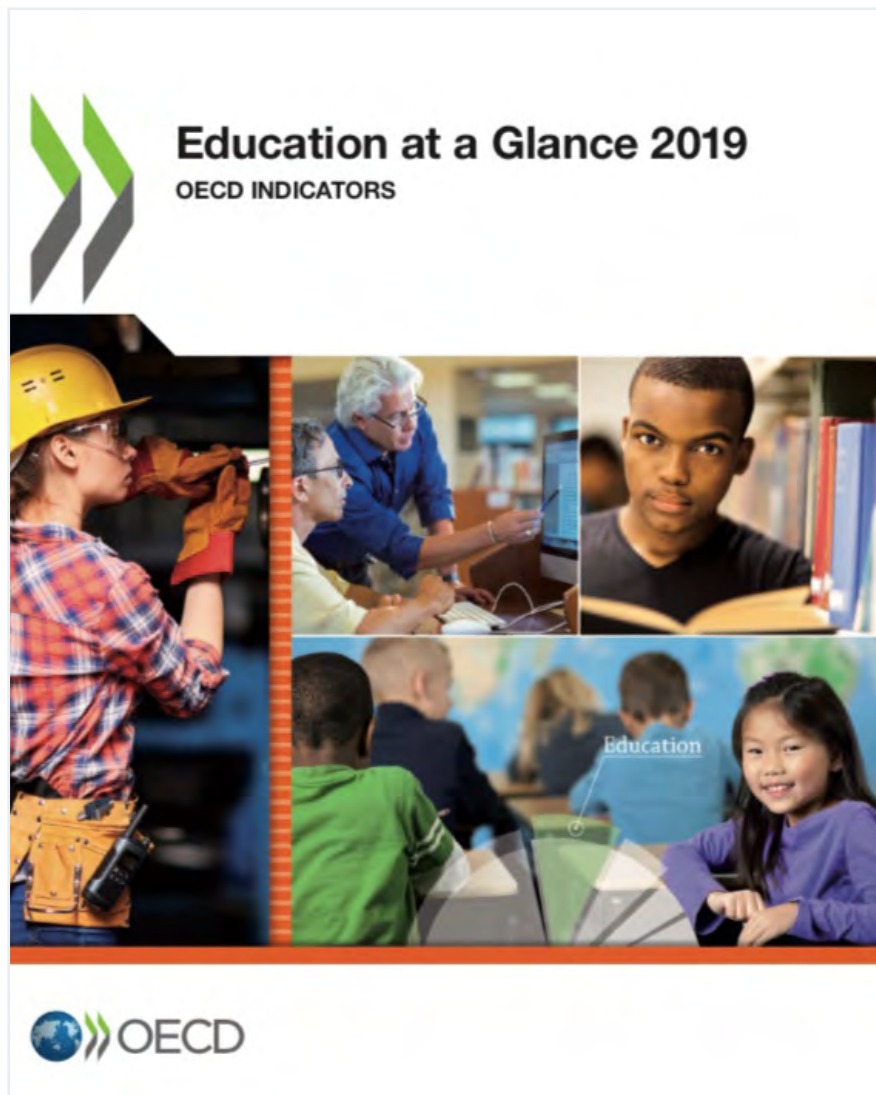
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**Restoration action at a landscape scale can help maximise synergies and manage potential trade-offs between ecosystem services, as well as **balance** competing demands for land or ocean resources.** It is important, therefore, to integrate restoration into broader land-use and marine spatial planning. Large-scale restoration should be an inclusive process, requiring the participation of a range of stakeholders, such as local and indigenous communities, local and national governments, and the private sector.

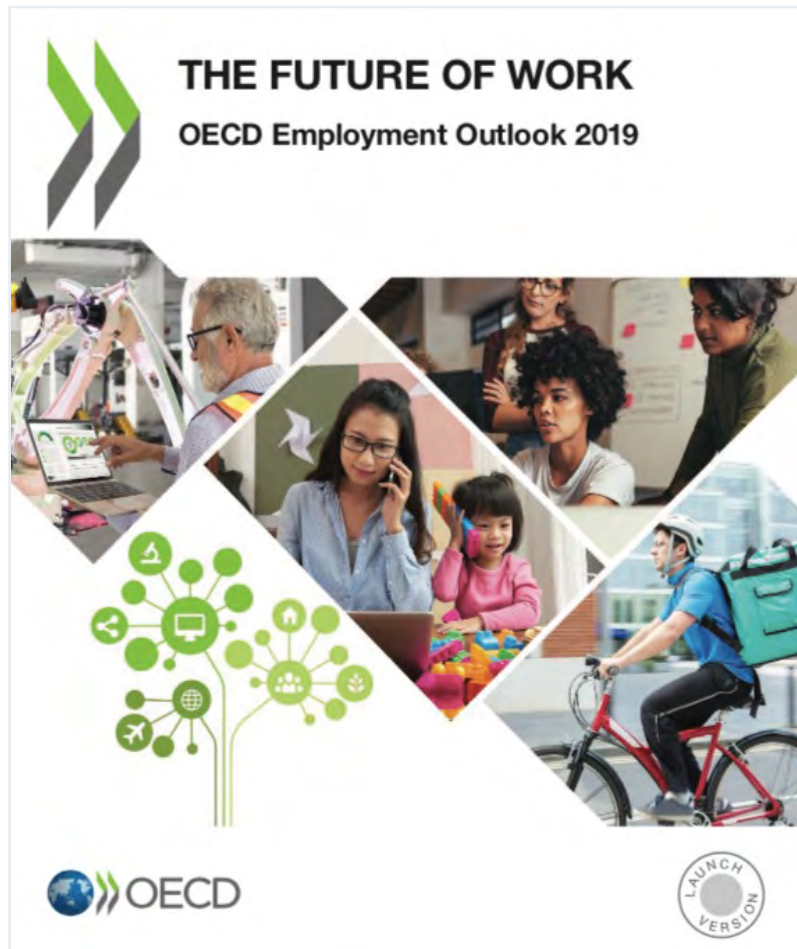
## SECTION 3: THE VALUE OF BALANCE

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### Refining – and redefining – education pathways

While education helps individuals acquire the skills needed to contribute to society, the expansion of tertiary education will only be sustainable if it **balance**s the supply of graduates with labour market needs. Easy access to funding and open admissions risks promoting tertiary education at the expense of other, much-needed vocational and professional qualifications, which are often perceived as less attractive pathways.



### Has the **balance** of power between bosses and workers tipped too far?

*Many workers have few alternative employment options and low bargaining power, particularly non-standard workers. Collective bargaining and trade union coverage has declined in most OECD countries, further weakening workers' bargaining power. Strong power imbalances favouring employers over workers tend to put downward pressure on labour demand and wages, but policies can help restore the **balance** and improve both equity and efficiency.*

*Technological change and globalisation hold great promise for further improvements in labour market performance.* Looking ahead, new technologies can give people greater freedom to decide where, when and how they work, which can improve work-life **balance** and create new opportunities for previously under-represented groups to participate in the labour market. Tedious and dangerous tasks can be automated, health and safety can be improved, and productivity boosted. Further globalisation can also have beneficial effects: it has spurred technological adoption and innovation, and contributed to productivity growth. Greater integration along global supply chains can also boost employment overall by expanding consumer demand. In short, these megatrends could contribute to more and better jobs in the future.

# THE FUTURE IS NOW SCIENCE FOR ACHIEVING SUSTAINABLE DEVELOPMENT



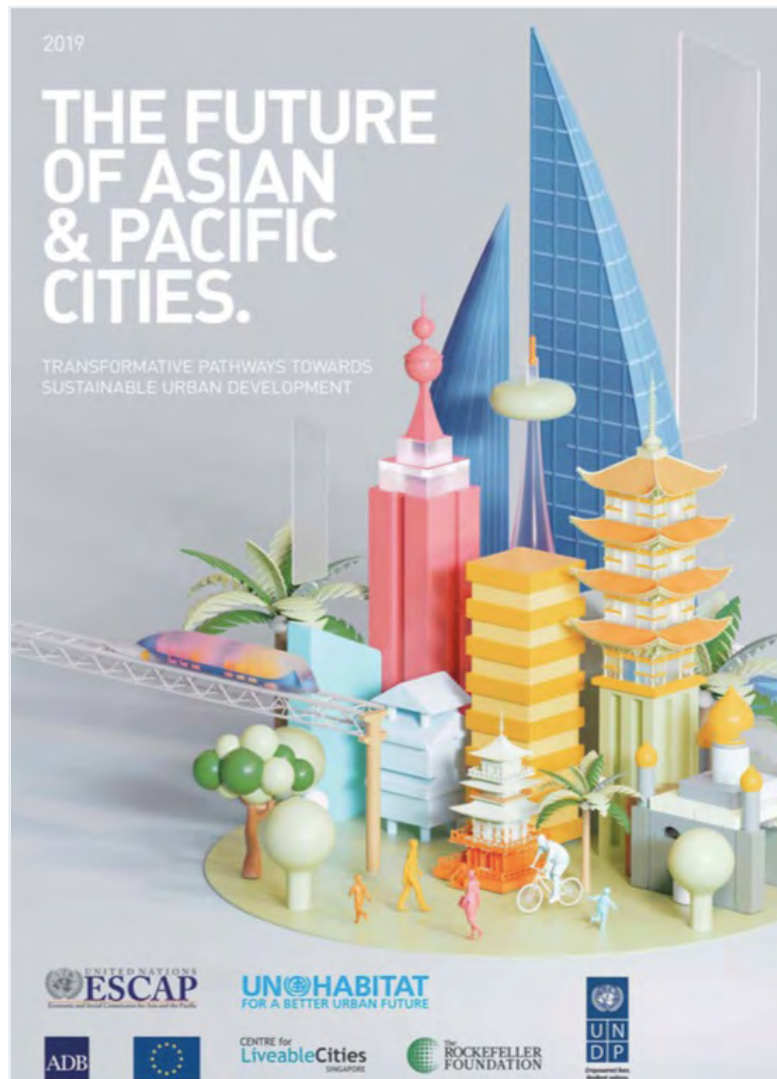
## Preface



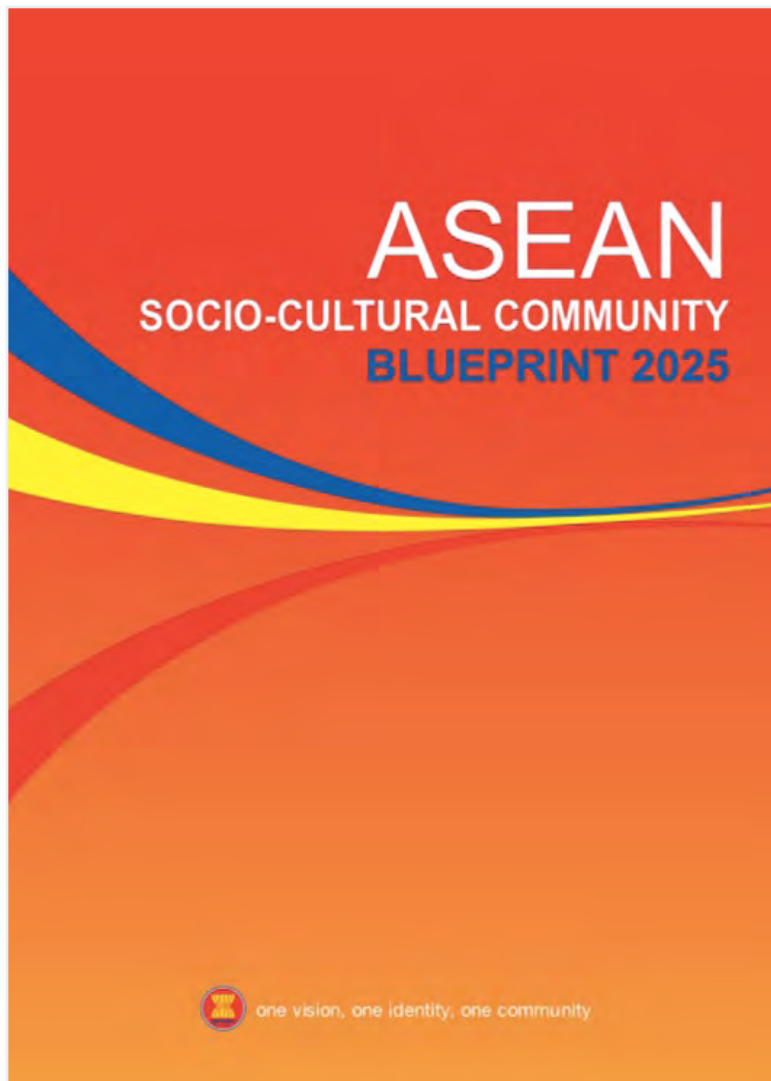
In 2015, United Nations Member States committed to the ambitious but achievable 2030 Agenda for Sustainable Development, charting a new path of **balance** for humanity and the planet.

Important steps have been taken, and innovative partnerships are taking shape. But if we are to achieve all of the Sustainable Development Goals, more needs to be done.





Effective and integrated urban planning and development enables cities to manage the trade-offs and **balance** the different priorities in the development process, empowering cities to achieve **balanced** outcomes of economic development, high quality of life and a sustainable environment. This process requires drawing long-term plans that set out local development goals in various domains to align priorities across stakeholders. Up-to-date and comprehensive



### C. SUSTAINABLE

14. In moving towards the realisation of the overarching goals of an ASEAN Community 2025, the ASCC envisions the achievement of a sustainable environment in the face of social changes and economic development.
15. The objective of this Characteristic is to promote and ensure balanced social development and sustainable environment that meet the needs of the peoples at all times. The aim is to strive for an ASEAN Community with equitable access to sustainable environment that can support its social development and its capacity to work towards sustainable development.



And finally, it is a story that can, and must, be changed. Modelling undertaken by the International Resource Panel shows that with the right resource efficiency and sustainable consumption and production policies in place, by 2060 growth in global resource use can slow by 25 per cent, global gross domestic product could grow 8 per cent – especially for low- and middle-income nations – and greenhouse gas emissions could be cut by 90 per cent compared with projections for continuing along historical trends. Such projections are based on the understanding that growth rates in emerging and other developing economies must be **balance**d by absolute reductions in resource use in developed countries.

# Healthy Living

Prevention and Self Care as a Lifestyle

Irina Barbalova, Global Lead, Health and Beauty



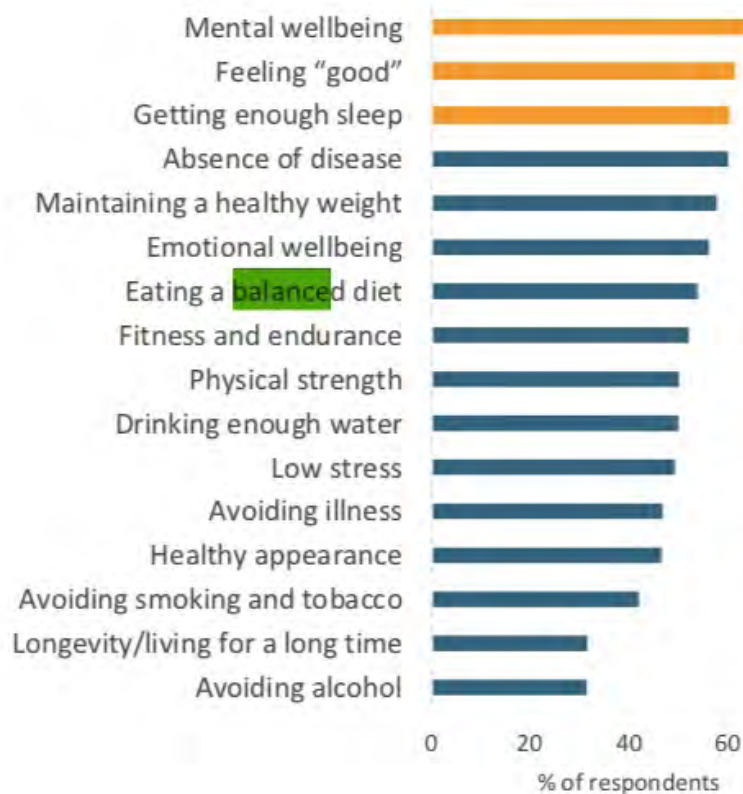
## HAPPINESS

Ultimate expression of health

Optimal **balance** of work, rest and play

Commercialising emotions


### Perceptions of Health



**WORKFORCE INSTITUTE**  
Kronos

### How to Be an Employer of Choice for Gen Z

Fulfilling the next-generation workplace wish list



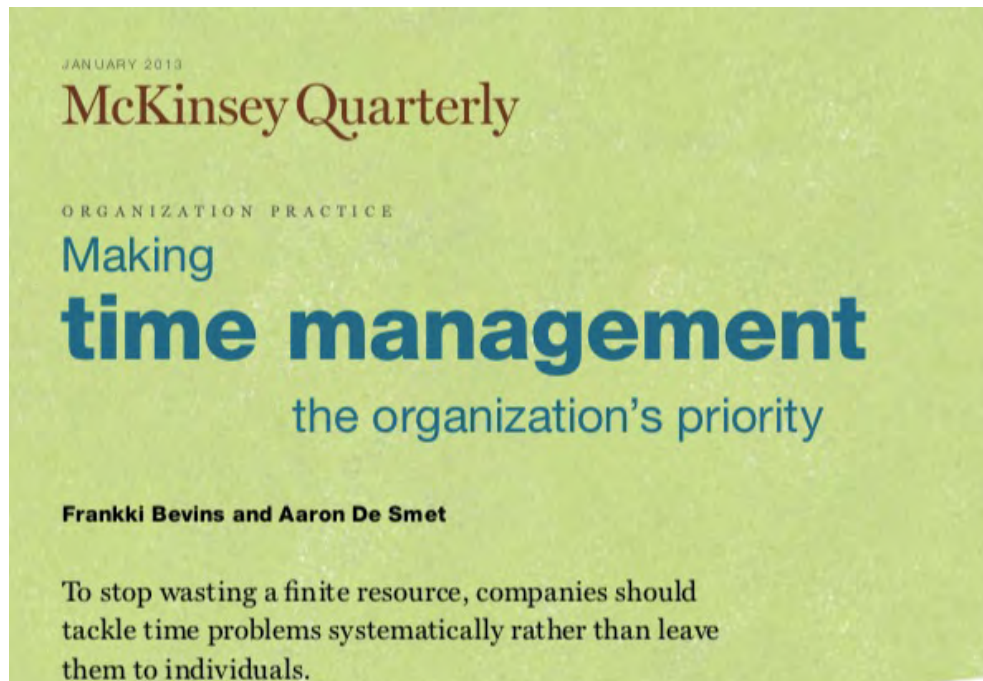
This is the third and final in a series of reports from The Workforce Institute at Kronos Incorporated and Future Workplace that examines attitudes of Gen Z in workplaces across Australia, Belgium, Canada, China, France, Germany, India, Mexico, the Netherlands, New Zealand, the U.K., and the U.S., including how their education has prepared them for the working world, their perceptions about the gig economy, and their voices on how to be an employer of choice for the next generation.

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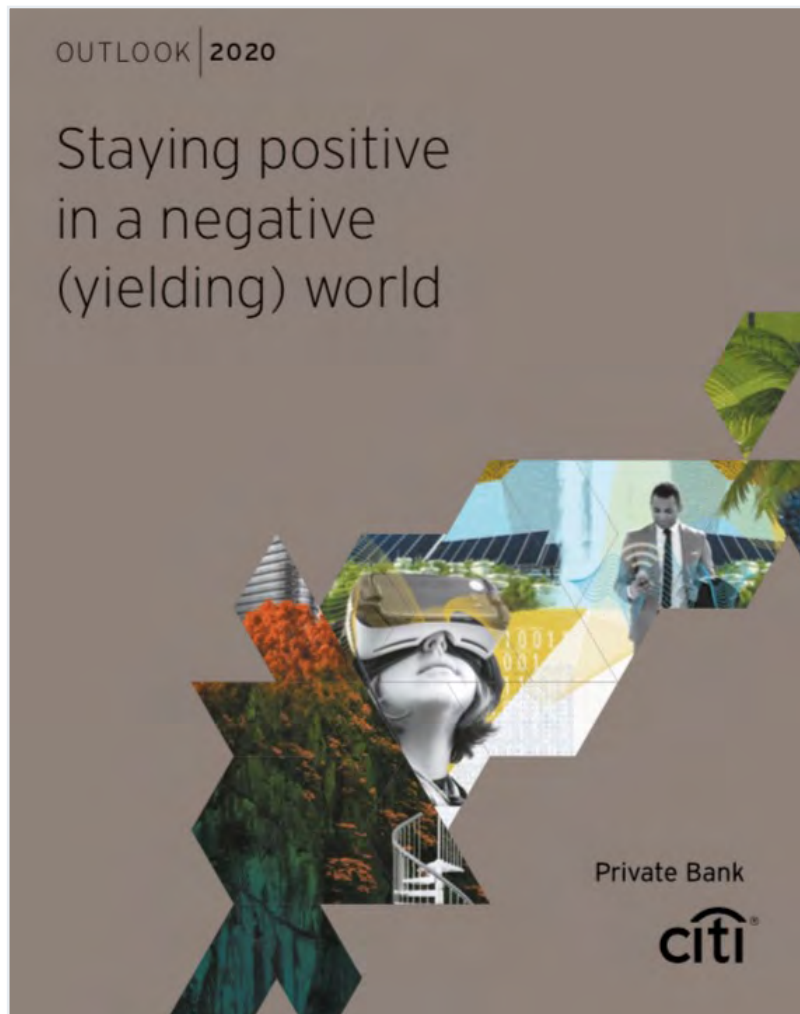
### Flexibility: One small step for employers, one huge factor for Gen Zers

On the hunt for a stable paycheck but a flexible job, 21% of Gen Zers rank schedule stability closely behind the importance of flexible working schedules (23%) when they consider what's most important in their first full-time job.

In the mission to **balance** workplace structure and schedule flexibility, employers across the globe should turn to intelligent and automated time-off requests and shift-swapping technology to ensure healthy staffing while empowering employees to work when, where, and how they want to.




Overall, the key seems to be **balance** (Exhibit 2). On average, executives in the satisfied group spend 34 percent of their time interacting with external stakeholders (including boards, customers, and investors), 39 percent in internal meetings (evenly split between one on ones with direct reports, leadership-team gatherings, and other meetings with employees), and 24 percent working alone.<sup>4</sup>



### KEY MESSAGES

- Citi Private Bank's Investment Philosophy informs our approach to helping families maintain, grow and wisely manage their assets
- We advise building complementary core and opportunistic portfolios
- Your globally diversified core portfolio should be fully invested over time and regularly **rebalanced**
- Your opportunistic portfolio seeks to enhance your overall risk-adjusted returns

Pew Research Center 

FOR RELEASE JULY 22, 2019

# Trust and Distrust in America

*Many Americans think declining trust in the government and in each other makes it harder to solve key problems. They have a wealth of ideas about what's gone wrong and how to fix it*

**BY** Lee Rainie, Scott Keeter and Andrew Perrin

A low interest rate environment is beneficial to the broad private equity and real estate markets. Core allocations with low liquidity needs can be invested in either private equity and real estate credit strategies that **balance** risk and reward by investing higher in the capital structure, benefiting from income and potential structural protection, while maintaining optionality to take advantage of distressed markets. The lack of liquidity in private markets may provide opportunity for those willing and able to assume illiquidity risk.

Another wrote: “Donald Trump has created a government atmosphere of ‘alternative facts’ and made up information with no room for dialogue or truth. This makes it very difficult for sincere government workers to do their jobs and makes it easier for incompetent or unethical government workers to move ahead without any checks and **balances**. I believe that chaos is not conducive to effective government, and just creates further distrust and lack of confidence that departments are working toward the same goals for America.”





2. *Choosing oneness of life and the environment:* Fifty years ago, Robert F. Kennedy had said that “GNP measures everything, except that which makes life worthwhile”. Fifty years later, it is still expected that countries will transcend the boundaries imposed by nature and continue to grow forever. Economic growth cannot be decoupled from the resource use required to sustain it. Hence, economic growth is necessary but not sufficient for well-being. Unfortunately, humanity is constrained by limited natural resources. According to Oxbridge economics professor, Kate Raworth, “From your children’s feet to Amazon forests, nothing in nature grows forever. Things grow, and they grow up. And they mature. And only by doing so they can thrive for a very long time”.<sup>9</sup> Thus, it is necessary to seek a **balance** within social and ecological boundaries.

### THE IMPACT OF TRADE CONFLICT ON DEVELOPING ASIA

*Abdul Abiad, Kristina Baris, John Arvin Bernabe, Donald Jay Bertulfo,  
Shiela Camingue-Romance, Paul Neilmer Feliciano, Mahinthan Joseph Mariasingham,  
and Valerie Mercer-Blackman*

NO. 566

December 2018

ADB ECONOMICS  
WORKING PAPER SERIES

The simulation does not incorporate other possible counteracting effects since the beginning of the trade conflict, nor does it measure nontariff barriers and investment restrictions. A continuing appreciation of the dollar and stronger-than-expected export demand by the US from developing Asia and elsewhere amid an escalation of US fiscal spending could also undermine its initial intentions to reduce im**balance**s with Asia through higher tariffs.

### A NEW INDEX OF GLOBALIZATION: MEASURING IMPACTS OF INTEGRATION ON ECONOMIC GROWTH AND INCOME INEQUALITY

*Hyeon-Seung Huh and Cyn-Young Park*

NO. 587

July 2019

ADB ECONOMICS  
WORKING PAPER SERIES

However, there appears to have never been an attempt to quantitatively assess the extent to which regional economic integration and global economic integration are related to each other: for example, the contribution of regional integration to global integration, interactions between these two processes, and ultimately their separate and synergetic impacts on economic growth and income inequality. The distinction between the regional and nonregional forces that propel global economic integration is particularly important when seeking to **balance** the slowing pace of globalization with integration policies that prioritize certain regions based on the common economic, security, or political interests and tackle weaknesses created by full economic integration at the global level.



10. The ecosystem approach should seek the appropriate **balance** between, and integration of, conservation and use of biological diversity.

and nutrient cycling. Many grasslands are being degraded by excessive or badly managed grazing or being converted for use in crop production or for other purposes (FAO, 2011a). The world's soils and their biodiversity are beset by threats such as erosion, loss of organic carbon, nutrient **imbalances**, salinization and contamination with pollutants (FAO and ITPS, 2015).

## SECTION 3: THE VALUE OF BALANCE

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'Where does journalism end and activism begin?' goes the title of that feature article in the Nieman Foundation for Journalism's publication at Harvard. It is an apt description of the dilemma many journalists face.

For some journalists, the challenge lies in finding a **balance** between advocacy and objectivity. It is indeed a tricky **balance**.

There is no lack of adherents of journalism as a form of activism.



# SECTION 4: THAILAND

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*Suffering  
the Consequences  
of Losing its Balance*

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## SECTION 4: THAILAND *Suffering the Consequences of Losing its Balance*

Thailand is a perfect example of a great tourism destination that has squandered the advantage of balance across all fronts.

Its culture and heritage is rooted in a Buddhist way of life that puts a balanced “middle path” at its heart. For 70 years, it was led by the shining example of the world’s longest reigning monarch. The land was blessed with fertility and water. Its people are known for their hospitality and easy-going nature.

