

# Key Performance Indicators Related To Peace Building Process of Organizations and World Peace Makers\*



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## Abstract

This research aimed to 1) study the process of peace building of peace organizations, 2) study the process of peace building of world peace makers, and 3) analyze key performance indicators related to peace building process of organizations and world peace. Its population and sample are 5 world peace makers, 4 world peace organizations and 25 key informants from an in-depth interview.

From the research it is found the knowledge of key performance indicators related to peace building process of organizations and world peace makers in 3 main issues: 1) peace building process of organizations, 2) peace building process of world peace makers, 3) an approach to key performance indicators related to peace building process of organizations and world peace makers; and lastly, it is concluded as key performance indicators related to peace building process in 4 issues: (1) Being self-careful with 2 indicators, (2) Getting rid of conflict or the happened violence with 3 indicators, (3) Developing peace for prosperity with 4 indicators, and (4) Preserving peace for sustainability with 5 indicators. Summing up, the result of the key performance indicators related to peace building process from this study and qualitative research could well explain the connection and concordance in the peace building process of organizations and world peace makers.

**Keywords:** Key Performance Indicators, Peace Building Process, Organizations and World Peace Makers

## Introduction

The essential factors that cause peace to arise on earth are not only depended on the works of international organizations as their peace operation in the past was not successful every time; some cases that were operated with forces for peace in some countries having political conflicts also failed while the conflict resolution in some countries could be successful by the leaders or peace fighters in their own countries, who could inspire and make confidence in social standing in choosing peaceful means to solve conflicts that helped decrease violence not to be spread by killing among one another. Those leaders' performances in fighting with government power, imperial regime and autocracy got Nobel Peace Prizes as the world peace makers, such as Mahatma Gandhi, Nelson Mandela, Martin Luther King Junior, Mother Teresa, Dalai Lama the 14th, etc., who inspire fighting for rights, equality and justice in democracy ruling by peaceful means and non-violence including yielding population social welfare, economics and politics.

The most important thing in the process of peace building of the world peace organizations and peace makers being considered the success as the set objective is necessary to have key performance indicators showing concrete component leading to the efficient model of activities which are able to develop, support, heal, coordinate, mediate, compromise and create relationship for building peace in dimensions of persons, communities and organizations in the society for reality. Hence, it causes this Sub-project 2 research: Key Performance Indicators Related to Peace Building Process of Organizations and World Peace Makers for the benefits of bringing it to apply for the real implementation in each level of the society.

## Research Objectives

1. To study the process of peace building of peace organizations.
2. To study the process of peace building of world peace makers.
3. To analyze key performance indicators related to peace building process of organizations and world peace makers.

## Research Methodology

It is of qualitative field research with population and key informants from the major multi-religions: Catholic, Christian, Islam, Hindu and Buddhism in sector organizations of every sector involving peace in the society and countries, i.e. academicians, educators, rulers, participants in the process of justice, religionists, social developers, environmental developers and keepers, public health therapists and peace practitioners, etc. totaling 25 people. Exceeding studied information is of the outstanding 5 world peace makers' i.e. 1) Mahatma Gandhi, 2) Martin Luther King Junior, 3) Nelson Mandela; 3 of these were in line of non-violence peace makers and politicians, 4) Mother Teresa, the social welfare peacemaker with pure love, and 5) Dalai Lama the 14th, the peace maker from the inner peace to the outer peace; plus, the study of principles, visions, goals, operational tools from distinguished organizations; for instance, 1) the United Nations, 2) the United Nations Development Program (UNDP), 3) the United Nations Educational, Scientific and Cultural Organization (UNESCO) and 4) The World Fellowship of Buddhists; the research process in each step is as following:

1) Studies from books, text books, Buddhist scripture, related document and researches to systematize the knowledge and bringing study result related to the principle of peace building in multi-religions from Sub-project Research 1 to create research tools.

2) An in-depth interview 25 interviewees in the mentioned multi-religions comprising of persons in the main multi-religions; i.e. Catholic: 1, Christian: 3, Islam: 5, Hindu: 1, Sikhism: 1, Buddhism: 13 and Religion for Peace (not specific in any religion): 1.

3) A Focus Group comprising of ones who have experiences in performing duties and missions inside and outside courts of justice process, in public-health sector of justice process, 1 person each, totaling 4 persons.

