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Commerce, chairman of the University Council, president of the Economic Society of Thailand and deputy prime minister of Thailand.

Piyasvasti, chairman of Kasikorn Asset Management, said Sanoh played a crucial role in the founding and planning of economic and social development policies for the country over a long period. While politicians come and go, Thailand has Sanoh to thank for its consistent policies because under his leadership of the NESDB he steered the country's course and ensured policies truly benefited the country, he said.

“It is very clear that NESDB during the reign of Dr Sanoh had a real influence on policies. He worked and planned everything systematically, with high integrity, whether macro-economic policy or in project analysis,” he said.

NESDB has been tasked to analyse and approve government and state enterprise projects, in addition to laying out long-term development plans for the nation.

Many people agree it was during the period of the Anand I government (1991-1992), that the Thai economy underwent its most significant structural reform. According to Piyasvasti these achievements would not have happened without the participation of Sanoh who at the time was deputy prime minister in charge of economic matters.

“It was during that period that I had found work going on smoothest and fast. It's not simply that Sanoh made quick decisions, but because he knew the issues very well so it did not take him long to decide,” said Piyasvasti who was chief of the National Energy Policy Office during the period.

“Dr Sanoh was a highly determined person,” said Chakramon.

“He looked at things differently to others. He thinks deeper, like playing chess, you have to think several shots forward. His 'thinking through' helped solve a national problem and complete a mission, as opposed to solving one just to get another new problem,” said Chakramon, who is also a former secretary-general of the NESDB.

Piyasvasti recalled a time when there was a House dissolution.

While other bureaucrats thought they had no jobs to do during the political vacuum, Sanoh, then the head of the NESDB, taught him it was in fact the most opportune time to prepare new policies by seeking consensus with other agencies so they would be ready once a new government came in. “This was very valuable advice to me. He is what we call the wise man,” he said. ■

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stages of the reform process of deregulation and re-orientation of the economy toward export activities.

A highly capable person, he also inspired other capable people to work for him, who have all gone on to highly successful careers themselves.

Such former staff include Staporn Kavitanon, Kosit Panpiamraj, Dr Pisit Pakasem, Dr Savit Bhotiwihok, Dr Sumeth Tantivejakul, Sommai Pasee, Dr Piyasvasti Amranand, Chakramon Phasukavanich as well as other leading figures. Sanoh and these men were responsible for all the key economic reform programmes, from the creation of the Eastern Seaboard, the privatisation of the power sector and the establishment of the Securities and Exchange Commission to the flotation of oil prices.

“He has not only created work but also people. After he leaves, his legacy is these people who can contribute many good things to the country,” said Chakramon,

permanent secretary of the Industry Ministry.

“He said we have to develop men first before we can perform good work. While we are working we are at the same time developing our manpower. Unless we do this the good work will not be sustained,” Chakramon quoted Sanoh as saying.

Sanoh also served in other important positions such as chairman of the TDRI Foundation and chairman of the Premier Group of Companies. He received a diploma in accounting at Thammasat University and a bachelor's degree of Commerce from the University of Melbourne before getting a PhD in Economics from Columbia University.

His numerous titles over the years have included chairman of the board of directors and chairman of the executive board, Bank of Asia Public Company Limited, secretary-general of the National Economic and Social Development Board (NESDB), governor of the Bank of Thailand, deputy under-secretary of state for the Ministry of