In spite of those incredible assets, no other country has swung from democracy to dictatorship as frequently as Thailand.

No country has been hit by so many multi-sectoral crises: Health pandemics, military coups, financial and economic collapse, insurgencies and terrorism, and natural disasters.

Today, Thailand is coming to terms with its own contradictions. It is learning to value what it has taken for granted and disrespected.

The most important value is the concept of moderation embedded in the Sufficiency Economy Philosophy (SEP) crafted by His Majesty the late King Rama IX the Great.

The image is a screenshot of a BBC News World Edition webpage. At the top, it says "BBC NEWS WORLD EDITION" and "You are in: Asia-Pacific". The date and time are "Wednesday, 27 November, 2002, 14:58 GMT". The main headline is "Thailand's 'Soul of the Nation'" with a sub-headline "By John Murphy, Producer, BBC Radio 4's Tiger Tales". Below the headline is a photograph of King Bhumibol Adulyadej in military uniform. To the left of the photo is a navigation menu with categories like Africa, Americas, Asia-Pacific, Europe, Middle East, South Asia, UK, Business, Entertainment, Science/Nature, Technology, and Health. To the right of the photo is a "Talking Point" section with the text: "He's The Father of the Nation, The National Godhead, The Lord of the Lands, The Soul of the Nation, The Possessor of the Four and Twenty Golden Umbrellas. Or simply, to most Thais, he's perfect, even 'very perfect'." Below this is a "SERVICES" section with links for "Daily E-mail" and "News Ticker". On the far right, there are sections for "See also:", "Internet links:", and "Top Asia-Pacific stories now:".

The current National and Social Development Plan, which ends in 2021, makes dozens of references to the need for balance.

The travel & tourism industry, having come dangerously close to choking on its own growth, will also need to rejig its business model to prioritise moderation and balance.

Here are some examples of how balance was built into the country’s most important guiding plans, policies and speeches – but never really seriously implemented.



**TIR**  
THAILAND INVESTMENT REVIEW  
Vol. 28 | No. 7 | October 2018

**KING RAMA IX'S LEGACY  
FOR SUSTAINABLE  
DEVELOPMENT IN THAILAND**



Alongside the national policies for sustainable development, the country has also established the National Committee on Sustainable Development (CSD), whose main responsibility is to oversee, coordinate, follow-up and review the sustainable policies and their implementation with the ultimate goals of pulling Thailand out of the middle-income trap, overcoming economic disparities, and eliminating the imbalance between the environment and society.

To coordinate with the government's policies and their implementation, the BOI's values and framework go hand in hand with the SEP as the philosophy is a fundamental of the BOI's vision. In terms of incentives, the BOI places a high value on activities that resonate with the SEP and sustainable development to drive balanced and sustainable growth. The BOI particularly incentivizes activities that are environment-friendly, energy-saving or powered by alternative energy.

Thailand would never have become the robust and self-sustained nation that it is today without His Majesty's guidance. The SEP has helped individuals, empowered communities, and strengthened the country to be more sustainable.

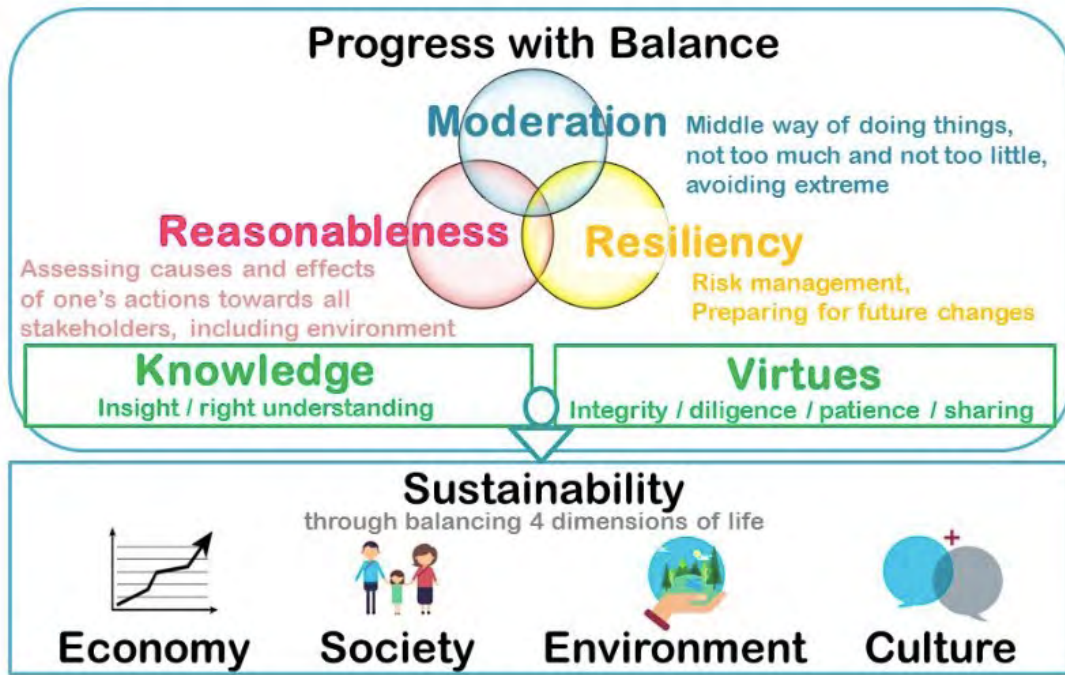


### Sufficiency Economy Philosophy simplified

know what you're doing  
 be honest and persevere  
 avoid extremes / take middle path  
 be sensible & insightful in making decisions  
 build protection against shocks

Source: O'Sullivan, P and Pisalyaput, N. The sufficiency economy A Thai response to financial excesses. The Philosophy, Politics, and Economics of Finance in the 21<sup>st</sup> Century. (2015)

## SEP is a Thinking Process



**SUFFICIENCY ECONOMY PHILOSOPHY for SUSTAINABLE DEVELOPMENT GOALS**

- HOME
- SEP Application in Thailand
- SEP Approach towards SDGs
- SEP for SDGs Partnership
- SEP Publications and eBooks [\[en\]](#) [\[th\]](#)
- SEP Related Speeches and Remarks
- SEP for SDGs News and Articles [\[en\]](#) [\[th\]](#)
- Thailand's Progress on SDGs Implementation [\[en\]](#) [\[th\]](#)
- SEP for SDGs Multimedia [\[en\]](#) [\[th\]](#)

**SUSTAINABLE DEVELOPMENT GOALS**  
คำแปลอย่างไม่เป็นทางการของ





HOME BROWSE COMMITMENTS & PARTNERSHIPS REGISTER SHARE AN UPDATE ACTION NETWORKS

## Sufficient Economy Philosophy

DESCRIPTION

SDGS & TARGETS

DELIVERABLES & TIMELINE

RESOURCES MOBILIZED

### Description/achievement of initiative

The Sufficiency Economy Philosophy is an innovative approach to development designed for practical application over a wide range of problems and situations. Source: Ministry of Foreign Affairs, Kingdom of Thailand

The Sufficiency Economy Philosophy was incorporated into the Ninth National Economic and Social Development Plan (2002-2006) as well as the Tenth Plan covering the period from 2007 to 2011. It is also part of the fundamental administration policy of the state, as stipulated in Section 83 of the Constitution of the Kingdom of Thailand of 2007, that The State shall encourage and support implementation of the Sufficiency Economy Philosophy.

At the individual and family level, it means living a simple life, living within one's means, and refraining from taking advantage of other people.

## Topic: "From Root to Last: Akha Ama Coffee and a Sense of Loving Home Town"

'Lee-Ayu Chuepa' is an example of young worthy intellectual who has a dream of his own and truly dedicated life to bringing his outwardly home town located far northern Thailand be in a map. A coffee produced in his home area has been able to develop into a high quality brand by his strong concentration. His inspiration came from His Majesty King Bhumibol Adulyadej and his sufficiency economy concept, using an income to assist in transforming his community towards sustainability and improve lives. Meet Lee-Ayu Chuepa and get his insights into his groundbreaking practices and philosophy behind the cuisine.

### Speaker:

Lee - Ayu Chuepa  
(Akha Ama Coffee)



CLICK HERE



## **Thailand’s current Five-Year Development Plan is replete with references to “balance”**



# **THE TWELFTH NATIONAL ECONOMIC AND SOCIAL DEVELOPMENT PLAN (2017-2021)**

---

### **Foreword**

The Twelfth National Economic and Social Development Plan (2017-2021) was formulated during a period when the world was experiencing rapid change and becoming even more integrated, whilst Thailand itself was undergoing reforms. Since the Ninth Plan, the principles of the “Sufficiency Economy Philosophy” have been and continue to be a vital element of development strategy as they underpin the promotion of moderation, reasonableness, and resilience. These principles have significantly contributed to **balanced** and sustainable development in Thailand.

1. The Twelfth Plan is based upon the principles of the “Sufficiency Economy Philosophy”, which has been a vital foundation since the Ninth Plan. The Philosophy promotes **balanced** development by embracing the following concepts: moderation, reasonableness, and resilience or risk management. The Sufficiency Economy Philosophy provides the necessary basis for sustainable development, which focuses on developing quality human resources and nurturing the qualities of Thai society, enhancing chances for everyone to live happily and harmoniously, while the growth of the Thai economy increases continuously, appropriately, stably, fairly, inclusively, and friendly to the environment, while bio-diversity, communities’ ways of life, values, traditions, and cultures are preserved.

---

These development circumstances have resulted in low productivity within the Thai economy, and thus quantitative growth is needed as the main economic driver. Meanwhile the structure of the Thai economy is **unbalanced**: international trade as a proportion of the total economy is much larger than the proportion contributed by the domestic economy. Thus,

---

### 2.2.9 Competitiveness Enhancement in the High-Potential Service Sectors and Tourism, and in Support of the Manufacturing Sector

The focus is on amending laws to achieve a **balanced** and sustainable development in the tourism industry by giving more careful consideration to the carrying capacity of ecosystems in evaluating an area’s potential for tourism development. The strategy will also prioritize the creation of economic added value in all dimensions of the sports industry.

---

in order for Thailand to be a high income country by 2036; **(4) Natural capital and environmental quality can support green growth as well as food, power, and water security** by: increasing the country’s forest area to cover up to 40 percent of the country’s total area in order to maintain a **balanced** ecosystem; reducing greenhouse gas emissions in the energy and transport sectors by at least 7 percent by the year 2020, compared to a business as usual scenario; increasing efficiency in solid waste disposal; conserving and restoring the quality of water and air in severely affected areas so they should also be able to stabilize the ecosystem up to a healthy standard; **(5) National security, independence and sovereignty,**

Such inequalities arise mainly from an imbalance in the economic structure, which has relied heavily on exports and emphasized economic growth rather than the fair distribution of the benefits of growth. Other major causes include inefficient public administration that favors interest groups and lacks transparency. Delays in decentralization has limited the scope for communities and poor people to benefit fully from resource allocation. Similarly, lack of opportunity in accessing quality public services, land, water and financial resources has also consequently hindered capacity-development toward decent occupations and incomes.

---

**2.4 Natural capital and environmental quality should be able to support green growth. Thailand should have food, energy, and water security.** The proportion land under forest should cover 40% of the country in order to underpin a balanced ecological system. Greenhouse gas emissions in both the energy and transportation sectors should be reduced by at least 7% by 2020, compared to current emission levels. The proportion of solid waste that is disposed within the sanitation system should be increased.

---

2) Setting up measures designed to create a work-life balance for parents with young children, so that they can bring up their children themselves, such as incentive measures for workplaces to have more flexible working hours, and promoting men to participate more in household responsibilities, including looking after their children.

---

1.2.5 Increasing the capacity of existing services, and creating new services, in order to drive towards a more prominent services-based economy, as well as promoting a balanced and sustainable growth of tourism.

2.4) **Revamping and renewing laws and regulations to expedite a sound business environment for enhancing the competitiveness of the targeted future industries**, particularly laws and regulations regarding investment promotion, import-export, product testing and standardization, research and development, and human resource development. The focus should be on easing procedures and aligning related regulations. In this light, the reduction of any negative social and environmental impact should be highly emphasized in order to generate investor confidence and support the **balancing** of the economic-social-environmental development of the country.

---

### 5.21 Developing and Rehabilitating the Top Tourist Attraction Program:

5.21.1 **Main Content:** Tourism during the 11th Plan brought about economic prosperity through an increase in national income and a greater number of international tourists, accounting for an average of 25.9 million per annum from 2011-2015, which benefited the overall economic system and created jobs in related businesses. However, an increase in both income and total tourist numbers, as well as the inefficient management of tourist attractions, had a direct impact on the environment and ecosystems. Many top-ranked or even well-known destinations gradually deteriorated, where **unbalanced** development occurred in local, environmental and tourism sites. Consequently, a development and rehabilitation scheme, through an improvement of image and surroundings by taking long-run carrying capacity into consideration, will be essential to develop sustainable tourist attractions.

---

**Target 2: Building water security and managing both surface and underground water resources efficiently:** manage water resources at the watershed level to achieve a **balance** between demand and supply; solve water shortages, and minimize the number of affected people; increase the efficiency of water use in both production and consumption, while decreasing loss and damage from floods and droughts.

### 3. Development Guidelines

**3.1 Conserve and restore natural resources, and create a balance between conservation and sustainable utilization:** Natural capital must be used within the limits of its carrying capacity and resilience, while securing the natural resource base. Economic evaluation of ecosystems should be used, as well as the generation of revenue from conservation in order to improve the efficiency of management.

**3.1.1 Conserve and restore forest resources to create a balance with nature.** Protect and restore forest and wildlife resources in a concrete manner: stop deforestation in order to maintain the country's forest areas of 102.3 million *rai*. Mobilize the resources of all sectors, and use information systems to manage and enforce laws and regulations efficiently and fairly. Accelerate actions to resolve the overlapping borders of

---

**3.2 Increase the efficiency of the management of water resources to achieve the goals of stability, balance and sustainability** in both quantity and quality. Foster a participatory process among all parties, particularly stakeholders in the watersheds, to determine the direction of surface water and groundwater resources management and utilization, corresponding to their potential and limitations in both environmental and social aspects.

---

**3.1.2. Strengthen national unity by creating checks and balance mechanisms** for the political sector, promoting and enhancing the values and understanding of a society of peaceful coexistence of different opinions and political ideologies under the rights and duties of a democratic system, and truly recognizing the national interests and national security.

---

**3.3.1. Balance** foreign relations to facilitate, promote and protect the national interests, and the economic and social development of the country, by developing cooperation with neighboring countries and ASEAN member states, and allied countries, in intelligence exchange and joint proactive action to prevent, troubleshoot and reduce the

### (1.4) Police agency:

Promoting the autonomy of organizations to be free from political interventions. The missions that are not considered as the core missions of the police office should be transferred back to the relevant government agencies, and check and **balance** mechanisms concerning the police's use of power should be established. Additionally, a public participatory process for the monitoring and assessment of police officers in providing satisfactory services to citizens should be developed.

---

1) To develop provincial city centers as livable cities in order to serve the universal needs of all groups of people in the society while accommodating **balanced** economic and social development:

---

### 3.3 Key Economic Areas Development:

**3.3.1 Eastern Seaboard Areas (ESB):** by taking a **balanced** development approach and executing an efficient area revival program based on participatory processes, the ESB shall be able to accommodate future industrial expansion according to its potential. The purpose is to obtain high-quality transportation infrastructure, public utilities and facilities, social services, and environmental management which are accessible for all, beneficial to local people, and correspond with the sustainable development of the manufacturing sector.

---

### 3.7 Entering into international cooperative partnerships with a creative role:

Defining Thailand's foreign policy alternatives on the global stage to maintain **balanced** relations with the Great Powers in the region and the world. Securing benefits in trade, food and energy security, market opportunities for Thai products, and access to new and modern financial and capital markets. Strengthening people-to-people connectivity across nations, and assuring Thailand's and the region's security and stability by:

### 3.7 Entering into international cooperative partnerships with a creative role:

Defining Thailand's foreign policy alternatives on the global stage to maintain balanced relations with the Great Powers in the region and the world. Securing benefits in trade, food and energy security, market opportunities for Thai products, and access to new and modern financial and capital markets. Strengthening people-to-people connectivity across nations, and assuring Thailand's and the region's security and stability by:

#### 3.7.1 Maintaining an active role in strategy formulation of various cooperation frameworks in which Thailand participates:

Including the Asia-Pacific Economic Cooperation, and the East Asia Summit. Actively monitoring and taking part in newly established frameworks, such as the RCEP and TPP. Conducting feasibility studies to establish free trade areas with new trade partners to open up trade and investment opportunities in the global market.

#### 3.7.2 Maintaining balanced relations with traditional and newly-emerging economies:

Assuring sustainable economic stability, access to science, advanced technology and innovation, and liberalized economic policies that promote domestic competition.

## **THE PHILOSOPHY OF THE SUFFICIENCY ECONOMY: A CONTRIBUTION TO THE THEORY OF DEVELOPMENT**

*Prasopchoke Mongsawad\**

*The King of Thailand's philosophy of sufficiency economy highlights a balanced way of living. Three principles—moderation, reasonableness, and self-immunity—along with the conditions of morality and knowledge can be applied to any level of the society—from an individual to a country. This article proposes that the philosophy of sufficiency economy conveys new theory in addressing current development challenges, which are issues of institutions, human capital, environmental sustainability and the role of government. The philosophy of sufficiency economy, as a new paradigm of development, aims at improving human well-being as a development goal.*



The current Thailand 4.0 development policy strives to achieve balance across multiple fronts.



## Thailand 4.0: Transforming towards the Value-Based Economy

**More for Less**

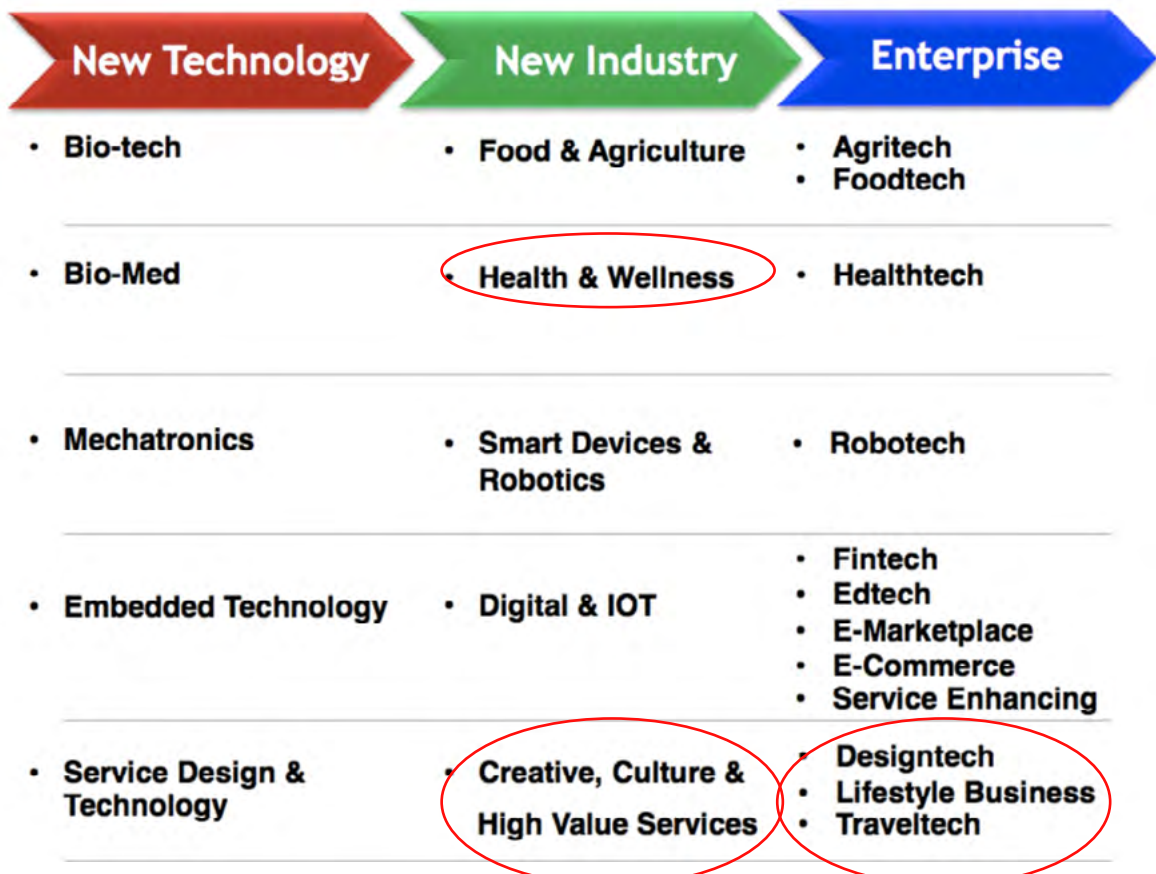
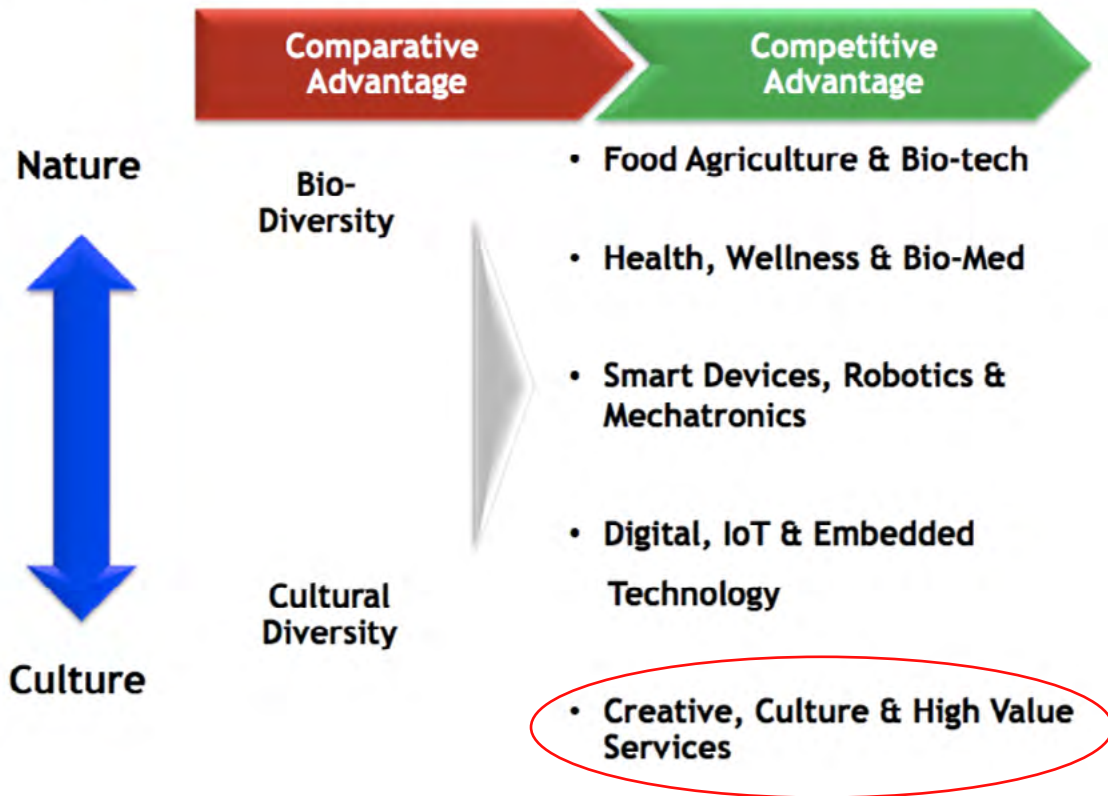


**Less for More**

- **Commodities**
- **Industries**
- **Trade in Goods**

- **Innovation**
- **Technology & Creativity**
- **Trade in Services**

## Thailand 4.0: New Engines of Growth



**The Tourism Authority of Thailand, too, has been striving, perhaps in vain, to achieve balance in its development strategies.**

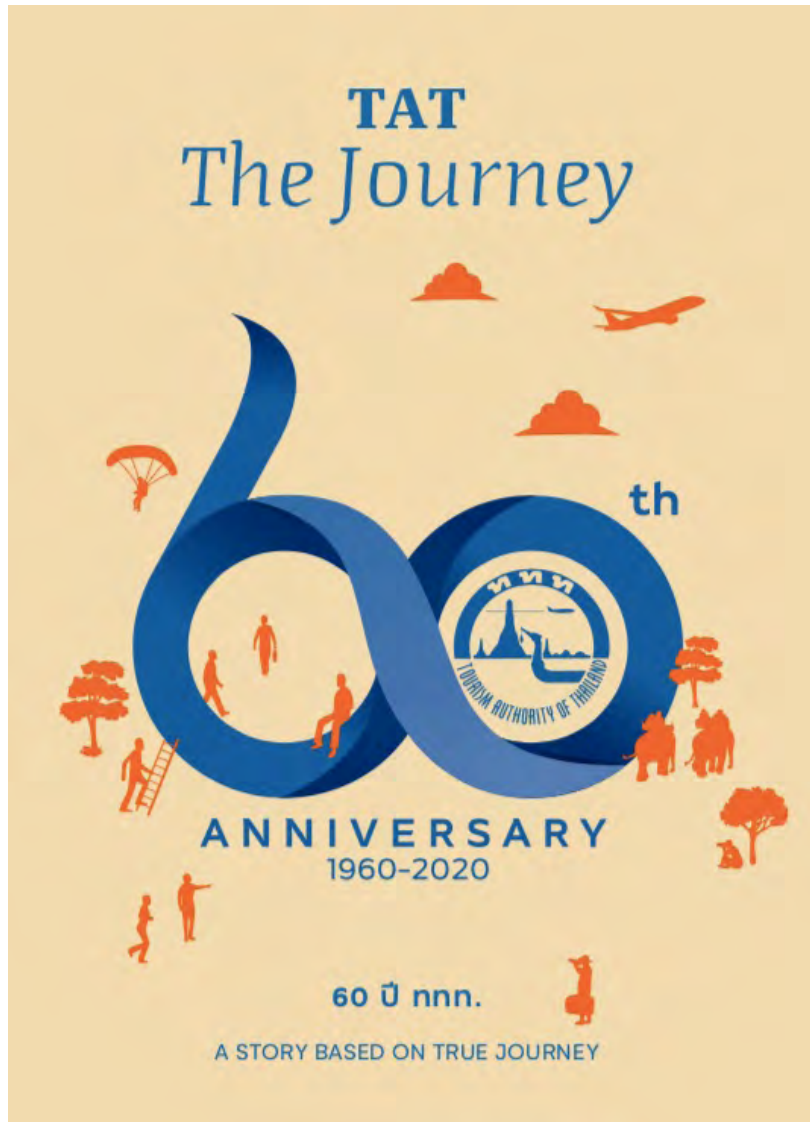


## TAT CSR Activities

As an organisation with a mission to promote Thai Tourism, TAT is aware of its role and responsibility to society and the environment. For 60 years, TAT has organised and run several projects that support both communities and the environment, it established the Corporate Social Responsibility (CSR) policy and corporate values, to set up the direction for those projects.

- C: Corporate Capability on Public Accountability
- S: Social and Environmental Sustainability
- R: Response to Public Expectation for Value Creation

TAT also has a vision to make the country a sustainable Preferred Destination, which aims to drive Thailand's tourism industry to become a sustainable tourist destination that continues to offer an authentic Thai identity with the **balance** of natural resources and environmental maintenance. There have been several projects established and implemented over the years in line with this vision and CSR policy.