4) An analysis the received information from the 3rd step which is the check-up facts combining as the new knowledge to be brought to develop peace building process which is proper to the social context of sustainably living together in the diversity of multi-cultures.

## Research Result

### 1) Peace Building Process of Peace Organizations

The research result found 2 presented aspects: peace building process or means, and the required result or success by having viewpoints from peace organizations chosen to study related to principles, process and success or final destination in peace building, as the followings:

**1. The United Nations (UN):** An international organization with 193 country members, the duty of facilitating legal and international coordination; its head quarter is in New York, U.S.A.; **Principles:** Mediating disputes, withholding threats and violation or invasion towards peace; **Process:** Using peaceful means, forcing to settle danger, promoting cooperation; and **Success:** Preserving international relations.

**2. The United Nations Development Program (UNDP):** A multi-associated organization for assisting developments; the head quarter is in New York, U.S.A. with 170 country members; **Principles:** Extending aid in education to developing countries; **Process:** Creating wisdom in agriculture, industry, education and environment; and **Success:** Developing countries as developed ones.

**3. The United Nations Educational, Scientific and Cultural Organization (UNESCO):** The United Nations specialized agency, the head quarter is in Paris, France with 195 country members; **Principle:** Peace must be based on humanity's cooperation on wisdom and awareness; **Process:** Promoting international cooperation in education, science and culture; and **Success:** The world society, respect in justice, law, rights and freedom that humans should have without prejudice related to race, gender, language or religion.

**4. The World Fellowship of Buddhists:** The spreading of Buddhism organization with 189 associated centers in 50 countries in every region worldwide; **Principle:** Promoting unity and fraternity of Buddhists, cooperation with the same-aim organizations (peaceful society); **Process:** Spreading teachings, Dhamma principles, activities promote society, education, culture and humanity; and **Success:** Buddhists' fraternity, peace in levels of personal and society.

The research result found that even each organization has some differences of objectives and target groups, it is still in the same frame of making world peace; the aim is therefore to emphasize peace in significant dimension of country level while the religious world organization emphasizes personal level and then spread to the society by having religious teachings as the essence. The interesting matter is that the peace building of each organization emphasizes developing people and country for progress except only the United Nations instead emphasizing being neutral among countries including watching and taking care of situation worldwide by not letting violence occur; moreover, it is also the intervening organization in case of considering that conflict the danger to humanity while other peace organizations aim to emphasize developing both physical aspects of, i.e. society, economics, environment, and mental aspect of building conscious mind to have responsibilities that humans should have. Exceedingly, it is also found the matter to be learned and understood: the concept or basic principle related to peace building, with the essences of 1. Challenging in measurement: to measure conflict is easier than peace building as the peace building is a complex process, 2. Expectation: sometimes peace building does not work but many times the international community may expect the objective which is hard to attain, 3. Changing: when there are many ones living together in dynamic enforcing, any issue interest can be changed at all times, 4. Un-attachment: there must be effort to understand about peace building in the whole process instead of only cherish the main in-trend means to build any new innovation, 5. Having space: there must be creation of condition in making mutual space for working together, 6. Analysis Principle: there must be an analysis of balancing conflict management and 7. Principle of Time: must understand that peace building is creativity of potential in working process to respond the work both instantly and in the long term.

The research result concluded 2 interesting observable aspects of peace building process or peace building means and the required outcome or success: (1) Building peace with the process of withholding conflict and violence causes for the world stability and security: It is the withholding violence at the end causes as seen from the 5 pillars of the United Nations (UN) in building peace, i.e. 1. Stability and Security, 2. Political Process, 3. Human Rights, 4. Economics Dimension, and 5. Various Bases of Services; this results UN to choose the means of using force to

