



20 YEARS
OF SUSTAINABLE
DEVELOPMENT

Vision, Mission, and Values

Our Vision:

To become the leading provider of services for sustainable development in Asia.

Our Mission:

To drive sustainable social and economic development in Southeast Asia through the delivery of knowledge and capacity building services in partnership with our stakeholders.

Our Core Values:

Collaboration: We co-create with our stakeholders to develop and deliver services that address the real challenges facing the people of the region.

Inspiration: We are passionate about making life better and take action to make it happen. Through our actions, we inspire others to act and do the same.

Leadership: We are leaders in the field of social and economic development. We empower committed people to help solve the challenges of the 21st century and provide opportunities and dignity for everyone.

Integrity: We care deeply about our work and our reputation. We do not compromise our ethics, our values, or our professionalism. We take personal responsibility to drive our values in everything we do.



20 YEARS OF SUSTAINABLE DEVELOPMENT



Forward

2016 marks 20 years since Kenan Institute Asia was founded by a group of leading Thai and American visionaries with extensive experience in the private, public, and academic sectors. With leadership from Mr. Anand Panyarachun, former Prime Minister of Thailand, they envisioned Kenan as an organization that would lead the way in providing sustainable social and economic development services to both Thailand and larger region. While Kenan has evolved considerably since 1996, the heart of our mission today remains the same, providing critical capacity building, training, public health, business development, and education services to those who need them the most.

Looking over our accomplishments from the past 20 years, there is one figure that jumps out at me more than any other: 158,404. That's the number of beneficiaries in Thailand, Laos PDR, Cambodia, Vietnam, and Myanmar who have been directly impacted by Kenan's work. That's 158,404 individuals with improved financial literacy skills, upgraded education capabilities, enhanced business and entrepreneurship capacities, and modernized public health competencies. These beneficiaries are by the far the best measure of Kenan's successes, and they include everyone from teachers and students to businessmen, government officials, entrepreneurs, laborers, and community members.

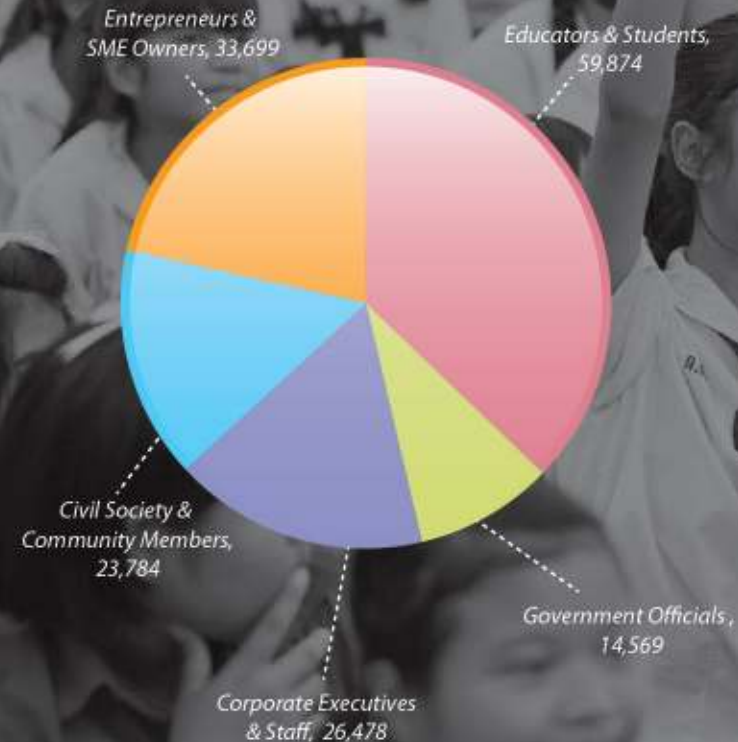
Reaching and empowering this many people would have been impossible, however, without significant help from partnering organizations, especially those that were there at the beginning. This includes our founding endowment that came from the Kenan Charitable Trust, the United States Agency for International Development, the Thailand International Cooperation Agency, and the Frank Hawkins Kenan Institute of Private Enterprise. Since establishing Kenan in 1996, we have grown to over 70 full time staff, with offices in Bangkok, Thailand and Hanoi, Vietnam, and projects throughout Southeast Asia.