## Health is a New Wealth

กระแสความใส่ใจสุขภาพยังคงได้รับความนิยมจากนักท่องเที่ยว ดังนั้น กิจกรรมการท่องเที่ยวในกลุ่ม Sport/Spa/Wellness ยังคงได้รับความนิยม นอกจากนี้แล้วยังรวมถึงการให้ความสำคัญกับอาหาร ซึ่งครอบคลุมทั้งเรื่องวัตถุดิบ การปรุง และสรรพคุณในการเป็นยา (Food as a Medicine)

แนวโน้มเรื่องการรักษาสุขภาพครอบคลุมทั้งสุขภาพกายและสุขภาพจิต เนื่องจากในอนาคต คนในสังคมโลกมีความโน้มเอียงที่จะเป็นโรคเครียด ซึมเศร้า และอัตราการฆ่าตัวตายจะสูงขึ้น ดังนั้น การมองหากิจกรรมที่เป็นประโยชน์ต่อร่างกายและดีต่อจิตใจ จึงเป็นทางออกสำหรับการใช้ชีวิตที่สมดุล (Work Life **Balance**)

**Bangkok, 17 July, 2017** – The Tourism Authority of Thailand (TAT) recently held the annual **TAT Action Plan** for 2018 meeting, which covers both international and domestic tourism.

**TAT's marketing plan 2018** has been designed to serve the purpose of generating revenue and increase visitor arrivals, promote new ideas and follow the development agenda of Thailand 4.0 using the 'Sufficiency Economy Philosophy', as well as 'Inclusive Tourism' that maintains a balance between the economy, society and the environment.

All the strategies are in line with the 12<sup>th</sup> National Economic and Social Development Plan and 2<sup>nd</sup> National Tourism Development Plan.

As 2017 is considered as a challenging year, TAT has been putting their best efforts on tourism marketing in order to stimulate the country's economy. Many activities; such as, **Village to the World**, **Creative Thailand** and **The Link** have been created to highlight the **unique Thai local experience**. This has proven successful as the number of potential visitors and first-time visitors has increased significantly. Therefore, TAT will keep working on this concept for its action plan in 2018.



# SECTION 5: THE BIGGEST THREAT

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*An Imbalanced World*

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## SECTION 5: THE BIGGEST THREAT *An Imbalanced World*

The present state of geopolitical, economic, social, technological, financial and environmental imbalance poses a clear and present danger to future generations of the 21st century. It is a repeat of the scenario that led to two destructive world wars in the first half of the 20th century.

World War I raged between 1914-18. When it ended, the resulting peace would have been a source of euphoric joy. A baby-boom would have followed on the promise of a peaceful future.

In a mere 21 years, those babies grew up to be sent off to die in another horrible conflict, World War II, which began in 1939 and included Asia, killing even more members of the “future generation” than World War I.

Today, in the first half of the 21st century, suffering, conflict and death continue unabated in a number of mini-“world wars”: War on terror, trade wars, war on poverty, the war to avert climate change.



The image shows a screenshot of a webpage article. At the top, there are navigation links: "home", "opinion", and "columnists". Below these is a logo for "Politics Opinion" featuring a stylized 'X' icon. The main headline reads "This is the most dangerous time for our planet" followed by the author's name "Stephen Hawking". Below the headline is a sub-headline: "We can't go on ignoring inequality, because we have the means to destroy our world but not to escape it". The central part of the image is a large illustration of Earth from space, showing the Americas and parts of Europe and Africa. The Earth is set against a dark background with stars and a crescent moon. Below the illustration, there is a small credit: "Illustration by Nate Kitch". At the bottom left, the date and time are given as "Thursday 1 December 2016 18:28 GMT". At the bottom right, the beginning of the article text is visible: "As a theoretical physicist based in Cambridge, I have lived my life in an extraordinarily privileged bubble. Cambridge is an unusual town, centred".

The Covid-19 pandemic that began on the dot of the third decade of the 21st century was another reminder that humanity’s technological and scientific progress can be crushed and reversed by unforeseen threats, be they man-made or Acts of God.

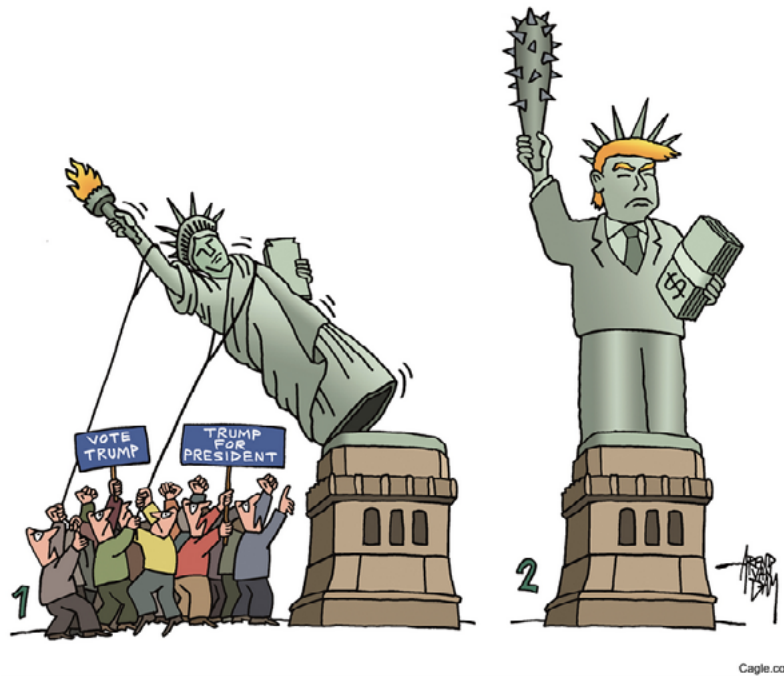
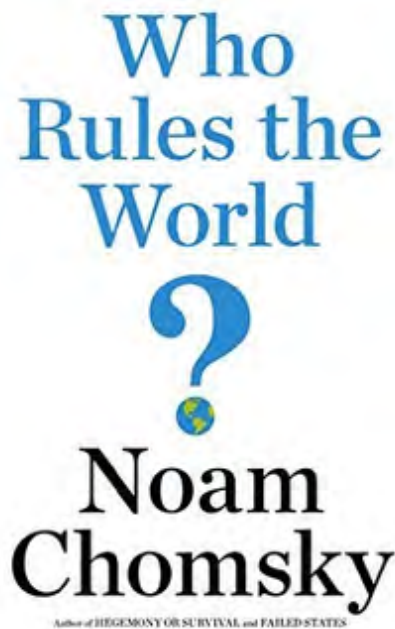
Making it worse is the threat of going back to “business as usual” in the post-Covid19 “recovery period”.

This section offers some food for thought on root causes of that instability and volatility. The thought-prompters are designed for debate and discussion in charting a more stable balanced future that does not constantly gyrate between Utopia and Dystopia.

## Imbalanced global leadership

The global geopolitical imbalance of power is a root cause of instability and insecurity. The United States is the supposed leader of the Free World, not due to any democratic or electoral process but due to its sheer monetary and military power which it wields at will. This includes regime-change operations, destabilising currencies, attacking countries militarily, and many more subversive tactics. The U.S. can neither be voted out nor held accountable, which makes it a de facto global dictator.

But no empire lasts forever and the country is becoming a victim of his own hubris. The end of the American empire is unlikely to happen peacefully, and will remain a source of much confrontation and instability. And travel and tourism will continue to lurch from one crisis to another.



The Boston Globe

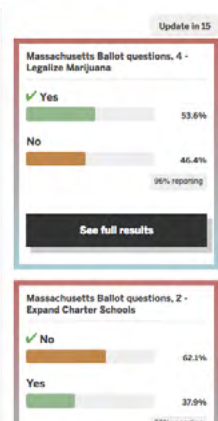
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Republican captures presidency, defeating Clinton in swath of crucial states and sending ripples worldwide





# SECTION 5: THE BIGGEST THREAT *An Imbalanced World*

Home / Opinion / Editorials

## Washington will never be allowed to control China's fate: China Daily editorial

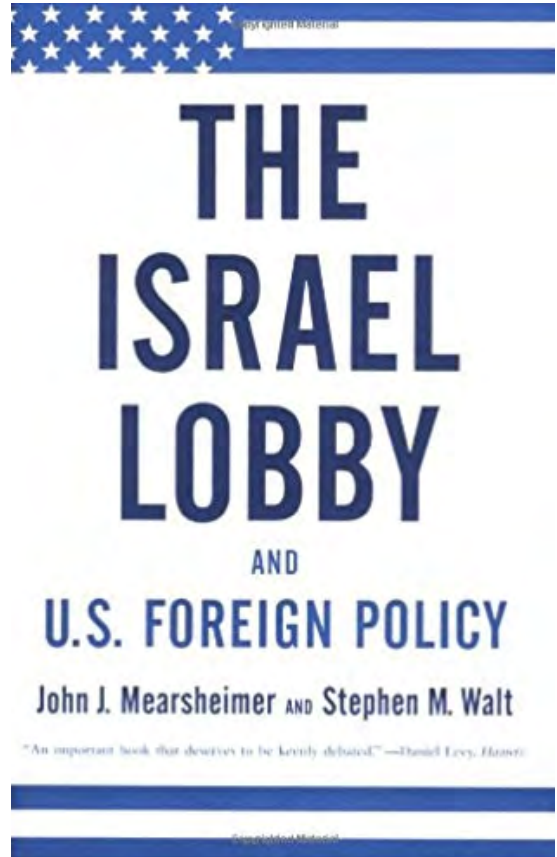
chinadaily.com.cn | Updated: 2019-08-25 19:46

f t in +



[Photo/VCG]

How dare it? That was the message from the United States leader, who, announcing extra tariffs on \$550 billion worth of Chinese imports, declared that China "should not" have put tariffs on a further \$75 billion of US products.



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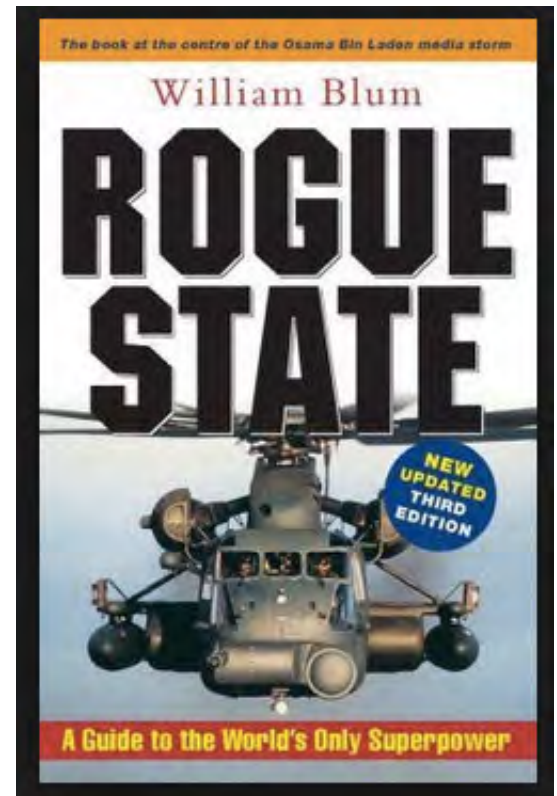
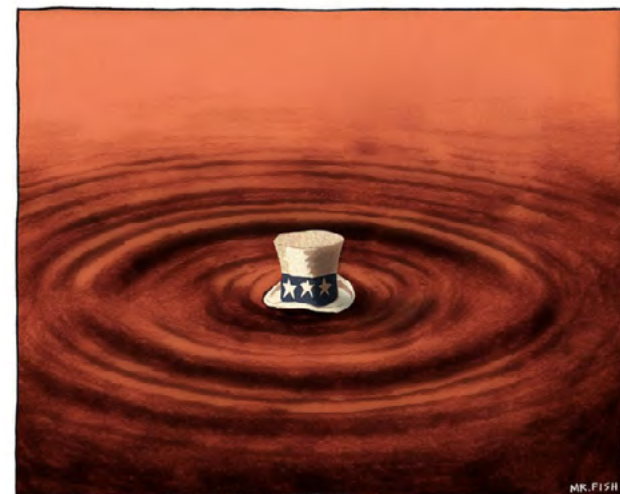
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## America the Failed State

COMMENTS f t in +



Outlook • Perspective

# I helped write the official lies to sell the Afghanistan war

On the ground, my job was to put on a good show for the Afghan public and my higher-ups.



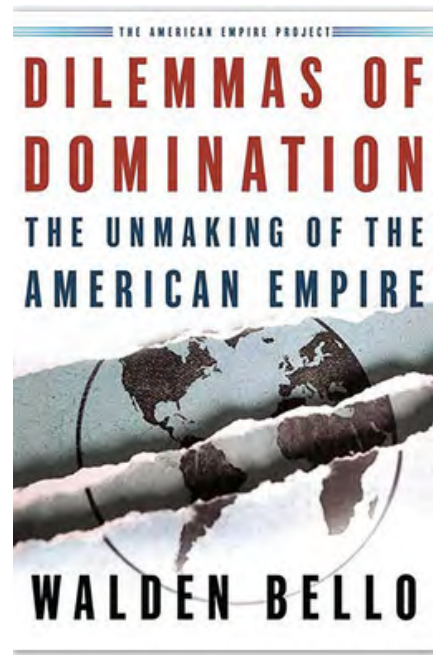
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# Trump is no longer leader of the free world



By **John Avlon**

🕒 Updated 0657 GMT (1457 HKT) July 17, 2018



### News & buzz



Europe 'can't completely rely on White House,' German FM says



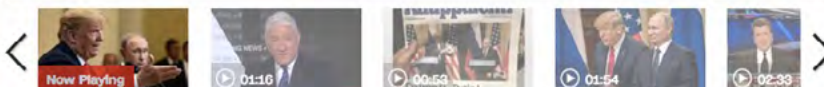
Hillary Clinton was exactly right about Trump being Putin's...

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15 JUN. 2003

**Message To the American Empire: Unjust Rulers Always Fall — Always!!**

IMTIAZ MUQBIL

Originally Published: 15 June 2003

The most basic premise of a judicial process is that a suspect is innocent until proven guilty. The second basic premise is that evidence has to be found and produced in court BEFORE a suspect can be prosecuted and convicted.

Am I correct in asserting that, or not?

No ifs or buts. Am I or am I not right in asserting that?

Isn't access to an impartial and fair judicial process the absolute foundation of a "democracy" as we currently understand it as well as a basic human right?

Now, apply this principle to the war in Iraq and check whether it was observed in the slightest shape or form.



**Polls**

**Question for women working in Travel & Tourism: Have you ever faced sexual harassment in the workplace?**

- Yes
- No

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COMMENTARY / WORLD

**America's new world order is dead**

**China and Russia have derailed the post-Cold War movement toward U.S.-led global integration**

BY HAL BRANDS  
BLOOMBERG

**WASHINGTON** – American foreign policy has reached a historic inflection point, and here's the surprise: It has very little to do with the all-consuming presidency and controversies of Donald Trump.

For roughly 25 years after the Cold War, one of the dominant themes of U.S. policy was the effort to globalize the liberal international order that had initially taken hold in the West after World War II. Washington hoped to accomplish this by integrating the system's potential challengers — namely Russia and China — so deeply into it that they would no longer have any desire to disrupt it. The goal was, by means of economic and diplomatic inducement, to bring all the world's major powers into a system in which they would be satisfied — and yet the United States and its values would still reign supreme.

This was a heady ambition, one that was based on the idea that Russia and China were heading irreversibly down the path of political and economic liberalization, and that they could eventually be induced to define their interests in a way compatible with America's own.

SEP 29, 2017

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**KEYWORDS**

CONFLICT, DIPLOMACY

WORLD CITIES OPINION EXPLAINED SPORTS ENTERTAINMENT LIFESTYLE TECHNOLOGY

**The Indian EXPRESS**

Thursday, August 29, 2019

### Journalist N Ram at Dr Narendra Dabholkar Memorial Lecture: ‘Mass poverty, assault on secularism, erosion of free speech – challenges facing India’

Dabholkar’s work, he said, showed that these three challenges were inter-related and that without confronting these in a scientific manner the society could not move forward.



Veteran Journalist N Ram at Dr Narendra Dabholkar Memorial Lecture in Pune. Express



News / Magazine / Cover Story / Modistan

### Modistan

*Strongman Modi stands head and shoulders above everyone else in the eyes of the Indian people. He can do no wrong, it seems, going by the findings of the India Today-Karvy Insights Mood of the Nation Poll for 2019.*



Raj Chengappa

New Delhi August 16, 2019

ISSUE DATE: August 26, 2019 | UPDATED: August 16, 2019 15:01 IST



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### How a divided India fuelled the rise of the gurus



Souvik Biswas  
India correspondent

25 August 2017 | India

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Gurmeet Ram Rahim Singh has millions of followers in India

The followers of a popular Indian guru in northern India have rampaged through towns, vandalising property, setting railway stations on fire, smashing cars, setting media vans alight and clashing with security

**New Scientist**

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FEATURE 17 January 2018

## End of days: Is Western civilisation on the brink of collapse?

History tells us all cultures have their sell-by date. Do political strife, crippling inequality and climate change mean the West's time is now up

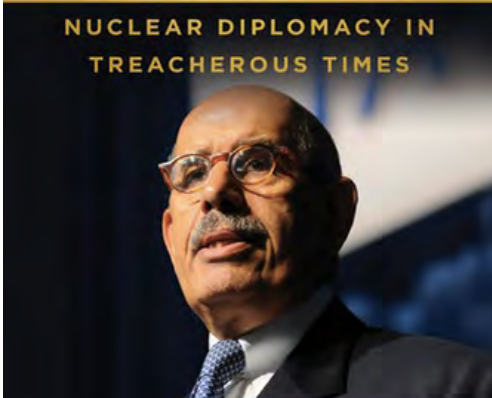


People who have grown up in a turbulent society tend to have children who renounce violence  
Marc Ribou/Matsum

MOHAMED ELBARADEI

THE AGE OF DECEPTION

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Democracy and human rights at risk as ASEAN turns 50, parliamentarians warn



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## Secretary-General upholds value of UN Charter for a world in turmoil

9 January 2020 | [Peace and Security](#)



Amid an era of rising geopolitical tensions and declining trust between nations, the United Nations Secretary-General has encouraged countries to "come home" to a defining document of the international community: the [UN Charter](#).

▶ Audio - 25'20" + Playlist

## Absence of peacemakers

The line-up of leaders on the global stage also shows a clear imbalance between an abundance of warmongers/nationalistic strongmen and an absence of peacemakers. Warmongers want to exert their power, authority and dominance over others. Confrontations and sabre-rattling are reminiscent of European “leaders” like Adolf Hitler, driven by similar chauvinistic mindsets, and Japanese emperors, who launched the two World Wars of the 20th century. Their cacophony is drowning out the peacemakers, such as His Holiness the Pope and UN Secretary General Antonio Guterres. For a while, the Myanmar leader Aung San Suu Kyi, a Nobel Peace Prize winner, was a beacon of peace and hope. She turned out to be the worst of the lot, betraying her people, her faith and the hopes of women around the world.

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OPINION / THE FAR RIGHT

### Why white supremacists and Hindu nationalists are so alike

*White supremacy and Hindu nationalism have common roots going back to the 19th-century idea of the 'Aryan race'.*

by Aadita Chaudhury f t  
13 Dec 2018

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### UN chief outlines solutions to defeat ‘four horsemen’ threatening our global future



UN Photo/Mark Garten Secretary-General Antonio Guterres (left) briefs the General Assembly meeting on his Priorities for 2020 and the Work of the Organization.

## Grotesque Military budgets

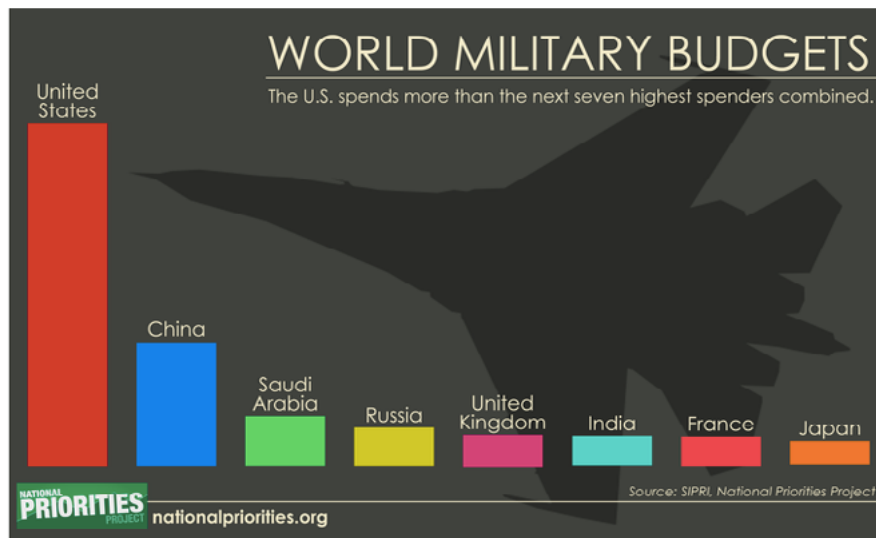
Who benefits from wars? For sure, the merchants of death. According to the “Military Balance” report published annually by the Institute of International Strategic Studies, “Global defence spending continued to rebound in 2019, with real-terms growth rising by 4.0% this year (when compared with 2018 and measured in constant 2015 US dollars). This was the highest year-on-year increase observed in the past ten years. Total defence spending, excluding US foreign military financing programmes, reached US\$1.73 trillion, when measured in current dollars, against US\$1.67trn in 2018.” Compare those budgets for the merchants of death as against the budgets allocated to the Industry of Peace or to funding the UN Sustainable Development Goals.

### U.S. Military Spending vs. the World



The U.S. outpaces all other nations in military expenditures. World military spending totaled more than \$1.6 trillion in 2015. The U.S. accounted for **37 percent** of the total.

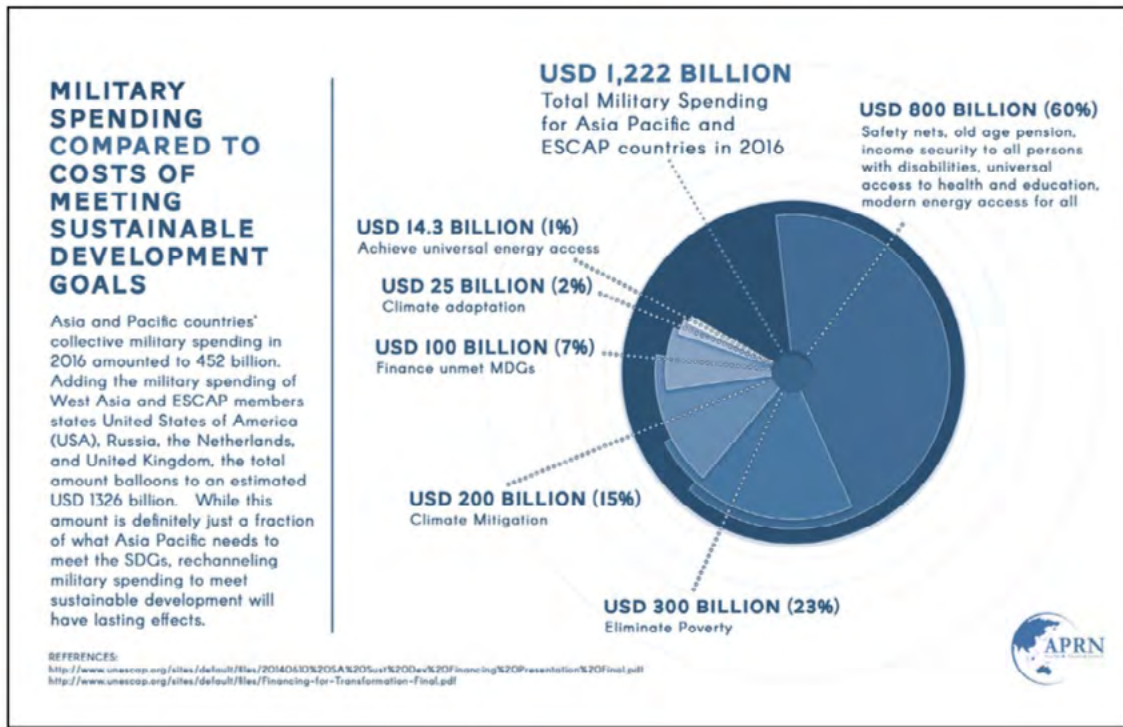
U.S. military expenditures are roughly the size of the **next seven largest military budgets** around the world, combined.



## MILITARISM AND THE AGENDA 2030

Even as the implementation of the Agenda 2030 unfolds, questions remain on its enforceability and whether or not such an ambitious development framework can provide sufficient focus on critical issues that need to be addressed in order to transform the world for the better by the year 2030. A particular issue that appears to have been left out is the question of militarism and how it operates to serve the interests of economic elites and transnational corporations at the expense of people’s rights and welfare. There is a dearth of evidence and experience from Asia Pacific peoples attesting to the impacts of this emerging threat to sustainable development which begs the question: what should be done? and for whom?

# SECTION 5: THE BIGGEST THREAT *An Imbalanced World*



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**The great American arms bazaar**  
 Varghese K. George JANUARY 22, 2018 00:02 IST  
UPDATED: JANUARY 21, 2018 23:51 IST

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**Exclusive Report**

# Made in America

Shrapnel found in Yemen ties US bombs to string of civilian deaths over course of bloody civil war

By Nima Elbagir, Salma Abdelaziz, and Laura Smith-Spark, CNN



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## 'Mother of all bombs shows Muslim lands are West's laboratories': Afghans react on Twitter

**WORLD** Updated: Apr 14, 2017 13:02 IST

Ridhima Shukla  
New Delhi, Hindustan Times



CARTOON



**HAARETZ** Friday, September 29, 2017. Tel Aviv 9, 5778 Time in Israel: 11:16 AM

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Home > Opinion > Haaretz Editorial

## Editorial // Israel Is Arming Criminals

Lawmakers from across the spectrum should come together to put an immediate stop to Israel's weapons sales to Myanmar, where crimes against humanity are being committed

Haaretz Editorial | Sep 27, 2017 2:21 PM

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A protest near the Myanmar embassy against the treatment of the Rohingya Muslim minority, in Jakarta, Indonesia, September 15, 2017. Credit: PICHAIARADITA/REUTERS

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- Israeli Intelligence Helped Thwart Dozens of Terror Attacks Worldwide

# Revealed: Israel's Cyber-spy Industry Helps World Dictators Hunt Dissidents and Gays

Haaretz investigation spanning 100 sources in 15 countries reveals Israel has become a leading exporter of tools for spying on civilians. Dictators around the world – even in countries with no formal ties to Israel – use them eavesdrop on human rights activists, monitor emails, hack into apps and record conversations

By Hagar Shezaf and Jonathan Jacobson | Oct 19, 2018



- Report: Saudi Arabia used Israeli cyberweapons to target dissident in Canada
- Israel sold advanced weapons to Myanmar during anti-Rohingya ethnic cleansing campaign
- Revealed: Israeli military monitors social media, blogs and forums in search of 'security leaks'

Just before the interview with Ruth Feldman began, her research associate Orna Zagoory-Sharon knocked on the door to say goodbye before the holiday break.