suppress and get rid of international violent problems, intervene in politics; but using this means may lessen UN trust in the neutral status of mediation leading to the tendency of adjusting world peace building by emphasizing international cooperation and exchanging the learning way to withhold disputes by peaceful means; (2) Building peace with the process of preventing the causes that will lead to conflict: International conflicts have got hidden issue about the gain in natural resources which are limited, yet still abundant in developing countries leading to chances of more powerful countries to get in for seeking benefits that bring to conflicts related to land controvert and advantage; hence, many peace organizations emphasize working in term of preventing developing countries not to be under the powerful ones, i.e. UNDP who emphasizes peace building in wisdom aspect; (3) Building peace with a process of developing spirit of peace: Each organization has different views and emphasis according to organizational context; in essence, the development of people on peace; UNESCO emphasizes respecting justice, law, rights and freedom humans should have without prejudice towards races, genders, languages or religions while the World Fellowship of Buddhists emphasizes people holding precepts and bringing Buddhadhamma to practice for living a happy life in social surroundings including preserving environment and using sufficient resource; and (4) Building peace with a process of developing cooperative network for sustainable peace: Every organization involving peace work starts to aware that world peace is not only anyone's duty of any side but must arise from cooperation; therefore, working in peace aspect of each peace organization turns to pay attention on the process of making network and cooperation, the essential factor that the world peace can be sustainably successful. Most peace organizations will emphasize creating cooperation among international organizations, countries and regions but for the World Fellowship of Buddhists, it implements on creating cooperation through religious activities as the cultivation of the basic merit relation bridge prior to bring to wider cooperation. It can be said the first base that must be made stable is to build inner peace in personal level that yields open-wide heart to accept others, respect and sympathize others which is the important foundation of humans; then it can surely cause to widely spread outer peace into the organizational level; it is like "Collected drops of water can make an ocean."

The result from the study of conceptual means to work of peace organizations found that the members of peace organizations are the heart of driving peace to work successfully, and the principle that organizational members and the organization itself must be parallel in not bringing religious beliefs or principles to differentiate the work, or in another implication, organizations and members should have conformed determination as of multi-religions, i.e. 1. Organization members must comprise of mindful-peace from meditating to develop the mind, holding precepts, the normality of being sublime humans to bring to not using body power to exploit, harm, killing others, not stealing, not having sexual misconduct, not using false speech to accuse for ruining spirit or creating hatred, having mindfulness, not being slave of various violent emotions. 2. Organizations' members must characterize with love, loving-kindness, being fair towards one another, giving honor and respect to human dignity, equal rights and freedom by being patient and forgiving one another with pure consciousness. 3. Each of multi-religious organizations and members in every level must cooperate in passing on "Breath of Peace" to maintain peace and peaceful happiness in every area, community, region, nation, country and in the same world; efficient tools are for instance, the cooperation to organize the International Symposium on Interfaith Dialogue and Peaceful Coexistence in Multicultural Society, etc.

## **2) Peace Building Process of World Peace Makers**

The result of studying world peace makers, such as Mahatma Gandhi, Nelson Mandela, Martin Luther King Jr., Mother Teresa of Kolkata and Dalai Lama the 14th Tenzin Gyatso, found that these world peace makers' inside stories in building peace in that their thinking principles leading to practices resulting the outcome of key performance index related to success in the process leading to peace in dimensions of both inner peace and outer peace gotten from them who are persons or fighters for human rights in the way of peaceful means which is without violence or the ones who are praised or got Nobel Peace Prizes as ones who impel to have important roles in peace building, promote performance with peaceful means in conflict resolution in these different contexts: 1. Being ones who understand peace building process under the frame of the "Four Noble Truths". (Ariyasacca) (Phra Dhampitaka (P. A. Payutto),

2002); 2. Lessening exploitation with the principle of “Ahimsa”, the operation without violence towards lives in living together peacefully; 3. Having to manage understanding in inter-religions by starting with individuals who must approach the heart of one own selves, having broad mind towards principles of different religions that each emphasizes loving human fellows like loving one own selves and also emphasizes inner peace building with the principle which is like loving peace without violence; 4. Having to get rid of the need to win and the emphasizing others’ penalty by developing for compassion more than developing brain; 5. Having to have 4 types of effort, i.e. carefulness of conflict causes, getting rid of conflicts that may lead to violence, conflict prevention, and preserving and development for sustainable peace (Padhāna) (Phra Brahmagunabhorn (P. A. Payutto), 2008) by combining with other Buddhaadhamma and teaching principles in multi-religions as mutual “Religious Power” which when brought to mutually integrate will then be an efficient tool to the success of peace building process with the ability of violent-conflict transformation into atmosphere of harmoniousness towards one another in the society, knowing how to share “Breath of Peace” with the motto “From Tolerance and Mindfulness to Sustainable Peace” (Phramaha Hansa Dhammahāso, 2004); 6. Having 2 objectives: building peace by initially controlling conflicts that may lead to violence with success (Peace Keeping), and then stopping the conflicts that lead to violence (Peace Making). Managing conflicts by peaceful means in view of peace makers does not insure that every case must be successful or every mean can create outer peace into the society; while in some cases peaceful means may not work at all. Peace makers must have way to manage conflicts in two main dimensions: dimension of inner conflicts in individuals, and dimension of outer conflict management in social perspective, respectively; and 7. On peace building process for harmoniousness and unanimity, ones must hold on to the co-work in participation with willingness and approach to social communities and members. Having participation under “peaceful clearness” communication is the essential part of mutual peace building operation. .