I am honored to have served as Kenan's Chair since 2014, following Kenan's previous Chairs, former Prime Minister Mr. Anand Panyarachun and former Foreign Minister Mr. Nitya Pibulsonggram, who helped pave the way for many of the innovative projects Kenan works on today. Together, we at Kenan look forward to working with our government, multilateral, and corporate partners to further our mission and impact an even greater number of beneficiaries in the coming 20 years.

Khunying Jada Wattanasiritham
Chair of Kenan Institute Asia

20 Year Impact

20,315 direct beneficiaries reached in 2015
158,404 direct beneficiaries reached since 1996



Levels of Work



Kenan Institute Asia – in brief

Who we are

Kenan Institute Asia is a knowledge and capacity building organization implementing results-oriented, social and economic development programming on a not-for-profit basis. With our headquarters in Bangkok, we conduct activities in Cambodia, Lao PDR, Myanmar, Thailand, and Vietnam, as well as regional activities in Southeast Asia. Kenan approaches key development challenges in the region through an innovative, market-based approach, harnessing the resources and expertise of the private sector and the experience and knowledge of the public and civil society sectors to address key issues in business and economic development, education, and public health. Kenan provides its corporate, government, and multilateral clients with services including consulting, project design, management and implementation, training, and research.

We are **LOCALLY BASED...**
with **REGIONAL REACH...**
providing an **INTERNATIONAL**
level of **EXPERTISE & SERVICE**

What we do

Consulting: Providing world-class business consulting services, as well as policy and evaluation consulting for government and multi-lateral agencies. Areas of special capability include: advising small and medium-sized companies and entrepreneurs, business planning, franchise market entry, community and stakeholder assessments, sustainable tourism planning, corporate social responsibility (CSR) strategy and organizational development, business cluster, and value chain development.

Project Management: Managing projects in a cost-effective manner from project design to impact assessments. Areas of special project management capability include: small business development, sustainable tourism, educational improvement, public health improvement, youth and women leadership, civil society capacity building, and CSR. Kenan has both the financial and management systems, as well as the experienced people, to assure project transparency and effectiveness.

Training: Building development capacity in the region through effective, non-degree training, including training of trainers. Areas of special capability include: entrepreneurship, personal financial management, small business financial management, business cluster facilitation, management of strategic CSR programs, using IT for better learning, inquiry-based science and math education pedagogy, disaster management and planning, public health planning, behavior change communication, financial literacy, women and youth leadership, and civil society capacity building.

Research: Practical development research necessary for designing projects and policies, and developing case studies in areas such as sustainable tourism development, intellectual property rights, cluster development, STEM education, and CSR. Curriculum development is conducted for middle and secondary schools, technical schools, and universities in the areas of science, math, IT, intellectual property, and CSR.

Where we're going

The future of social and economic development in Southeast Asia will be increasingly linked to several key demographic and societal megatrends, each of which will generate distinct challenges and require innovative solutions. Kenan is not only prepared to tackle these issues, we are already working with our partners to preemptively address and resolve them. Together, we can ensure that Southeast Asia continues to grow in a sustainable, inclusive, and responsible manner.

Key Future Challenges:

Aging Society: After years of falling fertility rates in conjunction with lowered mortality rates, several countries in Southeast Asia, most notably Thailand, are on track to see their populations shrink in the coming decades. As part of this process, elderly citizens will make up a much larger proportion of society, leading to increased health care needs, financial problems for those without adequate savings, and a higher burden on a smaller number of working age employees. Kenan is already engaging this issue with projects that build the capacity of health care workers and organizations in Thailand and Vietnam, and by working with seniors to develop healthier and more financially stable lifestyles.