"Wait! An oxytocin hug," Feldman called out, and jumped off the couch. "At least 20 seconds." The two had an extended hug (albeit



## COSTS OF WAR



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The average taxpayer owes \$23,386 for wars in Afghanistan and Iraq.



THAT'S EQUIVALENT TO:



A year at a public university

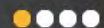


A new Honda Accord



The average down payment on a house

The \$5.6 Trillion Price Tag of the Post-9/11 Wars



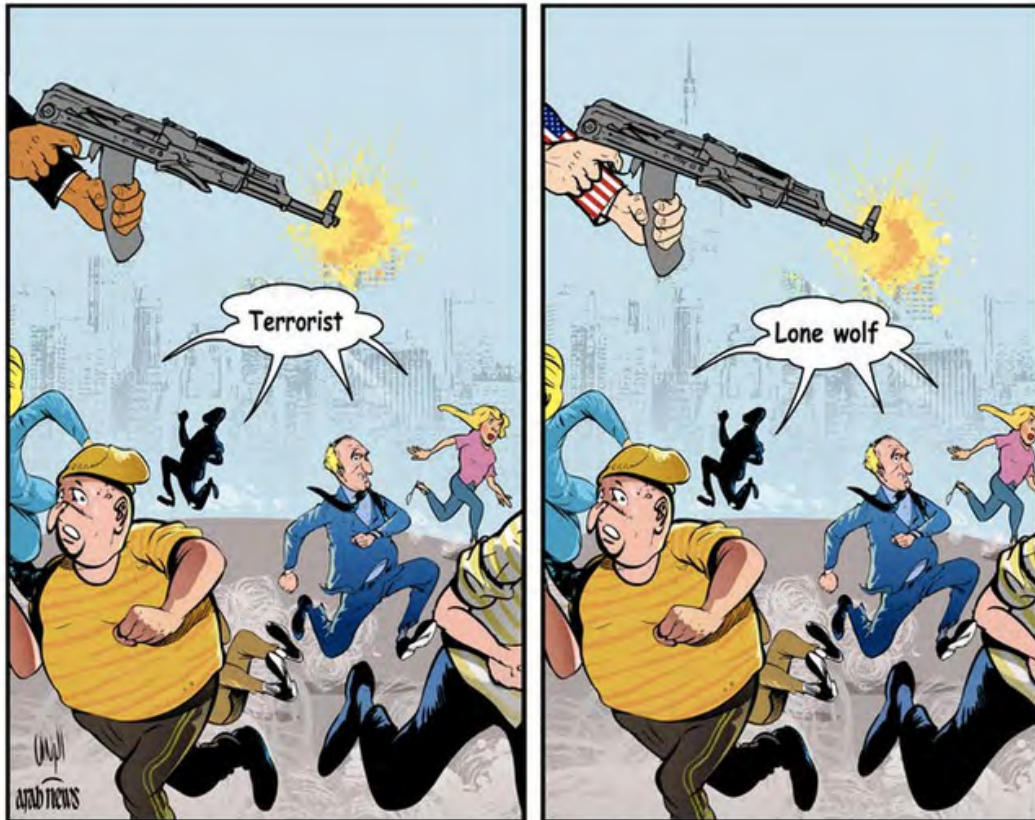
## The bigger threat: Terrorism or health pandemics?

How much money has been squandered on the “War on Terror”?

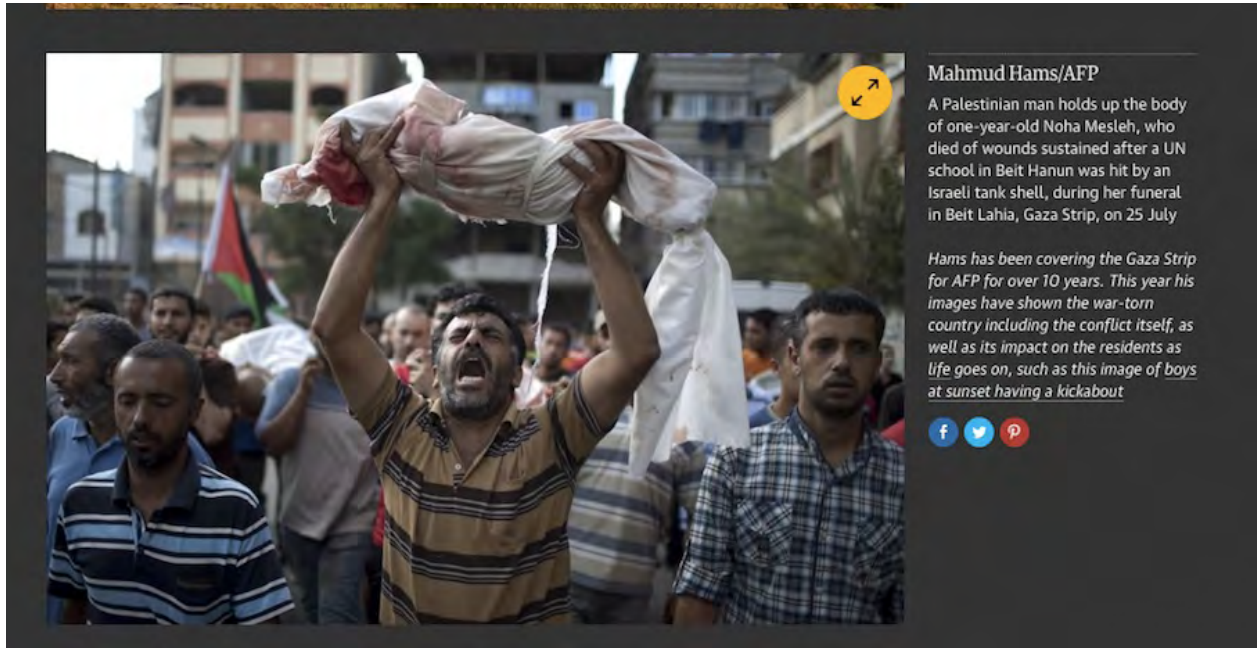
This is what World Health Organisation Director-General Tedros Adhanom Ghebreyesus told the Munich Security Conference on 15 February 2020, “For too long, the world has operated on a cycle of panic and neglect. We throw money at an outbreak, and when it’s over, we forget about it and do nothing to prevent the next one. The world spends billions of dollars preparing for a terrorist attack, but relatively little preparing for the attack of a virus, which could be far more deadly and far more damaging economically, politically and socially. This is frankly difficult to understand, and dangerously short-sighted.”

Certainly that imbalance needs to be explored. How much money actually has been spent to combat terrorism in the last 20 years since the 9/11 attacks? And what has it achieved? Terrorism and conflict continue unabated. When will it end? Who is profiting from it? Where is the transparency and accountability?

### CARTOON



## SECTION 5: THE BIGGEST THREAT *An Imbalanced World*



These people, suffering from the world's longest-running occupation, are called “terrorists”.



The Opinion Pages | OP-ED COLUMNIST

# The Assassination in Israel That Worked



Roger Cohen DEC. 17, 2015

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The assassination two decades ago of [Yitzhak Rabin](#), the warrior who became [Israel's](#) peacemaking prime minister, has proved one of the most successful in history.

Like Mahatma Gandhi, assassinated by a Hindu fanatic, Rabin was killed by one of his own, a fanatical Jew who could not abide territorial compromise for peace. Yigal Amir, the assassin, was a religious-nationalist follower of Baruch Goldstein, the American-born killer of 29 [Palestinian](#) worshipers in Hebron in 1994.

Reason ebbed. Rage flowed. The center eroded. Messianic Zionism, of the kind that claims all the land between the Mediterranean Sea and the Jordan River as God-given real estate, supplanted secular Zionism of the kind that believes in a state of laws.



HAARETZ

Monday, November 05, 2018.  
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## Opinion // Never Forgive, Never Forget That Yitzhak Rabin Was Assassinated

By calling the site of the crime Rabin's-Murder Square, there's no way of getting away from what happened there 23 years ago

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## The Technological Imbalance

It began with simple email systems to speed up delivery of simple messages. Then came websites and search engines. Then came e-commerce and social media. Today, all forms of personal and professional communication are 100% reliant on access to the Internet. After Covid-19, a lot of human interaction for health, education and MICE events will shift to a virtual format. Still to come: Cryptocurrencies, drones, driverless cars, Internet of Things, algorithms, tracking apps, wearables, and much more.

Will any of it make the world a better place? Alleviate poverty, corruption, fraud, injustice, health problems, hunger?

In fact, there is a real risk of the opposite happening. One warning is sounded in the UNCTAD Research Paper No. 40, December 2019, which explores the topic “Restoring competition in ‘winner-took-all’ digital platform markets”:

Digital platforms are essential elements of the digital economy. Seven of the world’s top ten companies by market capitalization use platform-based business models. Out of these seven digital platforms, five are American and two are Chinese companies. United States and China account for 90 per cent of the market capitalization value of the world’s 70 largest digital platforms.

“The growing market power of these platforms raise concerns for consumers, citizens, as well as consumer and competition law enforcers and policymakers about abusive practices arising from domination of market power, and most importantly, possible solutions on how to deal effectively with platform power.”

Market domination is another form of acute commercial imbalance. The more individuals, communities, countries and companies become dependent on these technologies and digital platforms, the more they will sacrifice their privacy, independence and sovereignty. Is that an ideal scenario? Why aren’t these early warning signs being heeded?

Table 1. Top 10 global companies, 31 March 2009

Billions of dollars			
Rank	Company	Industry	Market capitalization
1	Exxon Mobil	Oil and gas	337
2	Petro China	Oil and gas	287
3	Walmart	Consumer services	204
4	Industrial and Commercial Bank of China	Finance	188
5	China Mobile	Telecommunications	175
6	Microsoft	Technology	163
7	AT&T	Telecommunications	149
8	Johnson and Johnson	Health care	145
9	Royal Dutch Shell	Oil and gas	139
10	Pfizer and Sanofi	Consumer goods	138

Source: PricewaterhouseCoopers, 2010, *Global Top 100 Companies by Market Capitalization 31 March 2010* (update: London)

Table 2. Top 10 global companies, 31 March 2019

Billions of dollars			
Rank	Company	Industry	Market capitalization
1	Microsoft	Technology	805
2	Apple	Technology	596
3	Amazon.com	Consumer services	575
4	Alphabet*	Technology	517
5	Berkshire Hathaway	Finance	494
6	Facebook	Technology	476
7	Alibaba	Consumer services	472
8	Twitter	Technology	438
9	Johnson and Johnson	Health care	372
10	Exxon Mobil	Oil & Gas	342

Source: PricewaterhouseCoopers, July 2019, *Global Top 100 Companies by Market Capitalization*. \*Alphabet has been the parent company of Google since 2015



# Chained by smartphone

By Li Min | China Daily | 2017-04-12 07:39



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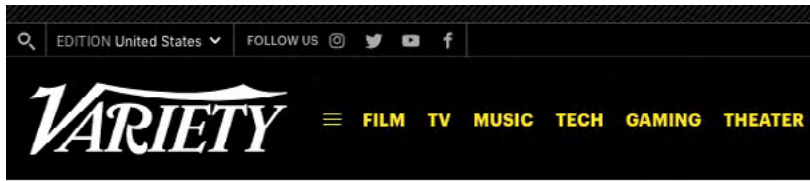
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# Google Fined a Record \$5 Billion by European Antitrust Officials

By NICK VIVARELLI



OCTOBER 02, 2018

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## Rich-Poor Income Gap

The rich-poor income imbalance has long been one of the most contentious issues on the global agenda.

According to the Oxfam Briefing Paper – January 2020, “Economic inequality is out of control. In 2019, the world’s billionaires, only 2,153 people, had more wealth than 4.6 billion people. This great divide is based on a flawed and sexist economic system that values the wealth of the privileged few, mostly men, more than the billions of hours of the most essential work – the unpaid and underpaid care work done primarily by women and girls around the world.”

Every year numerous meetings and reports warn how this imbalance remains a threat to achieving the UN Sustainable Development Goals. But nothing changes. The rich keep getting richer and the poor remain at the bottom, bearing a disproportionate brunt of recurring crises, be they natural disasters, financial instability, geopolitical turmoil or health pandemics. In fact, nothing will ever change under the dominant system of neoliberal economics. Instability and insecurity will continue in some shape or form.



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## Poor People's Campaign: A Struggle Rising From the Streets

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Fast-food workers march outside McDonald's headquarters in Chicago as part of 40 days of action planned by the Poor People's Campaign. (Michael Nye / Truthdig)



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## These are the world's 10 biggest corporate giants



Meet globalization's heaviest hitters

Image: REUTERS/Gonzalo Fuentes

16 Jan 2017

Alex Gray

We live in an era where [fewer than 10%](#) of the world's public companies account for more than 80% of all profits.

## SECTION 5: THE BIGGEST THREAT *An Imbalanced World*

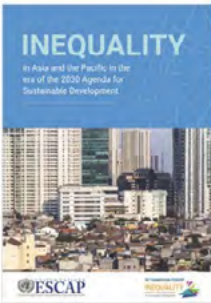
### Top pharmaceutical companies with revenue greater than \$10 billion [\[ edit \]](#)

Rank ↕	Chg ↕	Company ↕	2018 USD billions ↕	2017 USD billions ↕	2016 USD billions ↕
1	—	 Johnson & Johnson NYSE: JNJ <a href="#">↗</a>	20.01 (Q1) <sup>[1]</sup>	76.50 <sup>[2]</sup>	71.89 <sup>[3]</sup>
2	▲ 1	 Roche OTCQX: RHHBY <a href="#">↗</a>	13.74 (Q1) <sup>[9]</sup>	57.37 <sup>[10]</sup>	50.11 <sup>[11]</sup>
3	▼ 1	 Pfizer NYSE: PFE <a href="#">↗</a>	12.90 (Q1) <sup>[17]</sup>	52.54 <sup>[18]</sup>	52.82 <sup>[19]</sup>
4	—	 Novartis NYSE: NVS <a href="#">↗</a>	12.69 (Q1) <sup>[25]</sup>	49.11 <sup>[26]</sup>	48.52 <sup>[27]</sup>
5	▲ 1	 Sanofi NYSE: SNY <a href="#">↗</a>	9.56 (Q1) <sup>[33]</sup>	42.91 <sup>[34]</sup>	36.57 <sup>[35]</sup>
6	▲ 1	 GlaxoSmithKline LSE: GSK <a href="#">↗</a>	10.04 (Q1) <sup>[41]</sup>	42.05 <sup>[42]</sup>	34.79 <sup>[43]</sup>
7	▼ 2	 Merck & Co. NYSE: MRK <a href="#">↗</a>	10.04 (Q1) <sup>[49]</sup>	40.10 <sup>[50]</sup>	39.80 <sup>[51]</sup>
8	▲ 1	 AbbVie NYSE: ABBV <a href="#">↗</a>	7.93 (Q1) <sup>[57]</sup>	28.22 <sup>[58]</sup>	25.56 <sup>[59]</sup>
9	▲ 1	 Bayer FWB: BAYN <a href="#">↗</a>	3 May	27.76 <sup>[63]</sup>	25.27 <sup>[64]</sup>
10	▲ 5	 Abbott Laboratories NASDAQ: ABT <a href="#">↗</a>	7.39 (Q1) <sup>[70]</sup>	27.39 <sup>[71]</sup>	20.85 <sup>[72]</sup>
11	▼ 3	 Gilead Sciences NASDAQ: GILD <a href="#">↗</a>	5.09 (Q1) <sup>[78]</sup>	25.70 <sup>[79]</sup>	30.39 <sup>[80]</sup>
12	▲ 2	 Eli Lilly & Co NYSE: LLY <a href="#">↗</a>	5.70 (Q1) <sup>[86]</sup>	22.90 <sup>[87]</sup>	21.22 <sup>[88]</sup>
13	▼ 1	 Amgen NASDAQ: AMGN <a href="#">↗</a>	5.55 (Q1) <sup>[94]</sup>	22.80 <sup>[95]</sup>	22.99 <sup>[96]</sup>
14	▼ 3	 AstraZeneca LSE: AZN <a href="#">↗</a>	18 May	22.47 <sup>[102]</sup>	23.00 <sup>[103]</sup>
15	▼ 2	 Teva Pharmaceutical Industries NASDAQ: TEVA <a href="#">↗</a>	10 May	22.40 <sup>[109]</sup>	21.90 <sup>[110]</sup>



## Inequality in Asia and the Pacific in the era of the 2030 Agenda for Sustainable Development

FLAGSHIP | 7 MAY 2018



Inequality in Asia and the Pacific is on the rise. Many countries, including those held up as models of dynamism and prosperity, have experienced a widening of existing gaps, accompanied by environmental degradation.

Market-led growth alone is not sufficient to deliver a prosperous, sustainable future for all.

This report takes a novel approach by focusing on multiple aspects of inequality – inequality of outcomes, of opportunities and of impacts. It also pays special attention to the potentially transformative role of technology and the impact that the incipient Fourth Industrial Revolution may have on inequality.

The report finds that unequal access to basic opportunities has left large groups of people behind and contributed to widening inequalities of

outcomes, particularly in income and wealth. In turn, these inequalities have aggravated inequalities in access

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## Pressures on time

In the pre-Covid19 era, people complained about having no time. Now, under lockdowns, they have plenty of time. When the so-called new normal returns, usage of time may well undergo a rebalancing, in favour of a better work-life balance. Working from home has many advantages. If managed well, it allows millions of office workers worldwide an opportunity to better balance time devoted to their companies, families, and themselves. That could lead to less stress, better productivity and more sensible and rational decision-making. Less traffic on the roads may also contribute to an improved environment.

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### What Are the Disadvantages of Technology?

By Randi Bergsma ; Updated June 26, 2018



#### What Are the Disadvantages of Technology?

What would life be like without technology? Only a century ago, the telephone was the latest and greatest advancement. Now, technology has become a staple in everyday life. The world relies more and more on technology-driven products and processes as they reduce time needed to accomplish tasks and are generally viewed as positive. The safety net of technology is always there; it guides, keeps schedules on track and facilitates global communication and connection. However, while technology is helpful, it can diminish patience, focus and human interaction which

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## 20 Biggest Pros and Cons of Technology

## Losing Control over our Destiny

The state of governance is also deeply off-balance. Currencies can be attacked by faceless individuals sitting at consoles thousands of miles away. Commodity prices can be manipulated at will. People are signing off on their privacy rights, with no accountability. Is this The World We Want? What is the use of elected representatives or association membership when they have no control over anything? How can the people retake control?





A grayscale background image of a desk with a laptop, a tablet, and some papers. The text is overlaid on the left side of the image.

**SECTION 6:  
RESTORING THE  
BALANCE: THE  
ROLE OF TRAVEL &  
TOURISM**

The Covid-19 pandemic is a stark reminder that good human health is all about maintaining physical, mental, psychological and spiritual balance. Similarly, good national, regional and global health is all about attaining political, economic, social, cultural and environmental balance.

Both are exceptionally fragile, and can come undone in seconds.

In the pre-Covid19 days, health and wellness was a rapidly-growing sector as stressed and sick people sought ways to regain a sense of balance.

Travel & Tourism needs to take a similar time-out to reflect, rejuvenate, rebalance, restructure and reengineer. Just as alcoholics, heart patients and smokers have to make a behavioural change if they wish to survive, so too, will the Travel & Tourism industry have to rethink, review and rebalance its own future lifestyle.

Travel & Tourism flows and ebbs in direct relation to its operating environment. When the entire neighbourhood is safe, stable and secure, growing the business is easy. When the neighbourhood ignites, Travel & Tourism burns down too. Hence, it is far more important to ensure the safety and well-being of the entire neighbourhood. That should be a central part of the recovery agenda.

The Travel & Tourism industry has only paid lip service to the concept of balance. Perennially living in denial, it has never heeded early warnings and lulled itself into a false sense of complacency by crowing about crisis management and resilience. No effort was ever made to ask what lessons can be learned from past crises.

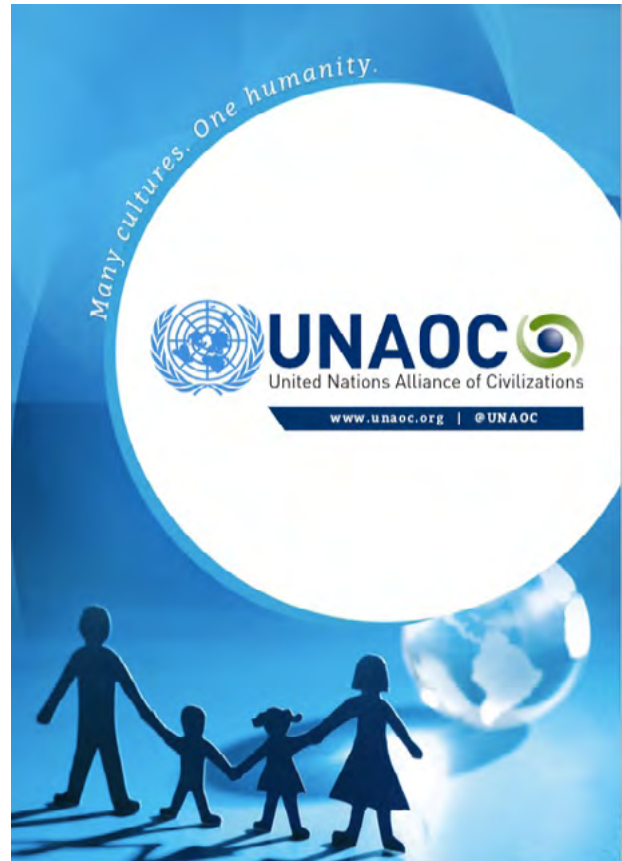
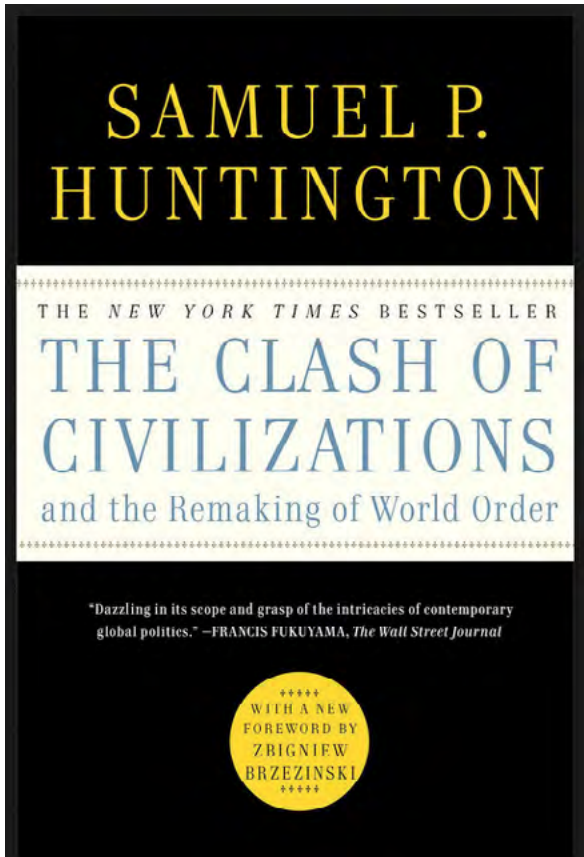
Will it now strive to rectify that imbalance? Or will it go from the frying pan into the fire? Will the post-Covid19 era lead to a more safe, secure and stable global neighborhood?

Travel & tourism can certainly play a positive role in restoring the balance. But its erstwhile business model has to be replaced with a new Magna Carta.

Here is a checklist of some new perspectives to explore:

### **1. Alliance of Civilisations vs Clash of Civilisations**

This edition of The Olive Tree began by reminding readers of the words of wisdom in our great faiths and ways of life. Those were supposed to be assets but have today become liabilities. Extremists have politicised religions, fomenting disunity and conflict. Arms dealers are the primary beneficiaries. The well-known book “Clash of Civilisations” by the late Prof Samuel Huntington, explored this in great detail. To counter-balance that argument, the United Nations created an “Alliance of Civilisations” to focus on what binds us, not divides us. Has the “Alliance of Civilisations” peace-building agenda ever been included on Travel & Tourism forums? While tourists get taken to see temples, churches, mosques as symbols of peace, religious extremist groups actively undermine the benefits of those tours by fomenting discord and disharmony. Is it about time for the Travel & Tourism industry to push back against this?



**The Pillars of Positive Peace**

A visual representation of the factors comprising Positive Peace. All eight factors are highly interconnected and interact in varied and complex ways.



**Attitudes**

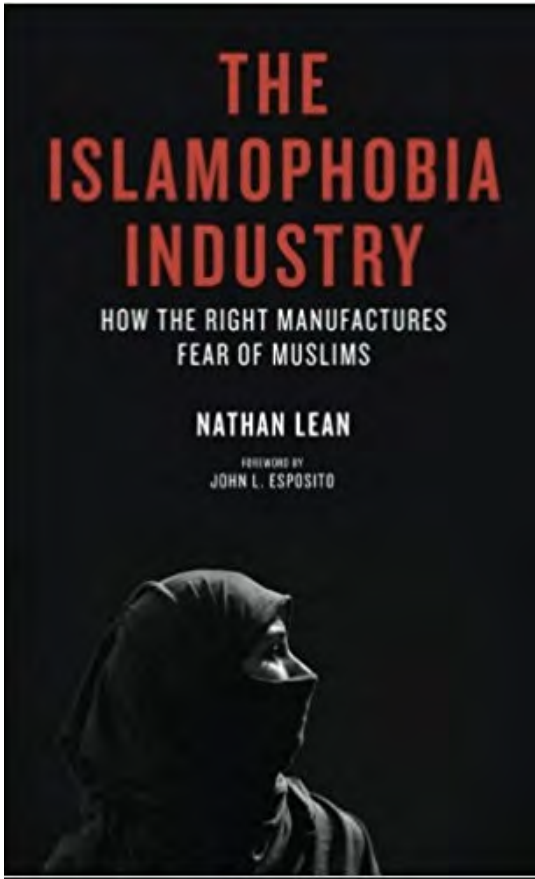
...refer to norms, beliefs, preferences and relationships within society. Attitudes influence how people and groups cooperate in society, and can both impact and be impacted upon by the institutions and structures that society creates.

**Institutions**

...are the formal bodies created by governments or other groups, such as companies, industry associations or labour unions. They may be responsible for supplying education or rule of law, for example. The way institutions operate is affected by both the attitudes that are prevalent within a society and the structures that define them.

**Structures**

... can be both formal and informal and serve as a shared code-of-conduct that is broadly applicable to most individuals. Informally it could be as simple as the protocol for queuing, or formally, as complex as tax law. Interactions are often governed by informal rules and structures, such as politeness, societal views on morality or the acceptance or rejection of other's behaviours.



Members of Israel's religious Zionist community with their children. Credit: Alex Levac

## 'I wanted no more of it' // Driven Out by Rising Extremism, More Israelis Are Leaving Orthodox Judaism

Religious Zionists leaving the fold say they are increasingly accepted by their families, as community's push for stricter observance and hard-line views leads more young people to become secular

By Judy Maltz | Jun 12, 2010

## 2. Backing the UN calls for peace

Travel & tourism is unique in staking the claim to be an industry of peace. But apart from some perfunctory acts of symbolism and toothless speeches, nothing concrete is actually done to underpin the peace. Travel & Tourism industry organisations repeatedly condemn acts of violence and terrorism. But they never say anything in support of peacemakers and those who try and build bridges. Why not? UN Secretary General Antonio Guterres has repeatedly called for preventive mechanisms to avert conflicts and promote peace. So far I have yet to hear this agenda being incorporated into the strategies of the UN World Tourism Organisation or any other travel and tourism institution for that matter.