### **3) The Way of Key Performance Index Related to Peace Building Process of Organizations and World Peace Makers:**

The result of research found the followings:

#### **(1) Religious Dimension**

1. Religious power is an essential factor leading to development of peace building process as every religion is valuable in performing “Tolerance” to “Mindfulness” and to “Peace”.

2. Peace building process must comprise of religious dimension for inducing one another to be free from the conflicts that may lead to violence, bring teachings of religions to help develop peace building.

3. All religions have implication that aims to emphasize followers among humans in living together calmly and peacefully, sustainably, i.e. Buddhism emphasizes living together by mutually analyzing causes of problems which are obstruction of peace building, find the way, means or tool that will assist getting rid of those problems in peaceful way (Ariyasacca); Christian emphasizes loving others as well as loving one-own-self, and has various religious ceremonies promoting peace; Islam emphasizes principles of justice, giving honor and human dignity, aiming to peace; Hindu emphasizes building inner peace with principle of loving peace, not performing violence, principle of Phra Dhammasatra that emphasizes patience, withholding mind, attachment of truth, not getting angry, which are the way to peace; and Sikhism emphasizes stepping into eternity which each of various steps is counted as followers’ steps to inner peace (Phramaha Duangden Thitañān o, et al, 2016) that could spread to outside in greatly living together with many people without exploiting one another.

#### **(2) Important Principles of World Peace Makers**

1. Micro Society: Family institute, the small unit of Macro Society: Mother Teresa of Kolkata, India has been praised as world peace maker in line of social welfare that emphasizes “pure love” that it starts from home but nowadays family problems are from the lack of sharing, lack of happiness in serving one another, not from being poor (Mother Teresa, 2004); the conceptual idea of Mother Teresa is

profound and harmonious as in multi religions because pure love cannot happen if family partners do not firstly try to build self-inner-peace.

2. Macro Society: Institute of Politics and Government: 1) Mahatma Gandhi, the world peace maker in Non-violence way was the one who presented means for peace building in the three main models, i.e. Sattaya, Ahimsa and Satyagraha (Mahatma, 1948) which the evidence was the incident of fighting for the independence of India. 2) Dalai Lama the 14th, Tenzin Gyatso, the world peace maker in the idea of “primary mind of humans is compassion” insisted that humans’ primary minds are tender but violent aggressiveness is from imbalance brain development that led to destruction and crisis. (Dalai Lama the 14th, et al, 2006). The thing that will help humans to turn back having compassion towards one another is promoting every constituent in every level of society to cultivate practicing “Bhavana” (Phra Brahmagunabhorn (P. A. Payutto), 2008) which can bring peace into individuals and can well spread it outside to the society. 3) Nelson Mandela was patient, devoted his whole life sacrificing himself to in fighting for people in South Africa where equality was needed despite of having been imprisoned for 27 years until. he was free, and was at last elected as the President of South Africa with the state of being an outstanding leader both inner mind and outer. He could lead South Africa to the new era of living together harmoniously of the 2 different skin and language native groups, and could also lead the country into political transformation without confronting violence from political attacks and could have peacefully passed up to the present; in spite of having already passed away, Mandela still has been such inspiration to peace makers worldwide by praising his leadership performance as “Nelson’s Model”. If bringing Buddhist peaceful means to analyze, it will find that his tool to build peace is in accordance with the principle of “Sangahavatthu” (Thai Tipitaka, 21/32/37) which is the important tool that can elevate people’s mind value yielding only mutual peace. 4) Martin Luther King Junior, the fighter for Civil Right who led the movement of fighting for equality of black people in the U.S.A. with the policy and the soft way to resist according to the principle of Gandhi and Mandela’s Ahimsa including speech-making skill in public which is famous. King received Kenedy Noble Peace Prize; his most success was the challenge of legal power of racism in southern region of the U.S.A. The obviously important implication in his fighting is equality and justice of humanity.