Urbanization: Following Southeast Asia's transformative economic growth over the past 20 years, millions of people have moved from rural areas to cities, or they have seen their small towns turn into urban developments. Half of Southeast Asia's population now lives in cities, compared to 30% in 1990, a trend that is only increasing, and which causes a myriad of infrastructure, security, sanitation, economic disparity, and food security complications. Kenan has been tackling urbanization issues for a number of years, providing training to young disadvantaged adults to get them jobs in both rural and urban areas, and working with communities to ensure that new developments in rural areas are carried out responsibly.

Climate Change: Arguably the most difficult dilemma to solve, climate change will have a drastic impact on Southeast Asia, particularly affecting people living in coastal cities, such as Bangkok. Potential challenges will involve everything from less land space, to migration and social conflicts, to food shortages and growing epidemic rates. Kenan is already working to lessen the long-term impact of climate change, by improving science and math education, necessary for the future's alternative energy and food technology solutions, as well as partnering with local communities to develop environmentally and economically friendly tourism initiatives.



Our History

Early Beginnings

In 1901, Mary Lily Kenan married Henry M. Flagler, the co-founder and guiding force behind the great Standard Oil Company. The Kenan family had originally migrated from Ireland to North Carolina in 1730, where they became strong supporters of education and helped to found The University of North Carolina. When Mary Lily Kenan died in 1917, she left the bulk of her fortune to her brother, William, who continued his family's legacy by creating the William R. Kenan, Jr. Charitable Trust, which laid a philanthropic foundation for generations to come.

The history of the Kenan Institute Asia dates back to a chance encounter during the 1920s, when the future King Prajadhipok of Thailand and Charles Grey, a member of the Kenan family, met in a gift shop in Arizona, near the Grand Canyon. The Kenan family has been active in Thailand ever since.

Kenan Institute Asia Origins: The US-Thailand Development Partnership (1994-1996)

Kenan's founding was a response to Thailand's incredible development as a market-based economy between 1970 and 1990. Rapid growth changed Thailand's view of itself from an under-developed country in need of outside assistance to one not only capable of helping itself, but able to assist its neighbors as well. This view was strongly supported by key Thai technocrats involved in national economic and social development led by Prime Minister Anand Panyarachun.

Mr. Tom Reese, the director of the USAID mission in Thailand in 1990, saw that Thailand's rapid development had created both opportunities for more market-based US services and technology, as well as the need for solutions to problems created by such accelerated development. These problems included environmental pollution, uneven development, the emergence of new and re-emerging public health threats, such as HIV-AIDS and drug resistant malaria, and an inadequate education system.

At the same time, Thailand's rapid business growth and rising foreign investment sparked interest among American business schools, including the Kenan-Flagler Business School at the University of North Carolina, Chapel Hill. Dr. John Kasarda, the director of the school's Frank Hawkins Kenan Institute of Private Enterprise (KIPE), was particularly interested in getting the university involved in the business boom in Asia and saw Thailand as an attractive place to start.

Interested in leaving behind a sustainable, non-profit organization to help with the next phase of development work in Thailand, USAID designed and funded a project called the US-Thailand Development Partnership (US-TDP). KIPE, Chulalongkorn University, and the Brooker Group, a Thai consulting company, won the competitive bid for US-TDP and signed a cooperative agreement with USAID in December 1993 for a five-year program budgeted at \$8 million. The main program objectives were to:

- Demonstrate new, more private sector-oriented ways of assisting development through support for US-Thai partnerships; and
- Develop an institutional arrangement that would provide ways to continue this sort of assistance after the closure of the USAID bi-lateral mission in Thailand.

In all, the US-TDP initiative supported more than 70 projects of varying sizes. Projects included the setup of an ambient air quality testing system for Bangkok, design of central river basin environmental management system, development of low-cost HIV/AIDs tests, opening a commercial hazardous waste center, supporting the education of young women at risk of entering the sex trade, assisting the startup of the Thai Business Coalition on AIDS, demonstrating a landfill gas system and supporting the development of zero emission electric vehicles. The \$3.6 million in small grants awarded in the first two years of the US-TDP generated cost share by the Thai and US organizations of more than \$20 million.