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11 OCTOBER 2017

### Prevention Key to Saving Lives, Money, Secretary-General Tells Alliance for Peacebuilding 2017 Annual Conference

Following is the text of UN Secretary-General António Guterres' video message to the Alliance for Peacebuilding 2017 Annual Conference in Washington, D.C., today:

I send warm greetings to the Alliance for Peacebuilding and the United States Institute of Peace.

Our world faces complex and interrelated challenges: shifts in international geopolitics, exclusion and inequalities, climate change and transnational organized crime. In response, the United Nations needs to expand its tools to deal with conflict, beyond mediation and peacekeeping.

The UN is now working to support the concept of sustaining peace. That means bringing together Governments and all national stakeholders in inclusive partnerships to prevent the outbreak, continuation, escalation and recurrence of violent conflict.

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The Secretary-General, expressing his solidarity with the people of Somalia after the brutal attacks in Mogadishu, said he was

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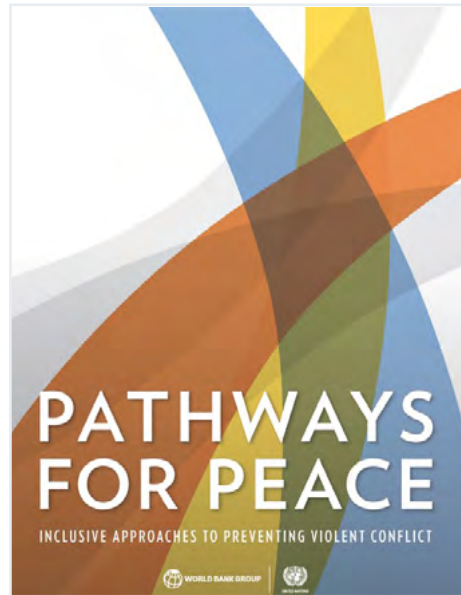
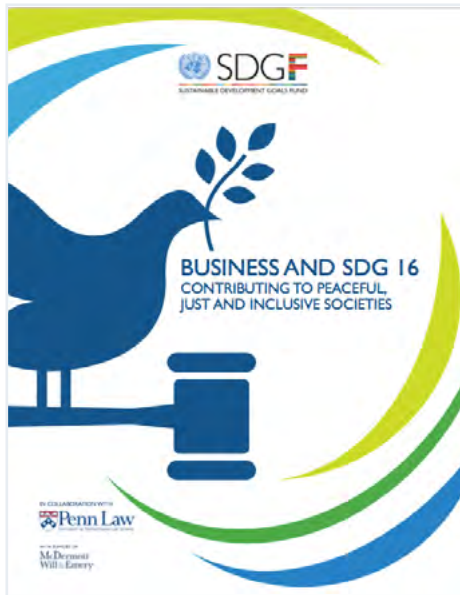
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**Book**  
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Type: Book   
Date issued: 10 June 2019

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## Pope Francis calls 2017 'wasted year of wars, lies, injustice'

Home / US / Society Mon Jan 1, 2018 08:51AM



Pope Francis leaves after he delivered his New Year message in St. Peter's Basilica on December 31, 2017. (Photo by AFP)

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# Young Peacebuilders

*Growing the youth peacebuilding movement*



### EDITIONS OF YOUNG PEACEBUILDERS

- Young Peacebuilders in West Africa**  
 The first edition of Young Peacebuilders took place in West Africa in 2016 with 20 young men and women from the region, with a workshop in Abuja, Nigeria. [Read more about this edition here.](#)
- Young Peacebuilders in Middle East North Africa**  
 The second edition of Young Peacebuilders will take place in the Middle East-North Africa (MENA) region in 2017. [Read more about this upcoming edition here.](#)

### 3. Balancing the measurement indicators

In June 2017, a major conference was held in Manila to establish Sustainability Measurement Indicators. None of it has been incorporated into mainstream agendas. This is one of the most critical imbalances. Travel & Tourism relishes measuring its economic impact to drive growth but steers clear of measuring its ecological, social, and cultural impact. Showing up its the dark side does not go down well with tourism ministers and private sector leaders who prefer to stay within the comfort zones of job creation and contribution to GDP. If these input-output indicators had been more evenly balanced, the industry would have been in far better shape. If this had been more evenly balanced, the industry would have been in far better shape. It is unlikely to be addressed in the near future as reviving growth becomes the over-arching agenda item.



## The carbon footprint of global tourism

Manfred Lenzen<sup>1</sup>, Ya-Yen Sun<sup>2,3</sup>, Futu Faturay<sup>1,4</sup>, Yuan-Peng Ting<sup>2</sup>, Arne Geschke<sup>1</sup> and Arunima Malik<sup>1,5\*</sup>

**Tourism contributes significantly to global gross domestic product, and is forecast to grow at an annual 4%, thus outpacing many other economic sectors. However, global carbon emissions related to tourism are currently not well quantified. Here, we quantify tourism-related global carbon flows between 160 countries, and their carbon footprints under origin and destination accounting perspectives. We find that, between 2009 and 2013, tourism's global carbon footprint has increased from 3.9 to 4.5 GtCO<sub>2</sub>e, four times more than previously estimated, accounting for about 8% of global greenhouse gas emissions. Transport, shopping and food are significant contributors. The majority of this footprint is exerted by and in high-income countries. The rapid increase in tourism demand is effectively outstripping the decarbonization of tourism-related technology. We project that, due to its high carbon intensity and continuing growth, tourism will constitute a growing part of the world's greenhouse gas emissions.**

Global tourism is a trillion-dollar industry, representing in the order of 7% of global exports and contributing significantly to global gross domestic product (GDP)<sup>1</sup>. International arrivals and tourism receipts have been growing at an annual 3–5%, outpacing the growth of international trade, and in 2016 exceeded 1 billion and US\$1.2 trillion, respectively<sup>1,2</sup>. Clearly, economic activity at this scale has a significant impact on the environment<sup>3</sup>. In particular transport, a key ingredient of travel, is an energy- and carbon-intensive commodity, rendering tourism a potentially potent contributor to climate change. The sensitivity and vulnerability of destinations (such as winter- and coastal-recreation locations) to weather and climate change also suggest that, as a result of climate change, the tourism industry will in turn undergo drastic future change and will need to adapt to increasing risk<sup>4</sup>. Given future projections of an unabated 4% growth beyond 2025<sup>1,2</sup>, the continuous monitoring and analysis of carbon emissions associated with tourism is becoming more pressing.

By definition, the carbon footprint of tourism should include the carbon emitted directly during tourism activities (for example, combustion of petrol in vehicles) as well as the carbon embodied in

(p. 134) '[t]aking into account all lifecycle and indirect energy needs related to tourism, it is expected that the sum of emissions would be higher, although there are no specific data for global tourism available'. Similarly, Gössling and Peeters<sup>5</sup> state that (p. 642) "... a more complete analysis of the energy needed to maintain the tourism system would also have to include food and beverages, infrastructure construction and maintenance, as well as retail and services, all of these on the basis of a life cycle perspective accounting for the energy embodied in the goods and services consumed in tourism. However, no database exists for these and the estimate thus must be considered conservative."

This work fills an important knowledge gap by offering a comprehensive calculation of the carbon footprint of global tourism. We source the most detailed compendium of tourism satellite accounts (TSAs) available so far (55 countries with individual TSAs and 105 countries with United Nations World Tourism Organization (UNWTO) data; Supplementary Sections 2.2 and 3.1.2), integrate this into a comprehensive global multi-region input–output (MRIO) database (Supplementary Section 2.5), and use Leontief's standard model (Section 'Input-output analysis') to



In Melbourne, SKM Recycling recently notified 31 councils it would no longer take recycling products. JASON SOUTH



### **4. The Early Warning**

Even in normal conditions, doctors advise people above 40 to go for regular checkups. If something is amiss, an early warning shows up on test results and allows immediate action to be taken. Early warning systems have become standard fixtures after past financial crises and natural disasters. The more advance early warning, the better the chances of lives being saved. Travel & Tourism has no early warning system in place anywhere. Even terrorism is discussed from a parochial superficial perspective rather than treated as a geopolitical problem with deeper root causes. Another blind spot for which the industry has paid the price.

### **5. Over-dependence on tourism and on a few markets**

Many countries became over-dependent on tourism. Worse, their tourism industries became over-dependent on a small handful of markets, specifically the Chinese. Certainly, Travel & Tourism's economic advantages are necessary for the survival of low-income economies. Countries such as Laos and Cambodia emerged from the ruins of conflict because of tourism. But over-dependence is another risky form of imbalance, the consequences of which are now clear.

### **6. “Growth” trumps moderation**

Over the past few decades, Travel & Tourism has become obsessed with growth. The word moderation (a variation of balance) was never used. A lot of that growth was chaotic and badly managed. Those who warned about it were chastised as “negative thinkers” and critics. Unmanaged growth led to its own set of crises such as overtourism and environmental degradation. So, what next in the “recovery” period? More “growth” or “growth with moderation”?

### **7. Imbalanced content of travel industry conferences and events**

Travel industry events have degenerated into forums of mutual back thumpers preaching to the converted. Sponsors and advertisers are allergic to debate, dissent, alternative perspectives or critical thinking. Sweeping issues under the carpet and living in denial is the preferred “safe” option. The resulting intellectual stagnation prevents a serious discussion of mistakes and means of rectifying them.

### **8. Crisis management or crisis prevention?**

Both “crisis management” and “resilience” are misguided misnomers. They lull the industry into a false sense of complacency that crises can be managed and overcome with yet another recovery campaign. Industry resilience will facilitate a return to business as usual – until the next crisis, when the same old cycle will repeat itself. Is it about time to break that vicious cycle and seek ways of preventing the next crisis as against just managing it? A few weeks before the Covid-19 pandemic struck, a Crisis Management and Recovery Centre was set up with great fanfare. What good did it do when its first test came along?

## 9. Start funding the right causes

Excessively imbalanced funding of useless bloggers and influencers has diverted money away from righteous causes and quality journalism. Is that in the interests of Travel & Tourism? Should it find ways of making its gargantuan marketing budgets work for better causes? Why not redirect funds towards serious watchdog groups such as civil society movements, investigative journalism, human and animal rights organisations, peace-building and inter-faith groupings, UN institutions such as the Alliance of Civilisations. If destinations want quality tourists, why not fund quality causes. All these institutions have vast followings on social media, which can double or triple the value of the marketing investment.

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**THE HILLSBORO TRIBUNE, THE  
NEWS-TIMES**

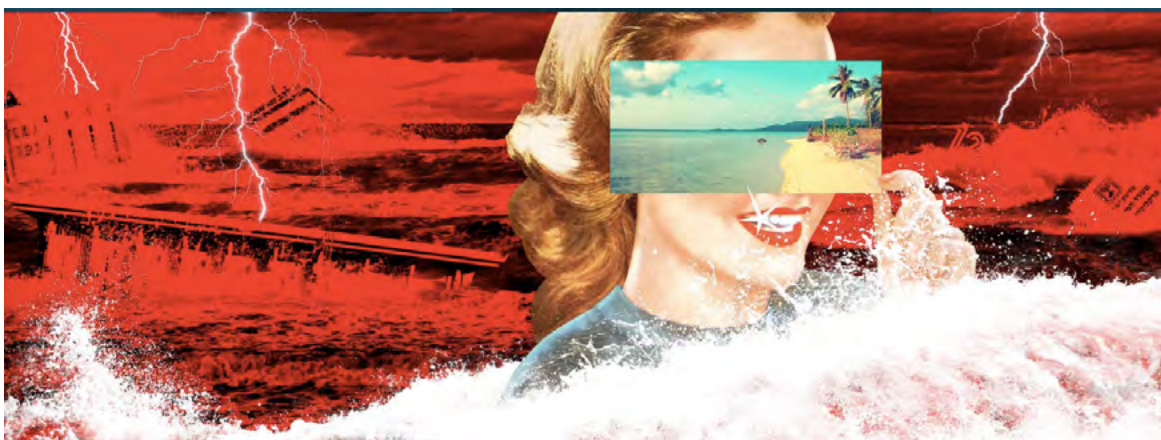
The news isn't 'fake' just  
because you see things  
differently

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**THE RIPON COMMONWEALTH PRESS**

Power corrupts even the best  
leaders. That's why James  
Madison realized government  
needed independent voices to  
check its worst instincts.



**Opinion // A Brief History of Bullshit: Why  
We've Learned to Ignore Truth**

Lies no longer draw backlash or punishment. But truth remains the  
strongest weapon against the world of alternative facts propagated  
by Trump and Netanyahu

# The Permanent Lie, Our Deadliest Threat

 COMMENTS

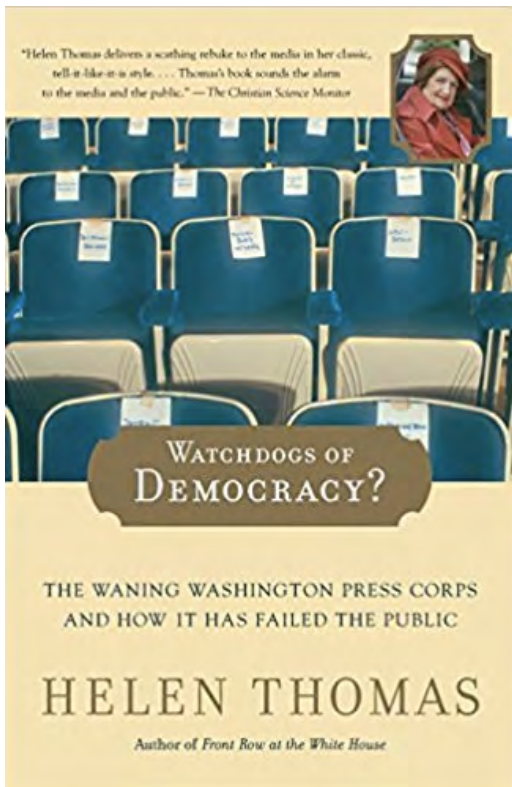


Mr. Fish / Truthdig

## Coming up: Uncovering the truth about civilians killed by the US and its allies in Afghanistan

7,167. That was the number of US airstrikes on Afghanistan in 2019. After two decades, this air war still claims ordinary people’s lives every month, but getting any answers about what happened and who was responsible is notoriously difficult. Finding ways to gather data, tell the human stories behind it, and push for accountability has been the driving focus of our Shadow Wars project. Last year, [our investigation with the New York Times led to the US admitting responsibility - having previously denied it - for an air strike that killed 11 children in one family.](#)

We’ve now launched our biggest collaborative investigation yet, [with Bellingcat and the open-source intelligence \(OSINT\) community](#), that will piece together as much information as we can about 20 strikes that reportedly have killed civilians after targeting buildings. Using data gathered from public sources, over 150 volunteers have uncovered new evidence helping us get closer to understanding what happened. We’ll be sharing this with you in the coming weeks.



25 TRANSPARENCY INTERNATIONAL

HOME WHO WE ARE WHAT WE DO GET INVOLVED NEWS DONATE Search

MISCELLANEOUS • 26 JUNE 2019

## 25 CORRUPTION SCANDALS THAT SHOOK THE WORLD

f t g+ e p r

Twenty-five years ago, when Transparency International was founded, corruption was seen as the necessary price of doing business and something so deeply ingrained that exposing and fighting it was regarded as futile and even harmful.

We live in a different world now: citizens, media and politicians across all regions actively condemn abuses of power. Such attitude change is partly due to exposure to past scandals and their consequences.

We compiled a list of some of the biggest corruption scandals over the last 25 years that inspired widespread public condemnation, toppled governments and sent people to prison. These scandals involve politicians across political parties and from the highest reaches of government, staggering amounts of bribes and money laundering of epic proportions.

In the wake of many of these scandals, many governments and international bodies committed to or implemented anti-corruption reforms, counted and, in some cases, recovered losses.

The New York Times

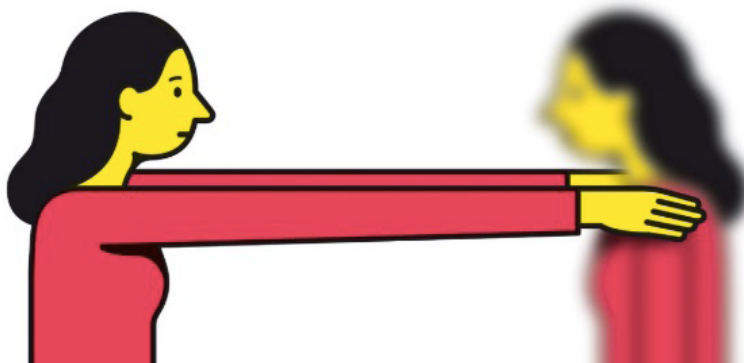
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How to whitelist

NONFICTION

## How Do We Make the Long-Term Decisions That Matter?



## 10. The content of Travel & Tourism communications

Travel & Tourism is re-engineering itself across the board to cater to the new realities. That path is only just opening. Clearly the same old imagery of swimming pools, hotel lobbies, airline stewardesses, golden sunsets and sandy beaches is not going to work. Instead communicators will need to show how they are contributing to the SDGs and making the world a better place.

## 11. Rebalance Travel & Tourism curricula

Curricula of Travel & Tourism academies and institutions contain scant discussion of its history and past mistakes. Students spend hundreds of man-hours on the technicalities of management, marketing, operations, finance and other business-building activities. History has no value, perhaps because human life has no value. The past is considered just that. If Travel & Tourism is truly serious about creating a better future for future generations it will have to help them learn from past mistakes, and avoid repeating them.

The screenshot shows the website 'the Globalist' with the tagline 'Rethinking globalization™'. The navigation menu includes Home, Features, Countries, Issues, Syndication, In the Media, and About. The main content area features an article titled 'The Cost of a Human Life, Statistically Speaking' by Frank Partnoy, dated July 21, 2012. The article's introduction discusses the challenges of weighing benefits versus costs in legislation and regulation. To the right, there is a 'TG in your inbox' section with an email subscription form. Below the article, there are three featured images: 'The Big Two: United States & China', 'Eye on North Korea', and 'A Kingdom Built on Sand: Saudi Arabia'. A book cover for 'WAIT: THE ART AND SCIENCE OF DELAY' by Frank Partnoy is also visible.

OPINION

# The Value of a Human Life

BY J. MARIO MOLINA  
July 21, 2017

Did you ever wonder, "What is the value of human life?" If so, you are in good company. In 1983, President Ronald Reagan wrote, "The real question is not when life begins, but: 'What is the value of a human life?'"

The question intrigued me. Of course, we all agree that human life is both precious and finite, but can we put a dollar value on a human life? Some scientists have estimated that the chemicals in a human body are worth about \$160, but that is not what I'm interested in. I think we all agree a human life is worth more than the value of its chemical components.

The federal government has an interest in this question, too. Different agencies have set different values on a human life. The Environmental Protection Agency set the value of a life at \$9.1 million in 2010. The Food and Drug Administration, on the other hand, came up with a value of \$7.9 million

News > World > Middle East

## CIA officer who interrogated Saddam Hussein says there were clearly no WMDs in Iraq

Former CIA analyst John Nixon says the White House thought he had 'failed' because he found no evidence of them

Caroline Mortimer | @cjmortimer | Wednesday 4 January 2017 15:32 GMT | 72 comments



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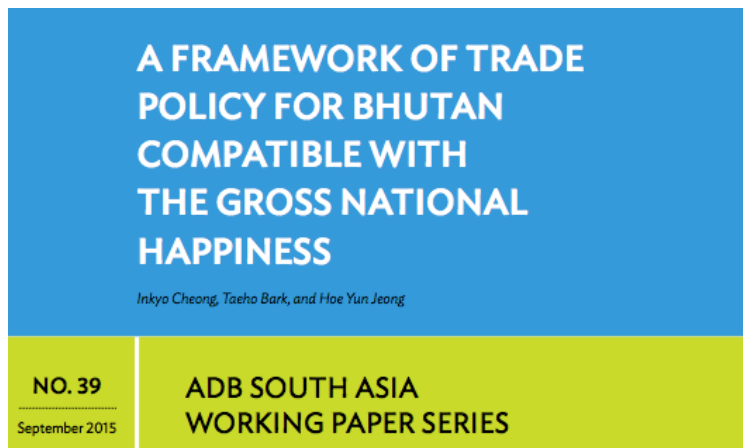


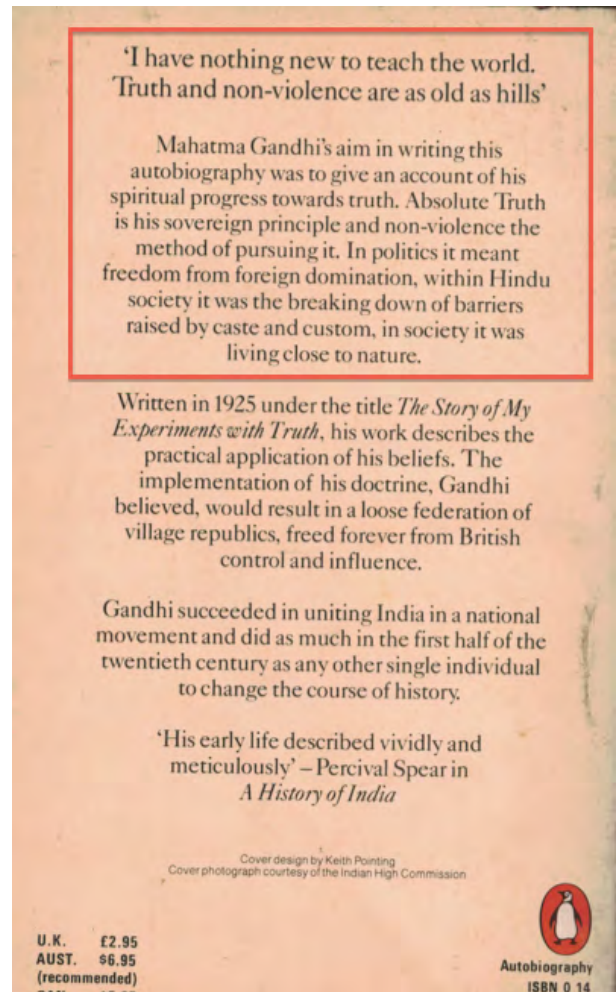
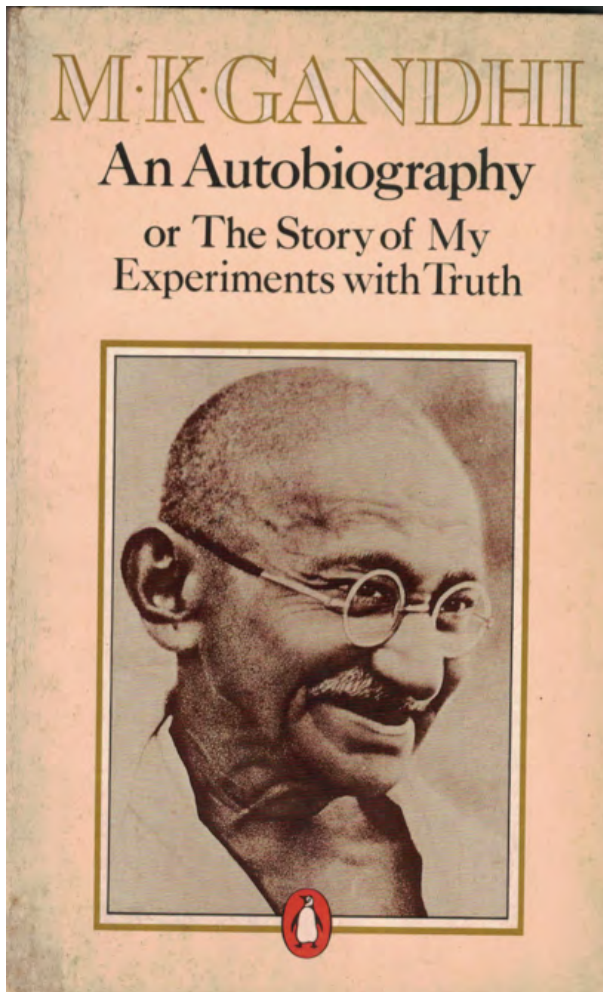
## 12. The four great Asian rebalancing systems

In order to be truly sustainable and stable, the future of Asia’s socio-economic development needs to be totally reoriented in line with these four home-grown concepts:

- The late Thai King Rama IX the Great’s Sufficiency Economy (which has been featured at length in this publication)
- The holistic Gross National Happiness guidelines of the King of Bhutan
- Mahatma Gandhi’s Need vs Greed early warning
- Nobel Peace Prize winner Mohammed Yunus “Small is Beautiful” Grameen Bank business concept.