### **(3) Conclusion: Key Performance Indicators (KPI) Related to Peace Building Process**

(3.1) KPI in Point 1: Self-awareness is of 2 indicators: 1. Body and speech Awareness: Have morality (Kachaporn, 2016; Meechai, 2016; Pawarut, 2016), patience, tolerance, be neutral, be good religious person, creatively communicate with others in various aspects. (Chalat, 2016); and 2. Thought Awareness: Apply good people's morale to think, feel and try to understand the diversity of people, communities, societies and cultures, pay respect to human dignity and communities, give people chances, have views on social creations and changes (Nantha, 2016; Patteera, 2016; Areena, 2016), and seek for knowledge related to people's cultures in different religions, and build peace in inner-self firstly with Wipassana Samadhi (Suwannee, 2016).

(3.2) KPI in Point 2: The Rid of the Arisen Conflicts or Violence is of 3 Indicators: 1. The Attitude of Peaceful Expression: Be patient, tolerant in differences, try successfully to stop the confronted violence and find the way to control it not to let it widely spreader than before (Patteera, 2016) by using principles of the Eightfold Noble Paths (Chalhong, 2016), Brahmavihāra (Anunt, 2016) to dodge conflicts, sacrifice one's own need or conciliate half way both sides (Pawarut, 2016); 2. Understandably Attitude Adjustment: Accept that having conflicts is humans' normality, study and learn more for being able to mutually step forward peacefully (Chalat, 2016); and 3) Peaceful Communication: Mediate in the case that has not still in the justice process, arrange for public stages, communicating face to face in peace is better than doing with violence to resolve conflicts (Chalat, 2016; Nantha, 2016).

(3.3) KPI in Point 3: Developing peace for thrive is of 4 indicators: 1. The rule of relations: Yield importance to family institution which with relative and communicative system to support one another, trust, have social method of non-violent operations, promote good understanding of organization's personnel with the same objectives (Chokechai, 2016), share with one another, bring the principle of Sangahavatthu to apply to (Kachaporn, 2016; Kongchit, 2016); 2. The rule of equality and paying respect: Be tender in gender difference, know self and others' values, join in solving structural problem that will make society as much impartial as possible,