Establishing Kenan Institute Asia (1996-1997)

Despite positive results, US Congressional budget pressure forced the earlier than expected closure of the USAID bi-lateral mission in Thailand in 1995 and the end of US-TDP in 1996. In its final days, the mission worked closely with UNC's KIPE, the William R. Kenan Jr. Charitable Trust, and a group of Thai leaders to set up the Kenan Institute Asia as a Thai non-profit foundation to continue US-Thai development cooperation. Key among these Thai leaders was Khun Anand, by then a business leader who had served two terms as prime minister, and Dr. Asavin Chintakananda, a business school professor, who worked behind the scenes to get Thai backing for the proposed institute. Due to their efforts, Kenan was officially registered with the Thai authorities on February 13, 1996 as an independent organization.

Seeking to provide Kenan with reliable funding, an endowment of US \$10.5 million was set up using the remaining funds from the US-TDP program and other unexpended monies intended for Thailand, including funds from the US-Asia Environmental Partnership (US-AEP). The willingness of the Thai government, through the Department of Technical and Economic Cooperation (now the Thailand International Cooperation Agency - TICA), to provide about one-third of the endowment was critical. The Thai government felt that a development-based relationship with the United States was valuable in itself. As Khun Anand said at the time, "it's not the money; it's the relationship that counts."

Additionally, the Kenan Charitable Trust, with important input from Mr. Dan Drake, provided private funds of \$3 million. The Senior Trustee of the Trust, Mr. Frank Kenan, said he was convinced that Kenan Institute Asia would become an important promoter of his belief that the private sector was the best driver of economic and social development. His son, Mr. Owen Kenan, enthusiastically supported the funding of the institute and became one of the founding trustees. In honor of Owen, who passed away in 2002, Kenan held a series of annual conferences from 2002 to 2008 to draw attention to the private sector role in sustainable development. KIPE, under Dr. Kasarda, provided bridge funding of US \$500,000.

Khun Anand agreed to serve as the founding Chair and he helped recruit a high-level Thai and American Board of Trustees. Representing the two governments were Mr. William Itoh, the US Ambassador to Thailand, and Mr. Pichet Soontornpipit, Director General of Thailand's Department of Technical and Economic Cooperation. Kenan began work along the lines set by the US-TDP - fostering Thai-US partnerships on projects that included recycling steel slag, producing low-cost TB diagnostic kits, designing a waste water treatment plant, and generating electricity from animal waste and rice husks. Kenan also conducted numerous training projects to build the capacity of individuals working in public health, environmental management, municipal management and information technology.

American Corporations for Thailand: From Corporate Philanthropy to Corporate Social Responsibility (1998-2005)

In 1998, the leading US corporations in Thailand came together with the goal of demonstrating their long-term commitment to Thailand. In response, from 1998-2005, Kenan administered the American Corporations for Thailand (ACT) project, which was established as an innovative corporate philanthropy solution to the 1997 financial crisis. Chairman Anand and former US Secretary of State Henry Kissinger raised US \$1.7 million from US firms, including Unocal, AIG, Motorola, Raytheon, GE, Union Carbide, Chase Manhattan Bank, Dow Chemical, and American Express. Khun Anand later said that "corporate support has been particularly important for Kenan because it substantiates our central premise that the most effective long-term development depends on an enlightened and well-balanced free-enterprise system."

Under ACT, Kenan designed and implemented more than 50 projects serving some 700 trainers and about 27,000 trainees, helping a high percentage of them to find new jobs. Key programs trained the unemployed in internal auditing, plant tissue culturing,



computer graphics, plumbing, information technology, public health and small business management. "It's extremely satisfying to see a program do what it sets out to do," Dr. Kissinger said after reviewing the first year's activities under ACT.