I highlighted the combined power of these four socio-economic philosophies for the first time in two publications launched at the ITB Asia 2008-09. Both can be downloaded on my website [www.travel-impact-newswire.com](http://www.travel-impact-newswire.com)





**“The world has enough for everyone's need, but not enough for everyone's greed.”**

**– Mahatma Gandhi**




# SECTION 6: RESTORING THE BALANCE: THE ROLE OF TRAVEL & TOURISM




Bank for the Poor  
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40Years of Establishment  
40Years of Establishment



10Years of Winning Nobel Prize  
10Years of Winning Nobel Prize  
10Years of Winning Nobel Prize

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MAKING OTHER PEOPLE HAPPY IS SUPER HAPPINESS

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Yunus Centre Yunus Centre A

Bank for the Poor  
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## 16 DECISIONS



1 of 16 Decisions

2 of 16 Decisions

3 of 16 Decisions

4 of 16 Decisions

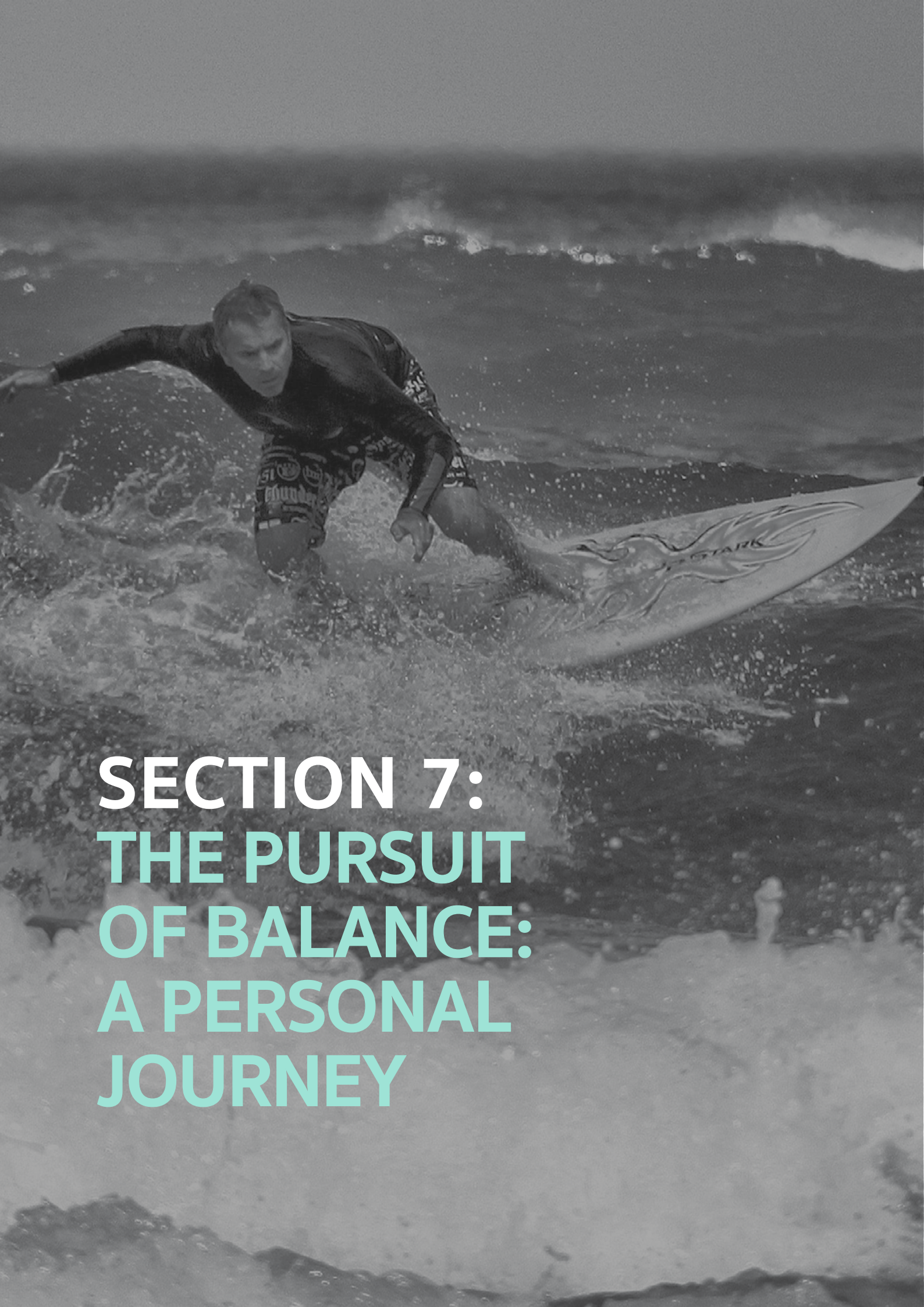
5 of 16 Decisions

6 of 16 Decisions

7 of 16 Decisions

8 of 16 Decisions





**SECTION 7:  
THE PURSUIT  
OF BALANCE:  
A PERSONAL  
JOURNEY**

## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

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The pursuit of balance has shaped my entire life both personally and professionally.

For six years in a boarding school in the scenic highlands of India, my weekly schedule was a perfect balance of study, sports and free time. Thanks to my dear mother, a Muslim boy born in the Land of the Hindus was educated in a school set up by Christian missionaries, taught by descendants of British colonialists, amidst the camaraderie of students representing the marvelously balanced social and cultural mosaic of India – Hindus, Muslims, Christians, Sikhs, Jains, Parsis and Jews.



Two years at an international school in Kuwait (1965-66) gained me a more balanced education with insights into Western and European history.

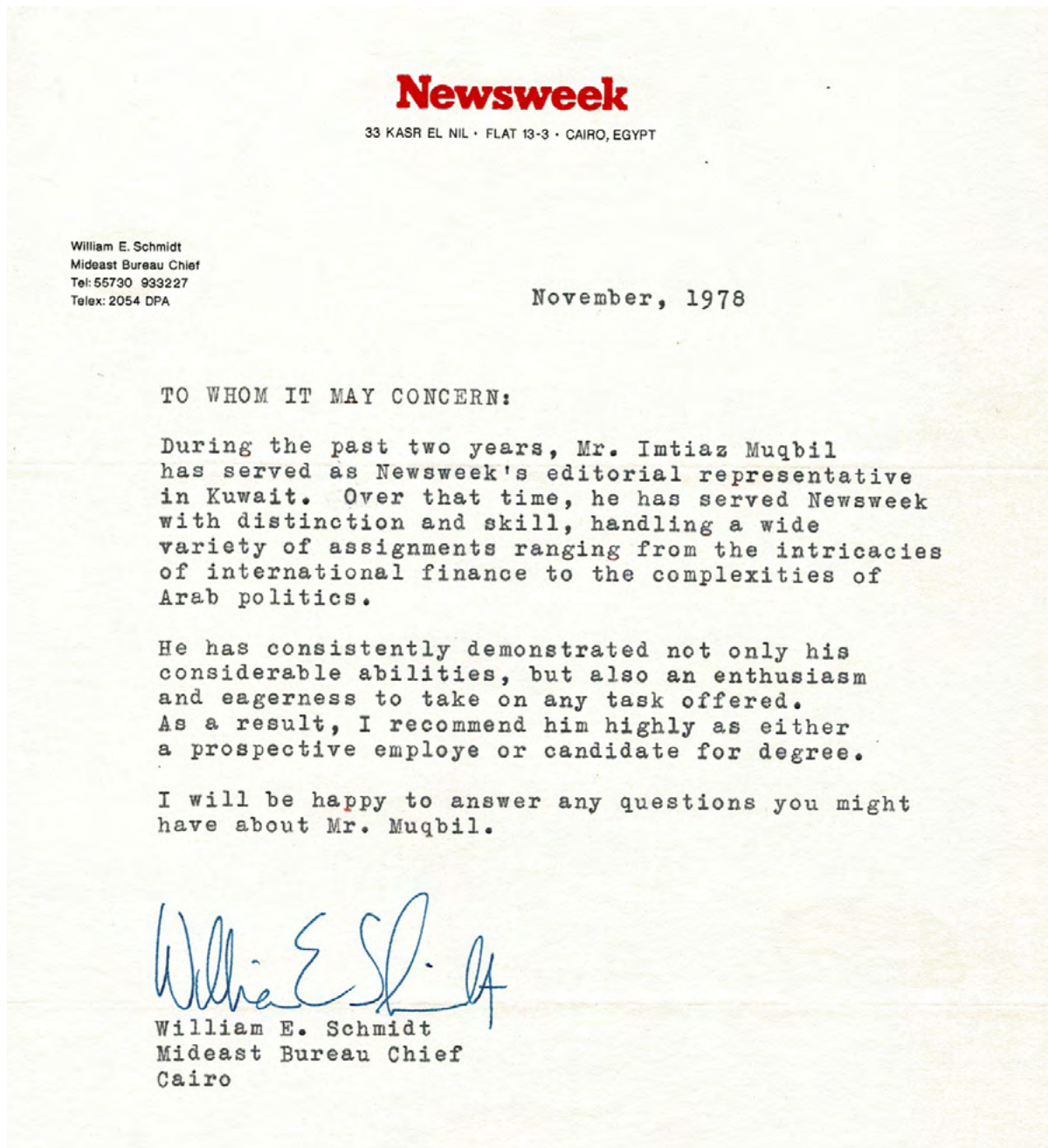
Two briefly incomplete stints at tertiary education ended in sheer boredom.

My career in journalism began in 1973 in the imbalanced Gulf state of Kuwait, a country ruled by a single family and totally dependent on one source of export earnings. Greenery was a luxury amidst the desert sands. Journalism was straitjacketed by zero media freedom.

## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

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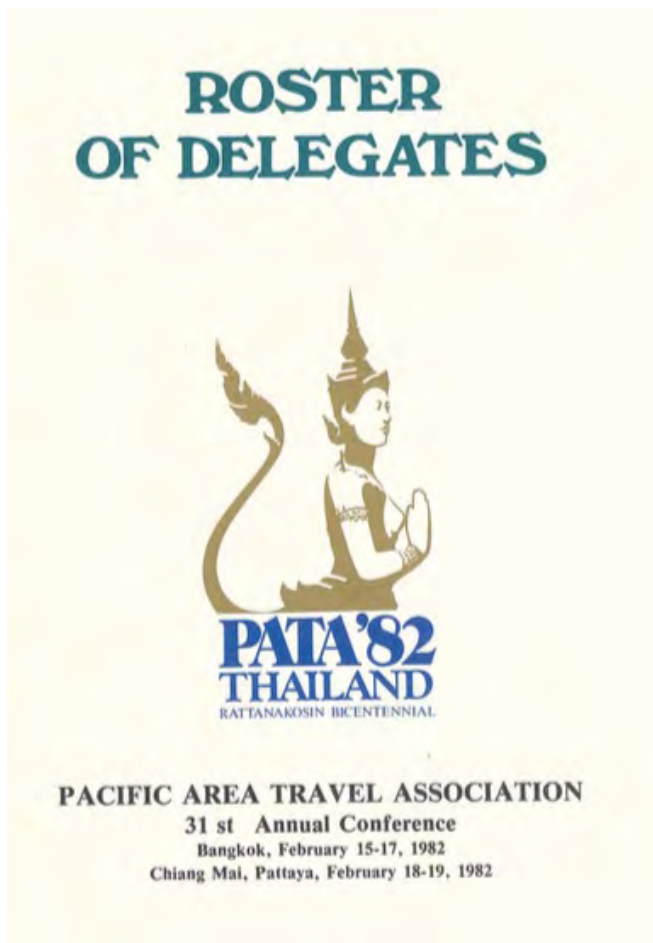
As a young journalist, it was an adrenalin-pumping experience to chronicle how the Middle East was being impacted by the oil boom and the Arab-Israeli conflict.



In 1978, the balance swung to the other extreme, with my move to Thailand. It had plenty of greenery and water, but no respect for either. A “Land of the Free”, with a beloved King, robust democracy and vibrant economy counter-balanced by a boisterous night-life, rampant corruption and poverty.

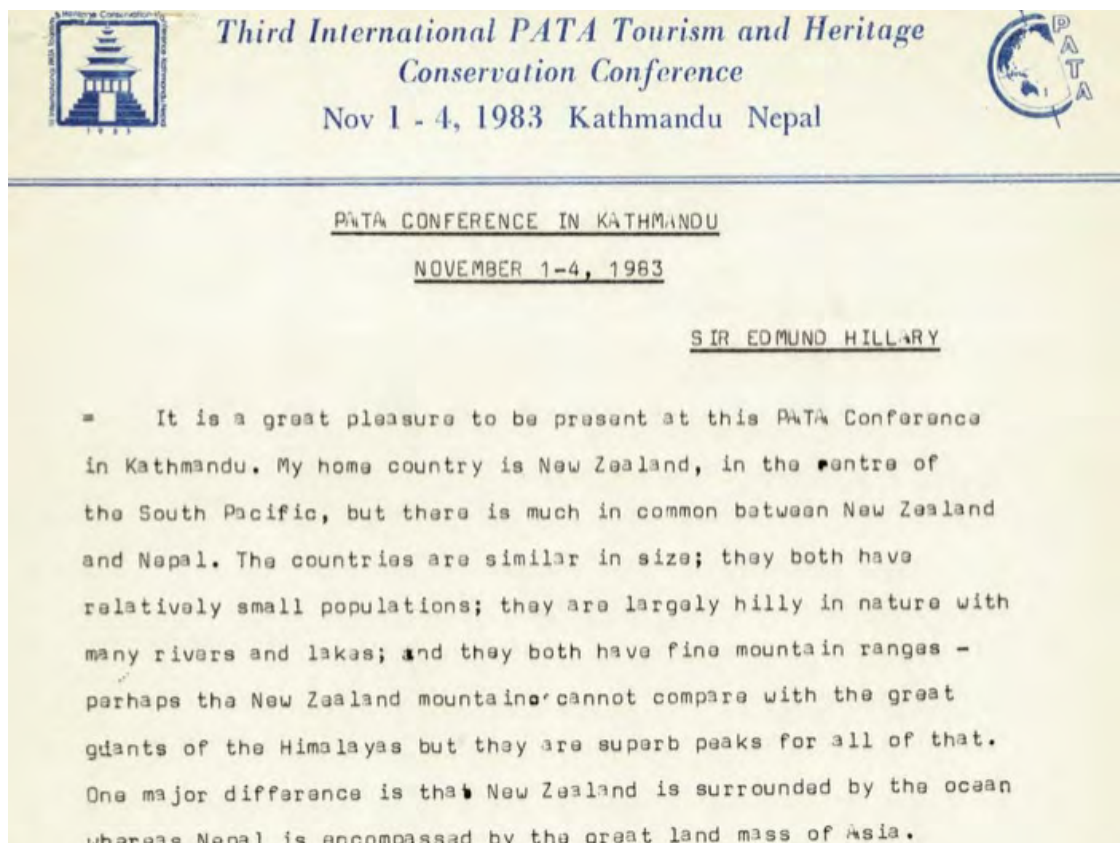
In 1981, I turned 25 and began covering Travel & Tourism. That year, the Tourism Authority of Thailand and Thai Airways International both turned 21.

## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY



In 1982, the PATA annual conference was held in Bangkok. The gathering of more than 2,000 delegates was an eye-opening event which cemented the role of Travel & Tourism in the socio-economic future of Thailand.

In 1983, at another PATA event, the Adventure Travel Mart in Kathmandu, I interviewed Sir Edmund Hillary, the first man to scale Mount Everest, and heard him speak passionately about the fragile relationship between ecology and poverty.

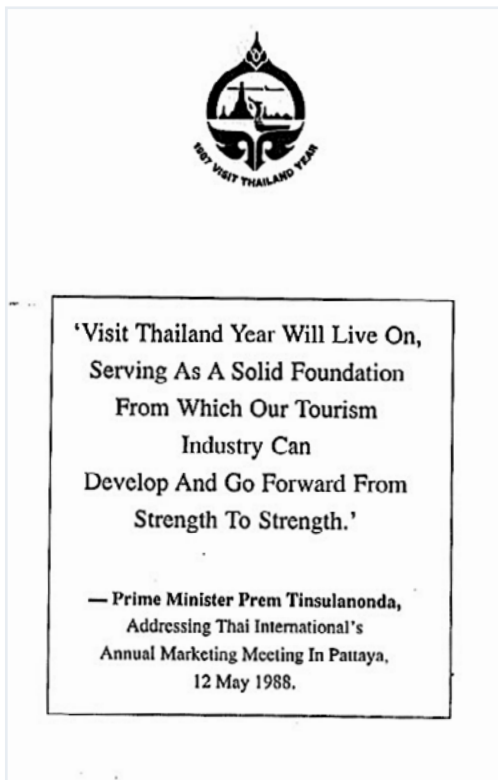


## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

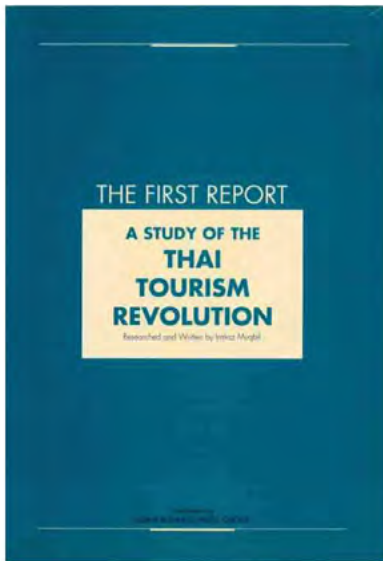
Environmental problems are really social problems anyway. They begin with people as the cause, and end with people as victims. They are usually born of ignorance or apathy. It is people who create a bad environment - add a bad environment brings out the worst in people. Man and nature need each other and by hurting one we wound the other. There is so much that needs to be done to halt the destruction of our world environment - so many prejudices to be overcome and self-interest to be enlightened. How can it possibly be changed in the time available?

A classic quote from Sir Edmund Hillary's speech. I have carefully preserved the original, knowing full well how important it would prove to be.

Then came 1987 Visit Thailand Year, which revolutionised global tourism. I wrote the first books about that chart-busting event and its aftermath, which highlighted both the marketing genius and management weaknesses of Thai tourism.



I had the honour of presenting the two books to the late Gen Prem in a small luncheon ceremony at Thailand's Rose Garden Resort.



Marketing Genius

## Foreword

VISIT Thailand Year was a momentous year in the history of Thai tourism. Based on the 60th birthday of His Majesty King Bhumibhol Adulyadej, celebrated by the Thai nation on 5 December 1987, visit Thailand Year focussed international attention on the country, increased awareness of tourism as a major economic force and proved true the long-taught but rarely-practised slogan that the Kingdom's true strength lies in how well the private and public sectors can cooperate.

This is a report of how the Thai travel industry fared in that epoch-making year. It strives to examine the year's successes and failures and analyse the issues that have emerged.

The first comprehensive report of its kind, it is different in style and content from other research studies because it is written from a journalist's rather than an academic's perspective. The objective was to go beyond number-crunching and take a look at how the industry functions and the deeper issues that affect it.

The conclusions and analyses are based on my detailed interviews with numerous Thai tourism industry executives with whom I have maintained regular contact since starting to cover the industry in 1981, first for Travel Trade Gazette Asia and then PATA Travel News Asia-Pacific, both publications of the Asian Business Press Group. I have made every effort to ensure accuracy of the data but if small mistakes have crept in, my sincere apologies.

I trust readers will find the report useful in formulating future marketing plans, developing feasibility studies or just for information and reference. Above all, I trust it will be as enjoyable to read as it was to write. It is my sincere hope that the report will make a small contribution towards helping the economic development of the country I have long called home.

Intiaz Muqbil,  
Bangkok, Thailand.  
17 June 1988



Management Dunce

Because tourism earns money much faster than other economic sectors and survives on legions of often unknowing and unsuspecting alien consumers perceived as cash cows, it is attracting the most attention from the many get-rich-quick artists. While considerable lip service is paid to attracting quality rather than quantity tourists, Thailand is being deluged by foreigners who, in about a year from now, will total 10% of the population. At stake in this growth is the issue of orderly management that should, like any corporate endeavour, strive to attain a satisfied consumer and a profitable company, both of which eventually benefit the country. As the rest of this book will illustrate, the Thai tourism industry seems today ill-prepared to cope with The Challenge of Growth. Though the objectives are clear, the path towards attaining them is a veritable obstacle course.

I trust this book will take a small step towards reaching those objectives. I have tried to analyse the issues facing the industry, identify the opportunities and highlight the dangers, which is all a journalist can do. The rest is upto the industry which I am sure will rise to the occasion. The Thais, after all, are known for their ability to flabbergast.

Intiaz Muqbil,  
Bangkok,  
23 July 1989.



THE THAI TOURISM INDUSTRY  
COPING WITH THE CHALLENGE OF GROWTH 5



## JICA study sounds danger warning

**U**NLESS immediate and effective measures are taken to regulate and manage Phuket's booming tourism industry, Thailand's beautiful island resort faces a bleak future, according to a major study done by the Japan International Cooperation Agency. Released in March 1989 after 15 months of research by a 35-member team of Japanese and Thai experts, the study warns that Phuket's uncontrolled growth will soon cause land and fresh water shortages, waste management problems and corrosion of coastal areas. "Environmental preservation is strongly required to maintain the value of Phuket tourism in the long run," says the study. "A balanced development system should be explored with attention being paid more to the environment than to development."

The study, one of several done by JICA in Thailand, is set to become a major test case as Thailand stands poised for a major nationwide debate on the relationships between economic growth, tourism and conservation. Though the study suggests several remedial measures, they all involve "an extremely significant role to be played by the government in terms of legislative monitoring, supervising and directing actions." *The private sector, however, is not optimistic that anything will be done until conditions deteriorate to near catastrophic proportions. Even as the study was released, Thai developers announced plans to build at least two giant condominiums on Phuket's beaches and more are almost certainly in the pipeline.* "The JICA suggestions probably won't be worth the paper they are written on within a few months," said one tourism industry executive.

**Phuket, Thailand's fastest growing beach resort, faces a downhill future unless prompt action is taken to stem the rot, warns the JICA study.**

There was no shortage of early warnings about the impact the Thai tourism gold rush would have on the environment. Did anyone pay attention? Did King Rama IX the Great's economic development policy get any traction at all?



## Balancing riches against ruin

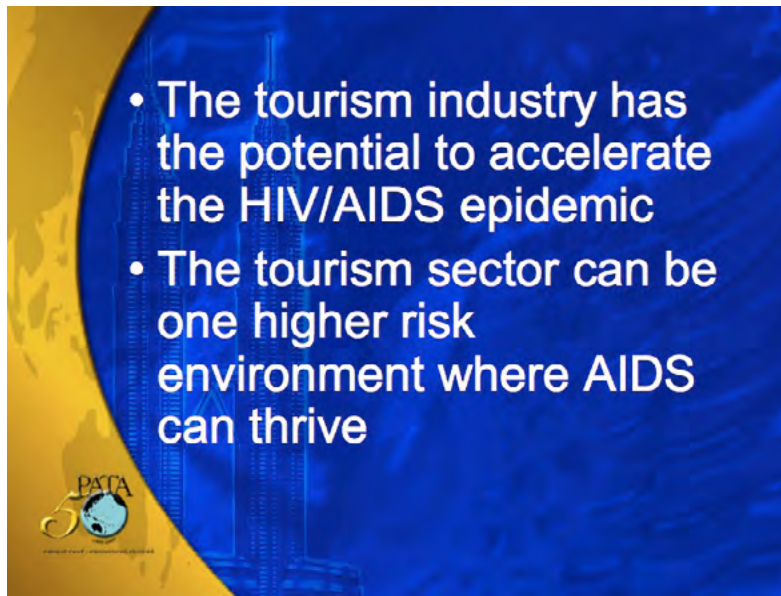
**L**ESS than a year after chalking up Southeast Asia's highest surge in tourism arrivals, Thailand is grappling with a problem that goes right to the depths of its tourism industry: the preservation of its natural heritage. Progress and poverty have both worked in their own respective ways to impact on Thailand's environment. Tourism is now being seen paradoxically both as contributing to the decline and, if properly planned and managed, a means of stemming it. Said Mr Kasem Snidvongs, Deputy Permanent Secretary of the Ministry of Science, Energy and Technology, "We face two major challenges in respect to the growth of nature-oriented tourism. The first is how to provide high quality tourism opportunities without degrading the resource base upon which such tourism depends. The second, to ensure that significant benefits from tourism development actually reach the village level and serve to support rural development efforts."



## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

The 1980s were marked by the dawn of post-Vietnam War peace in the Greater Mekong Subregion, the rise of ASEAN, the rise of ASEAN, the emergence of China and Japan. I was among the first generation of travel trade journalists to visit Myanmar, Bhutan, Mongolia, Laos, Cambodia, Vietnam and China as they began to reform towards market economies.

The 1980s also was when the AIDS pandemic began to rear its head, the consequence of another imbalance – sex and prostitution in an otherwise devoutly Buddhist country.



The 1990s began with more Middle Eastern turmoil, the Iraqi attack on Kuwait, followed a year later by the U.S.-led counter-attack on Iraq.

In 1991, I covered the Annual General Meetings of the World Bank/IMF in Bangkok. Counter-balancing the annual jamboree of the world's bankers was a People's Forum, a platform for the poor to air their grievances against the top-down diktats of the moneymen.

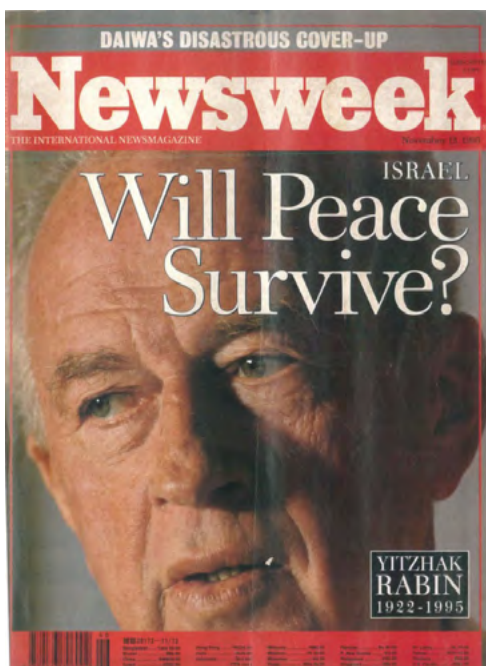


## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

That was followed by other landmark events such as the PATA Annual Conference in Bali (1991) and the UNWTO General Assembly in Bali (1993). Both put sustainability at the core of their agendas.

The WTTC, set up in 1990, launched the Green Globe agenda after the 1992 Earth Summit, also to balance the economic value of tourism and its ecological impact.

In 1995, I was the only Asian journalist in Tel Aviv when a Jewish extremist fanatic terrorist assassinated Israeli Prime Minister Yitzhak Rabin just two days after the Nobel Peace laureate had delivered his last speech highlighting the value of peace and tourism at an International Hotel Association conference. The Middle East has been in turmoil ever since, and the responsibility lies 100% in the bloodied hands of a violent Jewish terrorist.



## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

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In 1997, the economic crisis crippled Thailand, thanks to another imbalance: Greed and hubris in total violation of the Buddhist precepts of moderation.



Governance in Asia: From Crisis to Opportunity 15

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*Special Theme*

## Governance in Asia: From Crisis to Opportunity

*"At the core of our dark experience lies the ugly truth that there was an absence of transparency, accountability, public interest, and public responsibility."<sup>1</sup>*

Issues of governance are at the center of many of the most pressing challenges confronting countries throughout the Asian and Pacific region today. In East<sup>2</sup> and Southeast Asia,<sup>3</sup> the need for greater transparency and accountability in regulating the financial sector has been one of the key problems behind the currency turmoil, corporate bankruptcies, and falling stock markets that have plagued the region since July 1997. In South Asia,<sup>4</sup> issues of restricting the reach of state intervention and

## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

In 1998, PATA moved its headquarters from San Francisco to Bangkok. I was appointed the first Asian editor of its flagship research publication *Issues & Trends*. In the Feb 1999 issue, with the New Millennium just 10 months away, I compiled the trends of the 1980s-90s into one issue, leading with this landmark forecast highlighting the importance of balance for Travel & Tourism in the 21st century.



### Balancing Acts

Economic Concerns	Ecological Concerns
Corporate Profits	Corporate Responsibility
Foreign Cultures	Local Cultures
High Touch	High Tech
Quality	Quantity
Thinking Globally	Acting Locally
Cooperation	Competition
Market Segments	Customer Segments
Demand	Supply
Staff compensation	Staff expectations

## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

The carefully researched forecast took its cue from the landmark post-1997 crisis speech by the late King Rama IX the Great stressing the need for Thailand to adopt the Sufficiency Economy model.

The King knew the value of balance for economies and societies. A well-balanced distribution of power was necessary for maintaining check and balance. In my forecast, I was merely reasserting that value for the benefit of Travel & Tourism.

Not a single PATA CEO ever paid any attention to it.