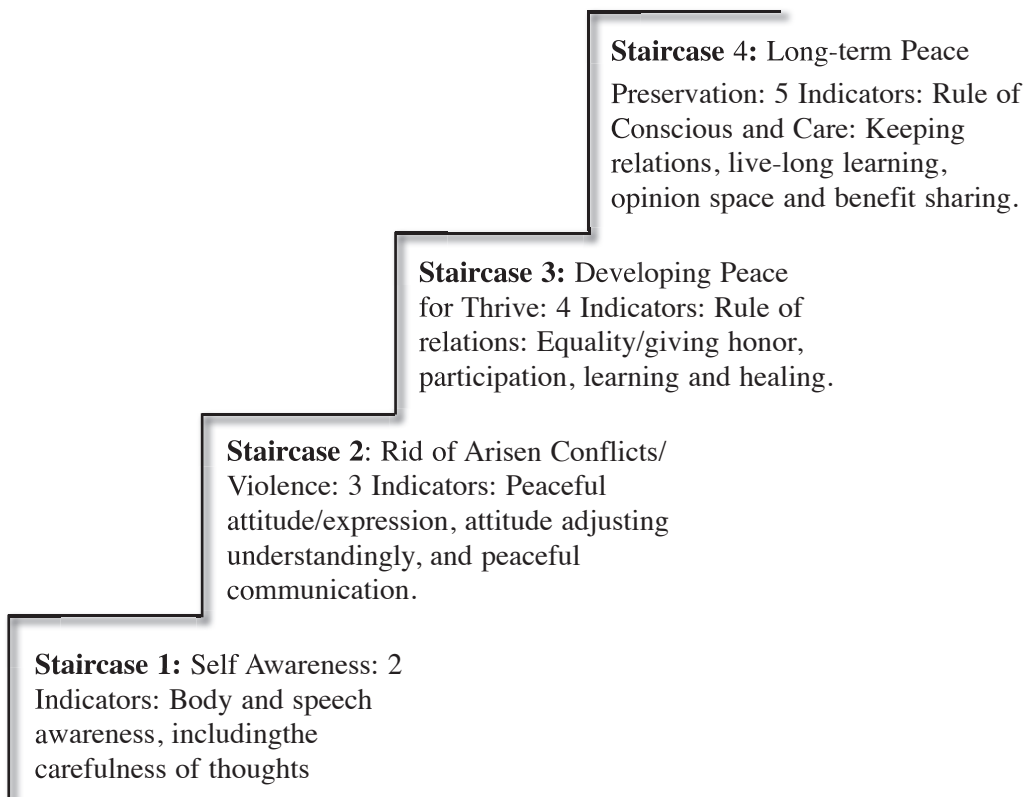
build awareness on the necessity of love and unity, join to build peace in various communities and areas, promote the international equality (Mahatma, 1948) which is the heedfulness in human value in everyone; 3. The rule of participation and learning: Have effort and be patient in solving problems, provide learning to different levels of people, open areas for people to have a dialogue for exchanging opinions-present operational direction to powerful persons, must promote knowledge of peace studies for profound knowledge which can be led to develop one-own-self, organizations and the society (Chalat, 2016; Muhummet, 2016); and 4. The rule of healing: Initiate and search for potentiality of being a part of peace building among ones who have impacts or ones who were in violent incidents (Nantha, 2016).

(3.4) KPI in Point 4: Peace preservation for a long term is of 5 indicators:

1. The Rule of conscious and heedfulness: Cultivate conscious in the next generation people to be aware of loyalty towards institutions of the nation, religions, and the King (Kittipong, 2016), must create mutual awareness in the society to understand Tilakkana of all beings that must certainly change in accordance with times (Patteera, 2016); 2. The rule of nourishing and keeping relations: Being tender and careful, check and watch situations, get into sustainable operational sector (Jariya, 2016), solve the confronted problem first when having violent problem, apply the principle of Sārāṇiyadhamma to reminisce one another (Kachaporn, 2016) and aiding one another with the principle of Gharāvāsa-dhamma (Anunt, 2016); 3. The rule of life-long learning: Have understanding-consider the wider picture of peace, must stop using weapons-having operational means without violence, have worry about mistaken system rather than peace (Suneet, 2016), try to educate people in the importance of having peace by publicizing the good benefit of mutual participation, build the sign of peace (Thongchai, 2016); 4. The rule of space to express opinions: seek for mutual points-reserve different points, mutually consult-exchange opinions (Nantha, 2016); and 5. The rule of sharing benefits with good governance: create-promote well-being and equal rights in accordance with good governance (Suneet, 2016).

## Conclusion

The gained knowledge on Key Performance Indicators Related to Peace Building Process from this research can explain the connection and concordance in peace building process of organizations and world peace makers in the main conceptual idea, in which the development of peace work has its origin in the matter of personal peace within according to the United Nations' message, "As war starts in the mind of humans, the cherished peace must also be built in the mind of humans" which is in line of studying each of world peace makers that each of them started to manage the arisen conflicts within the mind prior to resolve conflicts and create sustainable social peace; the process is compared to the "4 Staircases" below.



*The Chart showing Key Performance Indicators Related to Peace Building Process in 4 Points (Compared to the Four Staircases)*

## Suggestions

### 1. Suggestion for Research

1) Arranging for bringing the Key Performance Indicators Related to Peace Building Process of Organizations and World Peace Makers gained from this research to make progress in developing other research works in order to improve living together peacefully in multi religious, cultural and traditional society.

2) Arranging for studying, doing research in an aspect of innovatively building and keeping peace, sustainably in the digital era.

### 2. Suggestion for Policy and Implementation

Arranging for inserting the contents from the outcome of this research in educational curriculum in each subject of Peace Studies, Political-science, Social-science, especially in the subject of Multi-cultural Society and Ethics in institutions of university education both governmental and private sectors as the basic of building peaceful society in the world of digital era.

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