Towards the end of the ACT project, it became clear that the Thai economy was recovering and corporations operating in Thailand were becoming more interested in conducting corporate activities that better matched their business operations. Beginning in 2004, Kenan professionals started working more closely with corporate partners to design and manage company-branded, community-based programming. Kenan then partnered with the Center for Corporate Citizenship (CCC) at Boston College to introduce modern CSR concepts to Thailand for the first time, through corporate community engagement certificate courses. Kenan's work on the ACT project and its partnership with the CCC, which emphasized strong stakeholder engagement, community-based activities, and private sector involvement in development, helped turn the organization into the regional CSR leader it is today.

Accelerating Economic Recovery In Asia (1999-2009)

After the 1997 Asian Financial Crisis spread to Korea and Indonesia, the US government stepped in to contribute to the recovery of the region. In Thailand, Kenan staff worked with USAID to design the Thai portion of a regional program called Accelerating Economic Recovery in Asia (AERA). Since the USAID mission in Thailand had been closed in 1996, USAID utilized Kenan as the mechanism to deliver and manage this assistance. In a departure from normal practice, the Thai and US governments set up a joint steering committee chaired by a private individual - Kenan's Khun Anand. This ensured a good understanding of Thai development needs from both government and private sector perspectives, and established a spirit of US-Thai and public-private cooperation, which was a major aspect of the program. The cooperative agreement between USAID and Kenan provided a flexible and cost-effective means to channel funds to support development in Thailand, and later, the region. Initially funded at \$10 million, total USAID funding for the project ultimately reached \$23 million. Over the decade of the program, Kenan implemented numerous projects under AERA. Some notable highlights include:

- The Business Advisory Center under Dr. Saisawan Vadhanapanich, which brought in Thai MBAs to work with American volunteers from UNC's MBA Enterprise Corps and more experienced consultants from the International Executive Service Corps, the Citizens for Development Corps and the Agricultural Cooperative Development International/Volunteer Organization to conduct business consulting and training assistance to more than 300 small and medium-sized companies.
- Customized banking training for some 2,000 managers in risk management, credit analysis and internal control at each of Thailand's 17 banks.
- The "Business Support Organizations Partnership" (BSOP) program, under the leadership of Mr. Richard Bernhard, which developed 30 US-Thai partnerships. The results included facilitating 25 policy, regulatory and systematic changes, training more than 7,000 people and distributing 20,000 training materials, and matching the USAID funds with over \$1.5 million in contributions from the U.S. and Thai partners, the Asian Development Bank, and the World Bank.
- The Thailand Competitiveness Initiative (TCI) improved the competitiveness of 12 business clusters, five of them intensively, including the Western Provinces High-Value Agricultural Produce Sector, the Chiang Mai Tourism Cluster, the Bangkok Digital Content Cluster, the Chantaburi Gem Cluster, and the Cambodia Fish Cluster.
- The Border Action Against Malaria (later Microbes) or BAAM project, which worked closely with the Ministry of Public Health in Thailand to establish a sentinel surveillance system that proved particularly valuable in enabling evidence-based modification of treatment protocols in response to increasing drug resistance by the malaria parasite. This contributed significantly to Thailand's success in cutting the incidence of malaria by 50% and reducing mortality by 74%.





Tsunami Recovery (2005-2010)

On the day after Christmas 2004, a massive tsunami, caused by an undersea earthquake, struck coastal communities around the Indian Ocean, including the west coast of southern Thailand. In Thailand alone, more than 10,000 people were killed and thousands more injured. In addition to the initial suffering, the tsunami also destroyed thousands of fishing boats and hundreds of resorts, damaging the livelihoods of all of the people in the area. Soon after the rescue and relief efforts got underway, it became clear that the area would need longer term assistance to plan and implement a sustainable recovery.