### เครือข่ายกาญจนาภิเษก The Golden Jubilee Network



CONTENT
<a href="#">ภาษาไทย</a>
<a href="#">Opening page</a>
<a href="#">H.M.'s Biography</a>
<a href="#">Golden Jubilee Rites</a>
<a href="#">Royal Activities</a>
<a href="#">Royal Projects</a>
<a href="#">Royal Speeches</a>
<a href="#">Royal Talents</a>
<a href="#">Royal Music</a>



**Royal Speech**  
**Given to the audience of well-wishers**  
**On the occasion of the Royal Birthday**  
**Anniversary**  
**At the Dusidalai Hall, Chitralada Villa, Dusit**  
**Palace**  
**On Thursday, December 4, 1997**

In fact, I have often said to such audience as this one that to be a tiger is not important. The important thing for us is to have a self-supporting economy. A self-supporting economy means to have enough to survive. About this, I have often said that a self-sufficient economy does not mean that each family must produce its own food, weave and sew its own clothes. This is going too far, but I mean that each village or each district must have relative self-sufficiency. Things that are produced in surplus can be sold, but should be sold in the same region, not too far so that the transportation cost is minimized. Doing so might prompt some distinguished economists to criticize that it is out-of-date. Some other people say that we must have an economy that involve exchange of goods that is called “trade economy”, not “self-sufficient economy” which is thought to be unsophisticated. However, Thailand is a country that is blessed with self-sufficient productivity.

**The Grass-Roots Monarch**

At the wheel of the Jeep Wagoneer is King **BHUMBOL ADULYADEJ**, on another of his hardworking tours of the Thai countryside

By **WILLIAM STEWART BANGKOK**

In the afternoon sunlight, the rice fields of northeastern Thailand lie quiet and almost empty. The grain has been harvested. Only a few peasants are at work, their bent silhouettes dotting the paddies far into the distance; along the side of the road, a handful of young monks are making their way toward the next village. This is not the Thailand of glimmering temples and opulent beach resorts but a quieter place where the past maintains a tangible presence.

There is a distant commotion: a fast-moving police car with flashing blue lights is leading a 45-car motorcade down the dusty country road. The seventh vehicle in the column is a blue-and-white Jeep Wagoneer driven by a slight, bespectacled man. The peasants in the field do not know it, but the man behind the wheel is sport jacket and open-neck shirt, holds such titles as the Most Exalted Order of the White Elephant and the Most Noble Order of the Crown of Thailand. He is King Bhumibol Adulyadej, and he is on the road.

To counter his generally isolated position, the King makes extended visits each year to four of his palaces outside Bangkok. These are not idle excursions but working trips during which the King, frequently accompanied by Queen Sirkha, heads out almost daily to remote villages. Since the early 1970s, his visits have led to the establishment of more than 1,000 royal projects, ranging from irrigation works to cottage industries such as silk and cotton weaving.

Surrounded by dozens of courtiers and government officials, the King and Queen set out each afternoon on formal occasions, they use a pale yellow Rolls Royce or a cream-colored Cadillac, but most often their favored vehicle is the four-wheel-drive Jeep Wagoneer, which is best suited to rutted backcountry roads. Usually a portable kitchen goes along with enough provisions to feed 500 people. Physicians in the entourage help local doctors and dentists establish temporary field clinics to deal with villagers' basic medical and dental needs. The Queen distributes gift packages containing blankets and clothing. The royal road show is a crowd pleaser, and the royal couple knows it.

What does the King get out of it? Strolling about one of his projects near Sakon Nakhon, a winter retreat, Bhumibol,

**Profile**

in a rare conversation with a foreign journalist, explains in English, "I get a feel for the soil, for the people." He adds, "What I want to see is integrated development. It's a slow process. Perhaps some people think I'm taking a backward step in moving so deliberately. But I don't want to see Thailand become just another newly industrialized country. I have a very keen interest in rural development, especially irrigation and water resources."

The King talks casually about some of the risks he has taken, particularly in the deep-poor northeast, the presence of communist guerrillas until their insurgency spluttered out in the mid-1980s. "I began these trips many years ago, when I was fitter than I am now," says the 65-year-old monarch. "We had some problems in this region and elsewhere, and some people thought it was a little dangerous for me to come out." In fact, during a 1977 excursion in the southernmost province of Yala, a bomb exploded near the royal entourage, but the King was unharmed.

Wherever he goes, he is in constant touch by radio, courier, telephone or fax with his office at Chitralada Palace or his principal residence at the Grand Palace in Bangkok. "Official papers follow me everywhere," he says. "They're waiting for me now. But I work late, often to 3 a.m." In recent weeks, tensions between the military and the government have held the King's special attention. Last month Prime Minister Chatchai Choonhavan resigned and then formed a new and stronger government, a political end play around the military that appeared to have the King's implied approval. As a constitutional monarch and the symbol of Thai unity and stability, Bhumibol does not openly take part in the political process but is known to favor strongly a steady evolution toward full democracy. As he puts it, "I believe I have a unifying role to play, and I believe there must be a balance of forces in the country. We have been having a lot of trouble in the government recently. I trust nothing unfortunate will happen, but let's keep our fingers crossed."

Since 1932 Thailand has been wracked by 18 coups or coup attempts, in nine, soldiers seized power. The fact that there has not been a successful military takeover effort in 14 years is widely attributed by many Thais to the King's moral authority and the perception that he is firmly opposed to military rule.

Bhumibol's personal authority was gradually built during his 44-year reign, the longest in Thai history. He ascended the throne in 1946 on the same day his older brother, 20-year-old King Ananda Mahidol, was found in bed, fatally shot, in the Grand Palace. Although officially ruled as a co-regent, the death was never satisfactorily explained. Bhumibol, then 18, had only just returned from Switzerland, where he had spent the war years.

The new King, a shy, almost withdrawn young man, took the dynastic name Rama IX and became the latest in a line of sovereigns of the Chakri dynasty, which dates to 1782; his great-grandfather was King Mongkut, splendidly—and quite inaccurately—brought to life in *Siam and the King of Siam* and then *The King and I*. Two months after ascending the throne, Bhumibol went back to Switzerland, where he studied law and political science at Lausanne University. After completing his education, he returned to Thailand and was crowned in 1950. By then he had married, twice, a great-granddaughter of a former King and thus a distant cousin.

The Thailand of 1951 was in the firm grip of a military government headed by Marshal Plaek Phibunsonggram. Al-



"I believe I have a unifying role to play, and I believe there must be a balance of forces in the country."

though the country remained a constitutional monarchy following the abolition of absolute royal rule in 1932 coup, no King was in residence for the better part of two decades. According to Sukit Sawit, a distinguished scholar and critic of the monarchy, Phibun needed the young Bhumibol to bolster the government's sagging popularity. Seven years later, Phibun was overthrown by other officers, but the new rulers were just as eager to get the King's support, if only as a sign of their legitimacy.

Vast crown properties expropriated in 1932 were returned to the monarchy in 1956, though not to the King personally. In residence for the better part of two decades. According to Sukit Sawit, a distinguished scholar and critic of the monarchy, Phibun needed the young Bhumibol to bolster the government's sagging popularity. Seven years later, Phibun was overthrown by other officers, but the new rulers were just as eager to get the King's support, if only as a sign of their legitimacy.

Most crown properties expropriated in 1932 were returned to the monarchy in 1956, though not to the King personally. In practice, the distinction is blurred, since many of the King's personal environmental and agricultural projects around the country are at least partly funded through the Crown Property Office. Among the enterprises administered by that office are the Siam Commercial Bank and the Siam Cement Co., two successful and powerful businesses, and several dozen affiliated firms.

Says Sukit: "At first, the army and the monarchy seemed to check each other. But as time went on, the King gained the upper hand. The creation became the creator." The mystique that had surrounded Thai kings of old was re-created, and ceremonies that had not been in use since the days of Bhumibol's grandfather, King Rama V, were revived. While Thailand is ever-wholeheartedly Buddhist, it is also rich in Hindu myths and rituals at his coronation, a Thai king assumes the mythical status of a godhead who rules with divine power. Whenever the King appears, devout Thais often put their handkerchiefs on the ground for him to walk on, later taking them home and placing them on the family altar. Even senior officials, including the 70-year-old Chatchai, fall on their knees in front of the sovereign, sometimes for minutes at a time.

As a result, the King is both idolized and isolated. Says one of his advisors, "It's probably true that he doesn't really have any friends, except perhaps for one or two of his school chums, like the Lord Chancellor and his twin brother." In particular, Bhumibol misses his eldest daughter, Ubolratana, who removed herself from the official family by marrying an American citizen and settling in the U.S. The headstrong behavior of Bhumibol's son and presumed heir, Crown Prince Vajiralongkorn, has also occasionally strained family ties. Princess Maha Chakri Sirindhorn, 35, who often visits schools and cooks for the children, has become the royal family's most popular and respected member, next to the King.

Bhumibol looks hale but has had several bouts of serious illness in connection with a heart disorder. In one 1982 incident, he apparently slipped into a coma and later explained: "I've been through the twilight zone." Throughout his reign, he has radiated that curious, touching innocence that is often found in the genuinely selfless. It is a quality of the spirit, no doubt partly a reflection of the fact that as a young monarch, back in 1956, Bhumibol spent 15 days as a monk, a common practice for Thai men. He has formed a special bond with his people, to the point where citizens displeased with local officials often threaten to take their complaints to "the Royal Father." They do so because they know he will listen—and act.

ISSUES & TRENDS  
Pacific Asia Travel

PATA

Under my editorship, Issues & Trends explored other burning topics which I could clearly see impacting Travel & Tourism in the 21st century, such as preserving the peace and making globalisation more fair and inclusive.

OCTOBER 1999

A Culture of Peace

The ethnic, cultural, political and social diversity of the Pacific Asia region has long been marketed as its greatest strength. It could turn out to be its greatest liability. The growing number of regional conflicts could pose the gravest danger to travel and tourism in the 21st century. While many of our Pacific Asia destinations are emerging from the ravages of war and conflict, others are plunging into it. As tourism has long claimed to be an industry of peace, the time for it to live up to its slogan is at hand.

"We face a paradox," notes Ramesh Thakur, Vice-Rector of UN University. "The incidence of war in human society is as pervasive as the wish for peace is universal." This paradox — so much violence, so widespread a desire to end it has had significant consequences for the UN, which, since the end of the Cold War, has been increasingly confronted with new security challenges. In recent years, its peace-keeping activities have been directed mainly at easing internal civil conflicts, not wars between states.

The summer 1999 issue of "Work in Progress," a publication of the United Nations University, reported on new research on global security challenges and the role of the UN. It contained a number of essays on Peace Research, a rapidly growing scholastic and academic field designed to create "sustainable peace." In this edition, we report on some of the points raised in those essays. They will give the travel and tourism industry much food for thought.

This issue has led to much scholarly thinking at the UN University's Peace and Governance Programme. Indeed, peace research has changed its focus "from the welfare of the state to that of individuals and the system: how everybody gains when parties in conflict avoid violence."

**The Changing Face of Peace**

We are now nearing the end of the most war-ravaged century in human history, a period that gave birth to the grisly terms, "genocide" and "ethnic cleansing." War-related deaths in the 20th century are estimated

The emergence of the forces of globalisation poses a dual challenge to the security responsibilities of the UN. On the one hand, globalism has brought to centre stage an array of new actors: trans-national corporations, social movements, advocacy networks. These need to be given a voice in the new architecture of global governance. However, the "dark side" of globalisation - trans-national organised crime, drug use and corruption threaten to impose their own unjust order and



Then the 21st century dawned.

By simply connecting the dots of the destabilising global events of the 1980s-90s, it was more than apparent that the New Millennium would witness more of the same.

Sure enough, the 9/11 terrorist attacks changed the world geopolitically, again a direct consequence of Middle East turmoil.

Then came more instability with a “War on Terror” that clearly targeted the entire Islamic world -- Iraq, Afghanistan, Syria, Libya, Iran, Yemen, Sudan.

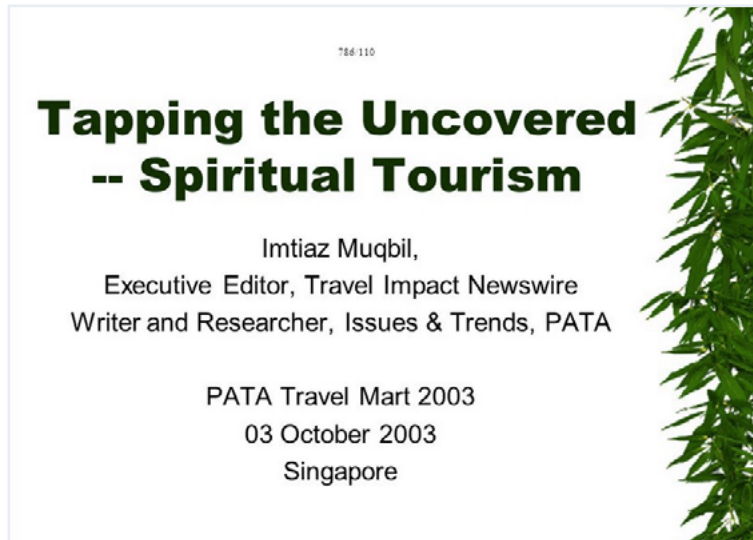
It became clear that “Climate Change” and “Regime Change” would dominate the 21st century agenda, and destabilise Travel & Tourism.

I called these twin challenges “The Two Global Warmings”. A number of reports, studies and studies followed to underline the threats they posed to the future of Travel & Tourism.

## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

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Over the next few years, I continued to raise the bar with pioneering talks on topics such as “Spiritual Tourism” and “Counter-trends”, both designed to broaden and balance the travel industry discourse.





ISSUES & TRENDS

*the search for  
balance is  
becoming more  
important than  
ever*

VOLUME 10, ISSUE 8, AUGUST 2005



## Revisiting the Search for Balance

Travel is a dream many can now fulfill. How do we avoid a nightmare?

In February 1999, not long after PATA headquarters shifted from North America to Asia to be closer to the heart of Asia Pacific, this monthly publication underwent a similar shift to focus more deeply on the issues and trends unfolding within Asia Pacific.

With the 21st century then about to dawn, PATA Strategic Intelligence Centre (SIC) Managing Director Mr John Koldowski and writer/researcher Mr Imtiaz Muqbil decided on an inaugural issue headlined "Finding the Right Balance – 21 Issues & Trends that will shape the 21st Century". The opening line stated simply: "The travel and tourism buzzword of the 21st century will be the search for balance."

The edition added: "The identification, maintenance and management of this threshold of balance will be the single most important requirement for the tourism industry of the 21st century. Those companies, institutions and destinations that perform the balancing act well will attain that elusive goal of sustainable development; those that don't, or won't, will be trapped forever in vicious boom and bust cycles."

In the post-tsunami era when the words 'early warning' have become ubiquitous, we felt it was time to revisit that inaugural issue, as well as some of the other issues and trends highlighted in later years, to remind PATA members that the search for balance is becoming more important than ever.

Call it yet another early warning.

In the early 1990s, a new era, known then as 'the Asian Century', was on the rise. But from 1997 onwards, the ascent encountered a turbulent series of economic, political, social, cultural and environmental fluctuations and changes.

*Issues & Trends* tracked these changes, and not just from a rose-tinted perspective celebrating the 'resilience' of travel and tourism and its ability to bounce back from anything that hit it. We presented a realistic assessment of the impact of globalisation, currency instability, poverty alleviation, peace and conflict, global warming, AIDS and many others – all part of the wider socio-economic-cultural-environmental picture that shapes the industry.

We returned to the subject of balance a number of times. In March 2002, we said: "The travel and tourism industry is only a part of a much wider political, social, economic and cultural matrix, the shape and texture of which is identifying more clearly with an emerging sense of Asian identity, nationalism and regionalism. While the pitfalls are considerable, there are clear opportunities to achieve a better balance of visitors for destinations, a better mix of leisure, business and MICE traffic, less pronounced peaks and troughs in seasonality and, over time, a better overall yield."

In October 2002, we questioned the future of forecasting itself by asking industry leaders: "If business must have stability to plan ahead, how can it do so in a world of currency uncertainty, crashing stock markets, bursting bubbles, political mayhem, gargantuan bankruptcies, religious strife, airline collapses, social disorder, environmental chaos, financial shortages and security lapses, among many other problems?"

As researchers and analysts, our job is to take a big-picture, holistic approach towards global, regional and local issues and trends, put them into context and explain their potential impact on travel and tourism. Questioning conventional wisdom and agendas is critical to this analytical process.

2005: As many Asia-Pacific destinations began to recover from the devastating Dec 2004 tsunami, I revisited the Search for Balance in the rebuilding process.

**Strengthening Small and Medium  
Sized Enterprises in the  
Asia-Pacific  
Travel & Tourism Industry**

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**A STUDY PREPARED FOR PRESENTATION AT  
ITB ASIA  
OCTOBER 24, 2008  
SINGAPORE**

*Imtiaz Muqbil, Executive Editor, Travel Impact Newswire,  
Bangkok, Thailand  
imtiaz@travel-impact-newswire.com*

2008-09: As it became apparent that big corporations would become even bigger, and that both economic crises and technology would have a serious impact on SMEs, I produced these back-to-back studies to balance the agenda at the then newly-launched ITB Asia. Both can be downloaded on my website.

**Survival at Stake  
for  
Small & Medium Sized Enterprises  
in  
Asia-Pacific Travel & Tourism**

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**A REPORT PREPARED FOR PRESENTATION AT  
ITB ASIA 2009**

**OCTOBER 23, 2009**

**SINGAPORE**

*Imtiaz Muqbil, Executive Editor, Travel Impact Newswire,  
Bangkok, Thailand  
imtiaz@travel-impact-newswire.com*

# SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

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TRAVEL IMPACT NEWSWIRE – Edition 40 (2009) – Friday, 03 July 2009

29 Years of Distinction in Travel Journalism.

Launched in August 1998, Travel Impact Newswire provides unmatched, thought-provoking coverage of big-picture issues and trends that impact global travel & tourism. *Executive Editor: Imtiaz Muqbil.*

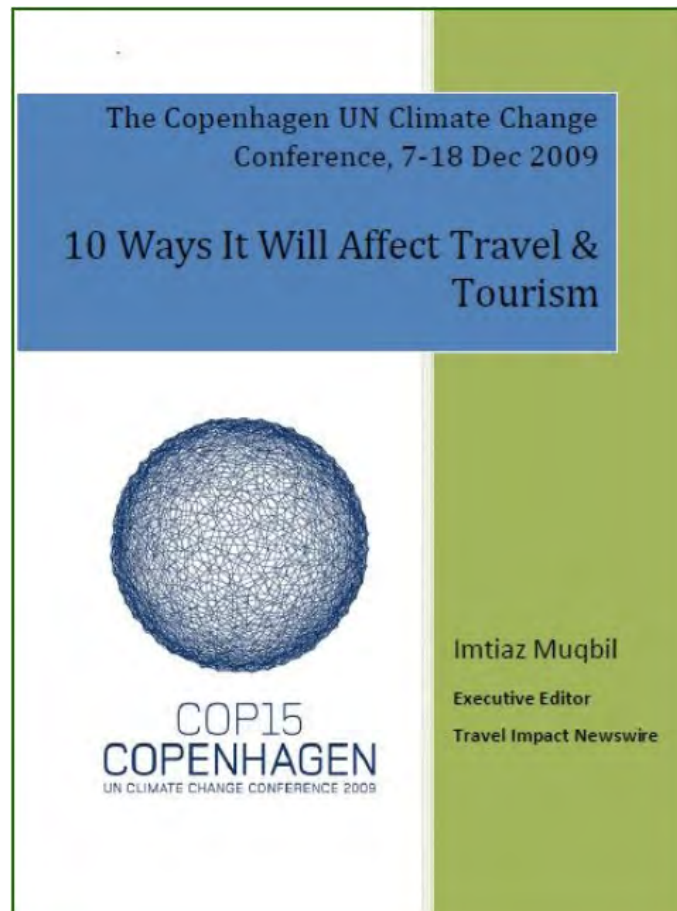
In this dispatch:

Travel Impact Newswire today launches a series of weekly dispatches dedicated to the achievement of the [U.N. Millennium Development Goals](#) by the set target of 2015. **Supported and sponsored by exclusive partner Amadeus, the leading travel technology company**, these weekly dispatches are the **first of their kind by a travel industry publication worldwide**. They will feature a roundup of activities, projects, plans and policies being undertaken by UN agencies, public & private sector organisations, universities, foundations and civil society movements to meet the MDGs. Hopefully, they will **educate and inspire the travel & tourism industry to join the effort**. No industry is better placed than travel & tourism to help meet nearly all components of the MDGs. By becoming more aware of ongoing projects and policies in areas the industry does not normally venture into, travel & tourism companies, associations and institutions will be able to identify many ways to fulfill both short-term profitability as well as a long-term global good. **The support of Amadeus in this unique venture is acknowledged.**

1. **MORE THAN TWO BILLION PEOPLE GOING HUNGRY EVERY DAY**
2. **AS JOBS ARE LOST, U.N. LABOUR CHIEF CALLS FOR WORLD LEADERSHIP "WITH A MORAL COMPASS"**
3. **300 NATURAL DISASTERS KILLED 236,000 IN 2008, CAUSED \$180 BILLION IN DAMAGE**
4. **EDUCATING GIRLS WILL HELP ALLEVIATE POVERTY AND REDUCE CHILD LABOUR**
5. **"PEACE AND SECURITY NOT POSSIBLE WITHOUT ADDRESSING RICH-POOR INCOME GAP AND HUMAN RIGHTS"**
6. **"FAIRNESS" NEEDED IN GLOBAL HEALTH POLICIES**
7. **FOUR NEW SITES INSCRIBED ON UNESCO'S WORLD HERITAGE LIST**
8. **NEW GLOBAL REPORT ON ROAD SAFETY ISSUED**
9. **AMBITIOUS GLOBAL CLIMATE CHANGE AGREEMENT IN SIGHT**
10. **U.N. ADVISORY GROUP ON ENERGY AND CLIMATE CHANGE LAUNCHED**

-x-x-x-x-x-x-x-x-x-x-x-x-

2009: I was the first travel trade journalist to flag the importance of what was then known as the Millennium Development Goals, the precursor of the Sustainable Development Goals (top). I also covered the Copenhagen Climate Change talks and produced this inaugural report on how they will impact Travel & Tourism (bottom)



## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

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31 OCT, 2011

### Journey of a Lifetime: In The Footsteps of the Buddha

IMTIAZ MUQBIL ON THE BUDDHIST CIRCUIT

[Show as slideshow]



1 2 3 4 5 6 7 ▶

In a world of ceaseless turmoil, the pursuit of peace and security is becoming a global human objective, triggering a surge in religious tourism. India, home to four world religions and philosophies, is capitalising on this trend big time, especially the Buddhist circuit. With thousands of devotees flocking in from around the world, major improvements are being made in facilities and services to cater to them.



#### Polls

Question for women working in Travel & Tourism: Have you ever faced sexual harassment in the workplace?

Yes  
 No

[View Results](#)

Recent Posts

2011: The spiritual sojourn rolls on. Proud to be a rare Muslim journalist on the Buddhist circuit in India and Nepal.



### ASEAN Integration And Its Impact On Tourism

A Technical Paper Prepared for the UNWTO Member States  
belonging to ASEAN

“The primary goal of the ASEAN Socio-Cultural Community Blueprint is to contribute to realising an ASEAN Community that is people-centred and socially responsible with a view to achieving enduring solidarity and unity among the nations and peoples of ASEAN by forging a common identity and building a caring and sharing society which is inclusive and harmonious where the well-being, livelihood, and welfare of the peoples are enhanced.”

– BLUEPRINT FOR THE ASEAN SOCIO-CULTURAL COMMUNITY (2009-2015),  
adopted by the 14<sup>th</sup> ASEAN summit, Hua Hin/Cha-am, Thailand, February 2009

2010: This was the first study to flag the ASEAN Socio-Cultural Blueprint, one of three pillars of the ASEAN “One Vision, One Identity, One Community” agenda, as being more important to the future of ASEAN tourism than the far more commonly known AEC Economic Blueprint

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#### Thailand's Unique Royal Projects

His Majesty King Bhumibhol Adulyadej and members of Thailand's Royal Family have set up numerous village-based community development projects nationwide which are now open for small-scale tourism. They provide unique insights into the King's concept of a sufficiency economy and are models of alternative economic development.

First published in March 2011, this listing was compiled by Travel Impact Newswire Executive Editor Imtiaz Muqbil and published with support from the Tourism Authority of Thailand.

=====

#### The Doi Tung Development Project (Mae Fah Luang Foundation)

Under the patronage of the late Princess Mother, Princess Srinagarindra, the Mae Fah Luang Foundation was founded to carry out development activities so that the quality of life of Thailand's ethnic minorities in the Doi Tung area could be raised. These activities took the form of livelihood development, which encompassed the reforestation of watershed areas and the development of various social enterprises to benefit local people.

The Doi Tung Development Project is a holistic and integrated sustainable alternative livelihood development (SALD) initiative. It is the culmination of the Princess Mother's lifelong dedication to development work.

The Princess Mother recognized that narcotic crop cultivation is a symptom of poverty and a lack of opportunity, which can drive people to break the law – she believed that no one wants to

**Polls**  
Question for women working in Travel & Tourism: Have you ever faced sexual harassment in the workplace?  
 Yes  
 No  
Vote  
View Results

Search

2011: The first time the Royal Projects of the late King Rama IX the Great were featured in any travel trade publication.

## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY



2013: At the Golden Temple in Amritsar, the holiest spot of Sikhism. This visit fulfilled by lifetime desire to visit the holy spots of all the world's religions.

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29 NOV, 2013

### First UNWTO Conference in Ninh Binh Helps Spiritual Tourism Come of Age in Asia

IMTIAZ MUQBIL

Ninh Binh, Vietnam — The Asia-Pacific travel & tourism industry entered a new phase of its history with Nov 21-22 convening of the first conference on spiritual tourism in Asia. Set against the backdrop of the spectacular bronze Buddha images in the **Bai Dinh pagoda** in **Ninh Binh**, about 90 kilometres south of the Vietnamese capital of Hanoi, two clear factors were apparent: 1) Barely a word was mentioned about marketing, branding, image-building or social media; 2) Discussions were dominated by the challenge of how to manage the growing numbers of both worshippers and sightseers.



ONE VISION, ONE IDENTITY, ONE COMMUNITY

#### Polls

Question for women working in Travel & Tourism: Have you ever faced sexual harassment in the workplace?

Yes  
 No

The UNWTO, under its former Secretary-General Dr Taleb Rifai, organised four global conferences on the impact of religious and spiritual tourism. I am proud to have covered all of them.

2 FEB, 2013

# PATA Thailand Chapter Debate: Is Thai Culture Good or Bad for the Thai Tourism Industry?

=====

2013: The first (and last) time a debate on any topic was held at the PATA Thailand Chapter. I was one of the speakers. Serious debate is not very high on the agendas of the Travel & Tourism fraternity anywhere.



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22 SEP, 2014

### UNWTO Congress Merges Power of Pilgrimages & Tourism to Drive Spiritual & Material Growth

IMTIAZ MUQBIL

Santiago de Compostela, Galicia, Spain — The global travel industry took another giant leap forward with the organisation of the first Congress on Tourism and Pilgrimages in this historic [UNESCO World Heritage site city](#) between 17-19 September. In what proved to be a unique interaction, religious leaders of all castes and creeds became tourism promoters, and tourism executives learnt that there was a much loftier and deeper dimension to travel than just load factors, asset value, social media and RevPar.

**Polls**

**Question for women working in Travel & Tourism: Have you ever faced sexual harassment in the workplace?**

Yes

Another one of the four UNWTO conferences on the impact of religious and spiritual tourism. I covered and spoke at this, too.

# How Travel & Tourism Can Be A Part of the Solution for Fulfilling the Sustainable Development Goals

Imtiaz Muqbil  
Executive Editor, Travel Impact Newswire  
[www.travel-impact-newswire.com](http://www.travel-impact-newswire.com)  
2 December 2015  
PATAcademy, Bangkok

2015: These two inaugural presentations in Vientiane, Laos, and Bangkok were made in the same year the UN formally launched the 2016-2030 Sustainable Development Goals.

# From Development to Enlightenment -- How Travel & Tourism Can Help Meet the Sustainable Development Goals

Imtiaz Muqbil  
Executive Editor, Travel Impact Newswire  
[www.travel-impact-newswire.com](http://www.travel-impact-newswire.com)  
4 December 2015  
LANITH, Vientiane





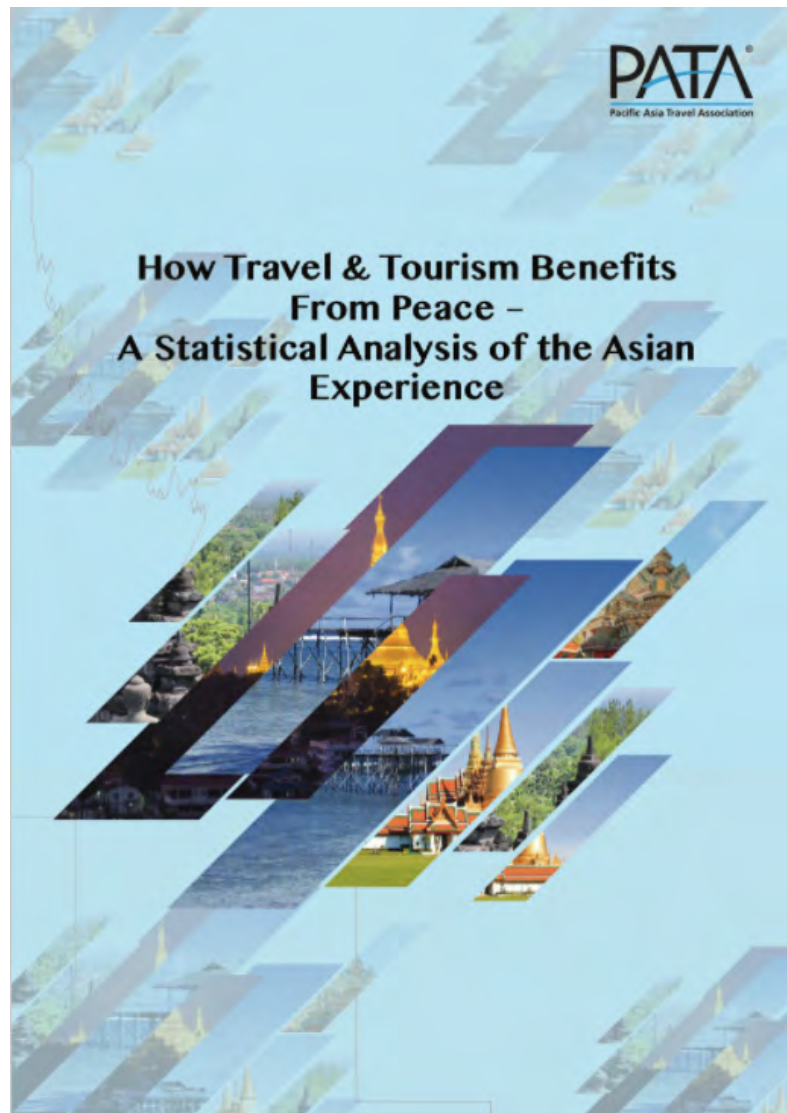
2014: At the end of the Walk of St James, following my participation in the 1st UNWTO International Congress On Tourism & Pilgrimages in Santiago de Compostella, Spain

A screenshot of a website article. At the top is a banner with the text "Travel Impact Newswire" in green over a landscape image. Below the banner is the tagline "Distinction in travel journalism". The main headline reads "Is independent travel journalism important to you? Click here to keep it independent". A navigation bar contains links: Home, Unmatched Editorial, Our History &amp; Heritage, Courses and Seminars, Press Releases, Contact us, and ASEAN Travel &amp; Tourism Hall of Fame. The article date is "8 JAN, 2015". The title of the article is "How Thai tourism has failed a great King" by "IMTIAZ MUQBIL". The text begins with "Bangkok – As the Thai travel and tourism industry nears the end of an era, some heavy-duty soul-searching is overdue about its future in the new era. There is clear evidence that it has failed to comprehensively heed the 44-year-old guidance of His Majesty King Bhumibhol Adulyadej, and will have no choice except to place those words at the heart of its future development policies." To the right is a small graphic with the Thai national emblem and the motto "one vision, one identity, one community." Below the graphic is a "Polls" button.

For many decades, the Thai tourism industry took robust advantage of Royal events to launch mega-million dollar marketing campaigns, but paid scant attention to the balanced development guidelines of the late King Rama IX the Great.

## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

2015: First PATA study showing how Asia-Pacific destinations benefit from peace, or suffer from the lack of it.

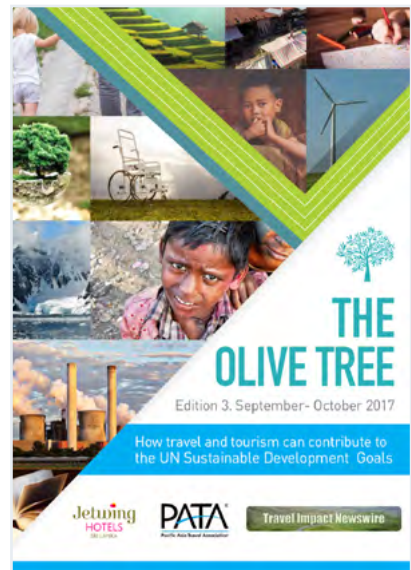


2014: First webinar on what has proved to be a fortuitous theme. Unfortunately, the then newly-appointed PATA CEO was too obsessed with technology to see any value.

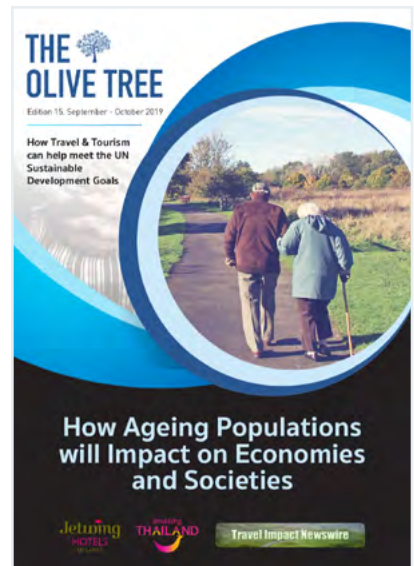
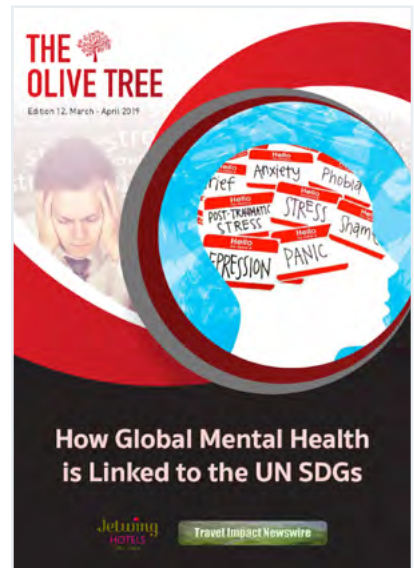
The image is a screenshot of a PATA Newswire article. At the top, there is a banner for 'Travel Impact Newswire' with the tagline 'Distinction in travel journalism'. The main headline of the article is 'Is independent travel journalism important to you? Click here to keep it independent'. Below the headline is a navigation menu with links: Home, Unmatched Editorial, Our History &amp; Heritage, Courses and Seminars, Press Releases, Contact us, and ASEAN Travel &amp; Tourism Hall of Fame. The date is 26 NOV, 2014. The article title is 'Sign up for FREE PATA Webinar on The New Era of "Prepare, Prevent, Pre-empt"'. The text of the article starts with 'BANGKOK, November 25, 2014 (PATA media release) - The Pacific Asia Travel Association (PATA) is offering a free webinar to members and non-members on crisis preparedness and prevention.' It mentions the 10th anniversary of the 2004 tsunami and the opportunity for the travel industry. On the right side, there is a 'Polls' section with a question: 'Question for women working in Travel &amp; Tourism: Have you ever faced sexual harassment in the workplace?' with a 'Yes' option selected.

# SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

2017: Launch of The Olive Tree, the first global publication designed to help Travel & Tourism become a committed part of the solution in meeting the UN SDGs.



# SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY





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21 SEP. 2017

### US\$4,000 prize money for first global essay competition linking Travel & Tourism to UN Sustainable Development Goals

\*\*\*\*\*

Bangkok – Today, Sept 21 2017, Travel Impact Newswire marks the United Nations International Day of Peace by launching an essay competition on how Travel & Tourism can contribute to the UN Sustainable Development Goals. The Olive Tree Awards essay competition is claimed to be the first of its kind in the global Travel & Tourism industry.

Young people under 30 all over the world are invited to submit essays of up to 1,200 words on how Travel & Tourism can advance the cause of the UN SDGs and meet the targets by 2030.



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



"ONE VISION, ONE IDENTITY, ONE COMMUNITY"

#### Polls

**Question for women working in Travel & Tourism: Have you ever faced sexual harassment in the workplace?**

Yes  
 No

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#### Recent Posts

- ▶ Wonderful Indonesia Festival in Thailand highlights weaknesses in intra-ASEAN travel
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13 MAR, 2018

### Millennials' essays highlight need to disrupt the global tourism agenda

IMTIAZ MUQBIL

Bangkok – Perhaps the most important thing that struck me upon perusing the great essays sent in by young people for my competition was the yawning disconnect between their very perceptive views on the global status quo and the topics that figure on the agendas and programmes of global travel & tourism forums.

Embedded within the tapestry of these exceptional essays were opinions and concerns rarely heard at travel industry events. Reflecting the richness of their individual backgrounds and upbringing, all the young essay-writers discussed the impact of conflict, corruption, economic injustice, and much more, on what is widely claimed to be an industry of peace.



**Polls**

**Question for women working in Travel & Tourism: Have you ever faced sexual harassment in the workplace?**

Yes  
 No

Enhancing awareness of the UN SDGs amongst the Travel & Tourism remained my passion.



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7 DEC, 2015

### In global first, Newswire Editor unveils simplified format of UN Sustainable Development Goals

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In a global first, Travel Impact Newswire Executive Editor Imtiaz Muqbil has crafted a simplified version of the 17-point Sustainable Development Goals to make it easier for the SDGs to be implemented by the rapidly-growing travel & tourism industry.

Two presentations given in Bangkok and Vientiane respectively on Dec 2 and 4 to explain the simplified format were both extremely well received and have set the stage for travel & tourism to seamlessly make them part of the solution across all the industry sectors.

Said Mr Muqbil, “The timing of both presentations was perfect. The Asia-Pacific region has both the world’s largest population and the world’s largest share of travel & tourism movements in terms of both inbound/outbound travellers. The combination is set to place a huge strain on the region’s finite resources, especially water.

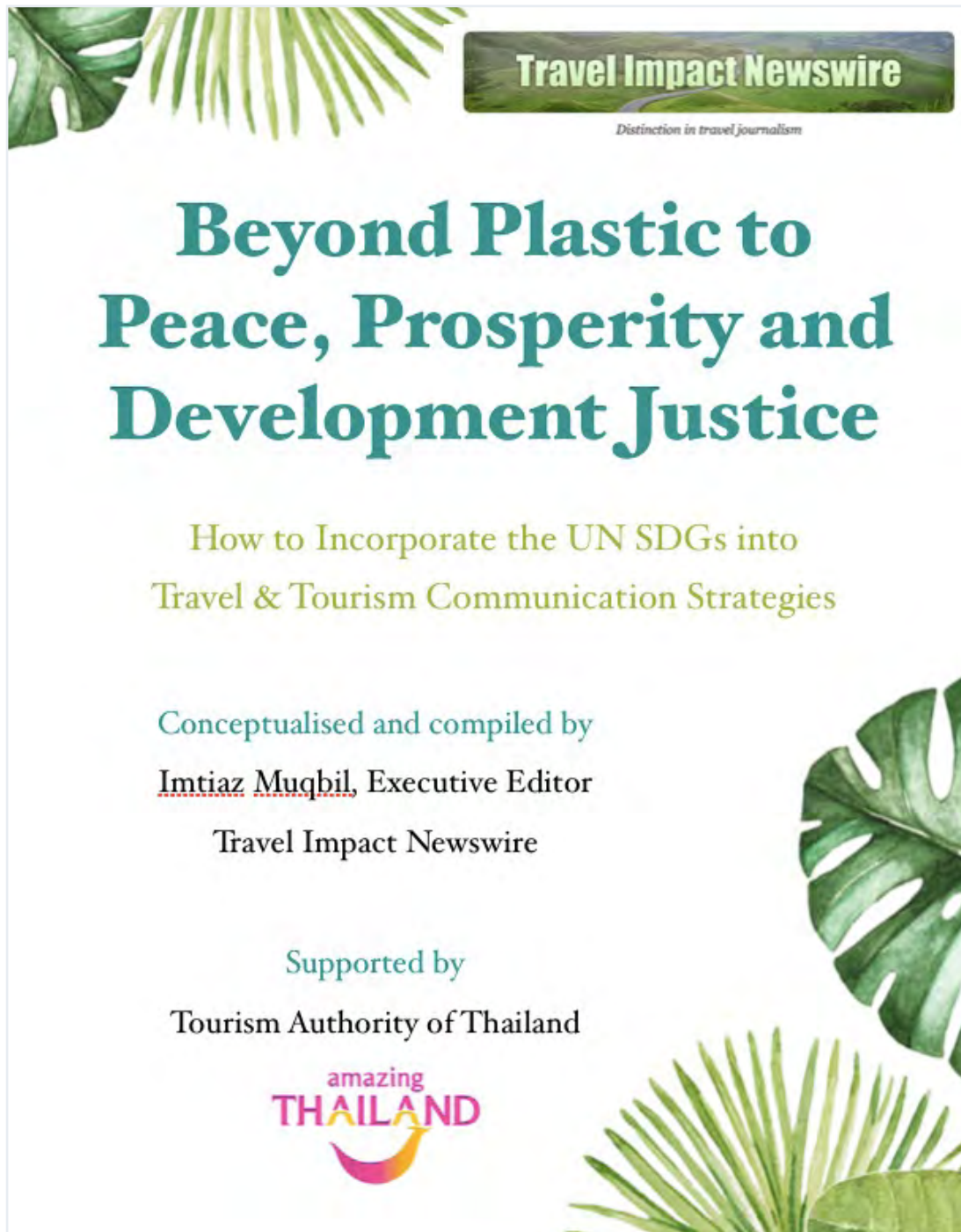
“In an era of Problems Without Passports, it is imperative for travel & tourism to ensure that it



**Polls**

**Question for women working in Travel & Tourism: Have you ever faced sexual harassment in the workplace?**

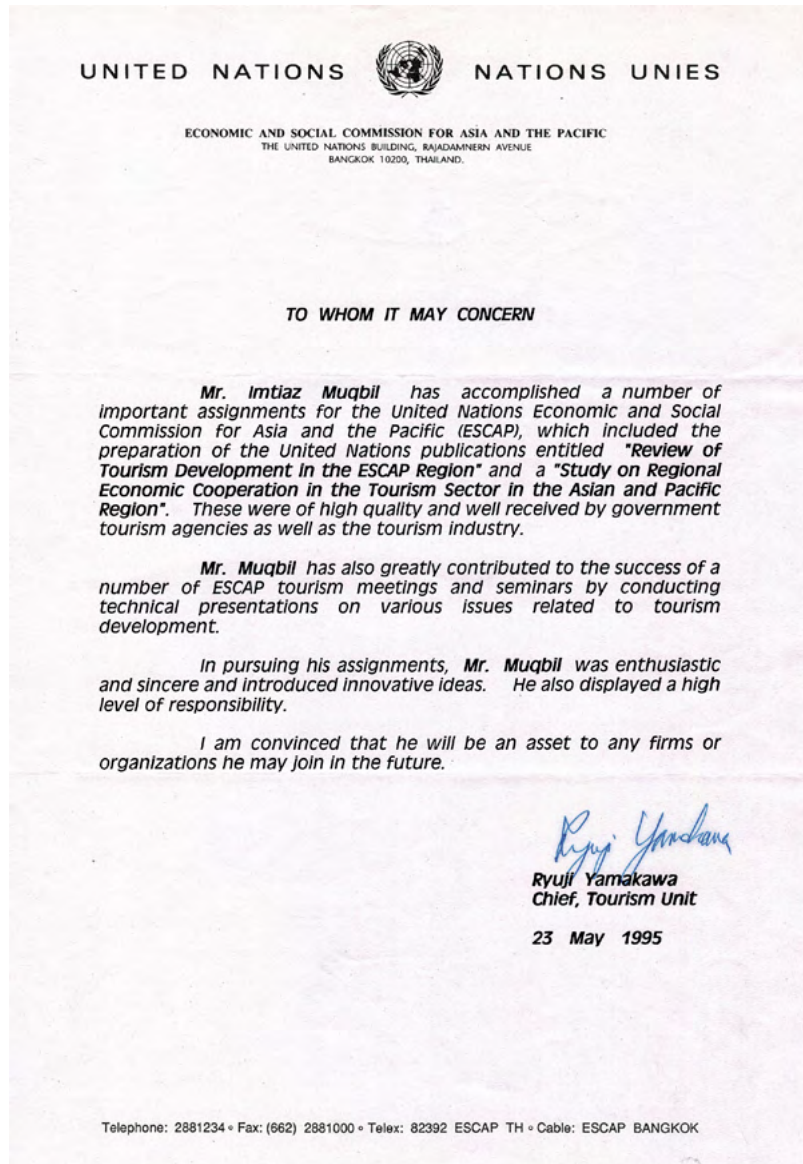
Yes  
 No



2019: First research on incorporating the UN SDGs into Travel & Tourism communications strategies

## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

All through these four decades, I covered the Bangkok-based UN Economic and Social Commission for Asia and the Pacific (UNESCAP) and its hundreds of meetings designed to help Asia maintain a sense of balance. The ESCAP Tourism Unit was the only regional tourism body that sought to balance the benefits of tourism marketing with equivalent warnings about the impact of over-development, income leakage and education/training deficiencies. Regrettably, due to U.S. government interference, it was shut down. But its legacy lives on.



The Covid-19 pandemic is yet another crisis in the never-ending chain.

These nearly identical acts of destabilisation are NOT “acts of God”. Like wars and financial crises, they are man-made events deliberately executed to create carefully-crafted opportunities for those who benefit from them.

Unless and until these perpetrators are exposed and held accountable, the disruptions will continue unabated. And Travel & Tourism, the so-called Industry of Peace, will continue to pay the price.



# SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY

2019: For all its ups and downs, and indeed because of its ability to comeback from each crisis, I refer to Thailand as The Greatest Story in Global Tourism History. In 2019, in the buildup to the 2020 commemoration of the founding of the Tourism Authority of Thailand and Thai Airways International, I gave a series of unmatched lectures to share the kingdom’s tourism learning experience. Regrettably, the Covid19 pandemic derailed those celebrations, but presented Thailand with yet another chance to regain its balance and convert a Crisis into an Opportunity.

CY-2019-057

A SIAM SOCIETY LECTURE  
The Greatest Story in Global Tourism HiSTORY  
A Talk by *Imtiaz Muqbil*



The upcoming 60th anniversary of the Tourism Authority of Thailand and Thai Airways International in 2020 provides a perfect opportunity for some soul-searching about the past, present, and future of what has become one of country's most important socio-economic sectors. On November 7, Imtiaz Muqbil, Executive Editor, Travel Impact Newswire, the country's second longest serving travel trade journalist, will give a talk on what he has termed "The Greatest Story in Global Tourism HiSTORY". The focus of the talk will be 1987 "Visit Thailand Year, a landmark event that revolutionized the Thai, ASEAN and global tourism industries but has sadly almost entirely faded from public memory. Imtiaz Muqbil authored the only two books ever written on VTY 1987 and will recap the successes and failures of Thai tourism since then. Free copies of the books will be distributed to all participants.


Mr. Imtiaz Muqbil is the Bangkok-based executive editor of Travel Impact Newswire. Born in India, Imtiaz lived for many years in the Middle East where he started his journalism career as a stringer for Newsweek magazine and began covering travel & tourism in 1981, as Thailand Bureau Chief and Chief Correspondent, TTG Asia, PATA Travel News and associated publications (1981-1992). He wrote a weekly column, "Travel Monitor", in the Bangkok Post between July 1992 - July 2012. Imtiaz Muqbil was conferred a 1997 PATA award for his reporting on the growth and development of Asia-Pacific tourism and another PATA award for coverage of the 1994 tsunami disaster. Today, he also edits and publishes The Olive Tree, the first and only publication designed to help Travel & Tourism meet the UN Sustainable Development Goals.

McGraw-Hill World News. He moved to Bangkok in 1978 as a report subeditor for the Bangkok Post and began covering travel & tourism in 1981, as Thailand Bureau Chief and Chief Correspondent, TTG Asia, PATA Travel News and associated publications (1981-1992). He wrote a weekly column, "Travel Monitor", in the Bangkok Post between July 1992 - July 2012. Imtiaz Muqbil was conferred a 1997 PATA award for his reporting on the growth and development of Asia-Pacific tourism and another PATA award for coverage of the 1994 tsunami disaster. Today, he also edits and publishes The Olive Tree, the first and only publication designed to help Travel & Tourism meet the UN Sustainable Development Goals.

**DATE:** Thursday 7 November 2019  
**TIME:** 7pm  
**PLACE:** The Siam Society, 131 Anusok Montri Rd, Sukhumvit 21  
**ADMISSION:** Free of charge for the Siam Society Members, Members' spouses and children, and all students with a valid student ID card.  
**Non-Members Donation:** THB 200

For more information, please contact Khim Arunati at (02) 661 6470-3, fax (02) 258 1491, or e-mail: info@siam-society.org  
**Office Hours:** Tue-Sat, 9am-5pm

The Siam Society is deeply grateful to the James H.W. Thompson Foundation for its generous support of the 2019-2020 Lecture Series.



## Thailand: The Greatest Story in Global Tourism HiSTORY

Imtiaz Muqbil, Executive Editor, Travel Impact Newswire  
[www.travel-impact-newswire.com](http://www.travel-impact-newswire.com)

Thailand Travel Mart Plus, Ocean Marina, Chon Buri  
June 5, 2019



## The Past, Present and Future of Thailand: The Greatest Story in Global Tourism HiSTORY

Imtiaz Muqbil, Executive Editor  
Travel Impact Newswire.

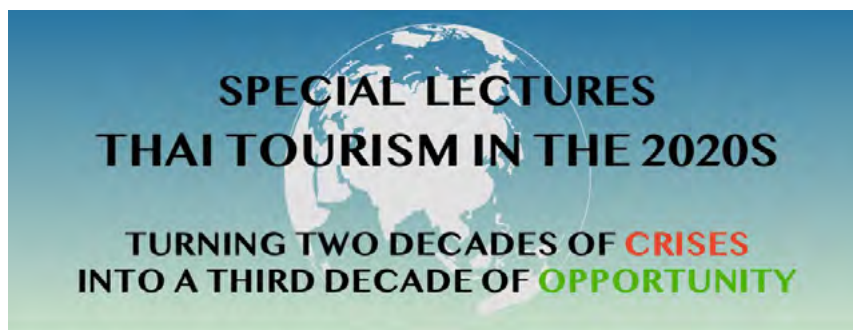
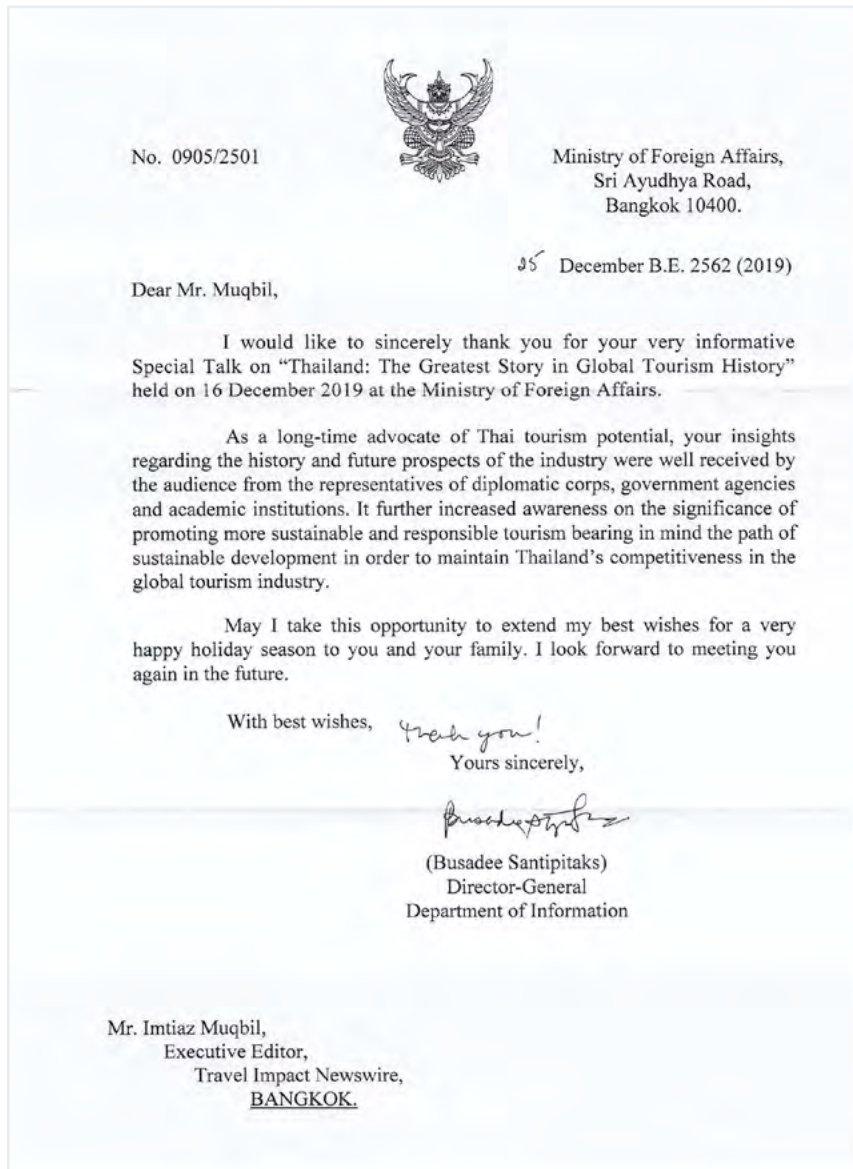
Annual TATAP meeting, Udon Thani  
July 1, 2019



## Thailand: The Greatest Story in Global Tourism HiSTORY

Imtiaz Muqbil, Executive Editor,  
Travel Impact Newswire  
Ministry of Foreign Affairs, Dec 16, 2019

## SECTION 7: THE PURSUIT OF BALANCE: A PERSONAL JOURNEY



**Senator Weerasak Kowsurat,**  
**Former Minister of Tourism and Sports**

**Imtiaz Muqbil,**  
**Executive Editor, Travel Impact Newswire**