To assist local people in the hardest hit province – Phang Nga – with both recovery and planning for the future, Kenan developed the Tsunami Recovery Action Initiative (TRAI). With strong support from the key leaders of the Kenan Charitable Trust, Mr. Tom Kenan and Dr. Richard Krasno, as well as Dr. Kasarda at KIPE, the two organizations responded with \$1.2 million in funding for TRAI. This funding provided for important recovery actions as well as for proposals that ultimately brought in additional funds from the Bush-Clinton Tsunami Relief Fund, MSD (Thailand), Microsoft, the European Commission, USAID, and the UN World Tourism Organization for total funding of \$3.5 million for the five-year program.

Implemented by Kenan, with assistance from KIPE, TRAI had two broad goals: to improve the livelihoods of those affected by the tsunami and to pilot a holistic model for long-term community development after a disaster. To achieve these goals, a team led by Kenan's Mr. Richard Bernhard worked to build a common understanding, vision, strategy and plan for sustainable tourism in Phang Nga. Kenan carried out projects on tourism education, tourism entrepreneurship and community participation in sustainable tourism.

Over the course of five years, nearly 5,000 people participated directly in the TRAI program. Kenan taught key business, planning, and marketing skills to nearly 700 trainers. The TRAI team produced 69 publications - studies, plans, brochures, guidebooks, newsletters and a video. The long-tail boat repair center and pier have helped improve the livelihood of local fisher folk and community members alike.

Key activities included:

- Partnering with the Phang Nga Tourism Association (PNTA), local government, community groups and schools. Kenan trained communities to develop a vision, strategy, and plan for sustainable community tourism.
- Winning funds from the Bush-Clinton Tsunami Relief Fund to build a repair facility for small fishing vessels, as well as an access road, a pier, and a community open area to help local fisher folk to rebuild their livelihoods.
- Initiating the "Community Based-Tsunami Recovery Action Initiative" with EU funding raised by Kenan's Mr. John DaSilva, to provide 14 community groups, with entrepreneurship training, microfinance and capacity-building, marketing training, and research in support of community-based products and services.
- Gaining support from the German government to develop sustainable tourism models for two areas in Phang Nga.

Regional Expansion (1999-2016)

Although Kenan's main activities between 1999-2009 were focused on Thailand under the AERA project, Kenan long had the strategic intent to help neighboring countries, especially Cambodia, Lao PDR, and Vietnam, benefit from Thailand's development experience. By 2009, Kenan was conducting an increasing number of project activities in the region.



Kenan's first project in the region introduced North Carolina environmental technologies to Vietnam beginning in 1999. Subsequently, activities under the AERA program were expanded regionally, including SME capacity building in Vietnam, development of Vietnam's IT cluster, capacity building for judges in Vietnam, building the capacity of business associations in Cambodia, and exporting packaged foods by ASEAN SMEs. In Lao PDR, Kenan was funded by the New Zealand AID to plan for sustainable tourism, by the United Nations Development Programme to develop CSR curriculums in Vietnam, by the United Nations Democracy Fund to build the capacity of Lao civil society organizations, by TICA to train Lao government officials in project cycle management, and by ASEAN research projects on patent offices and regional SME financing.

Other regional projects helped Kenan to expand its presence in Southeast Asia. With funding from USAID, Kenan developed the largest Asian network for cross-border collaboration on infectious disease surveillance and response, comprising 17 provinces in Thailand, Cambodia, and Lao PDR. Kenan also utilized its private sector experience and USAID's Global Development Alliance model to leverage over US \$1.5 million in private sector funds from companies such as Colgate-Palmolive and DTAC to implement avian and pandemic influenza prevention efforts in Thailand, Lao PDR, and Vietnam. In 2009, Kenan won funding for the USAID Greater Mekong Subregion – Responses to Infectious Diseases Project, a five year, \$4.2 million project to strengthening regional, national, and local responses to avian and pandemic influenza, malaria, tuberculosis and infectious diseases. Additionally, Kenan has worked on regional ASEAN projects such as the USAID-funded ASEAN Competitiveness Enhancement (ACE) project, the USAID-funded Maximizing Agricultural Revenues through Knowledge, Enterprise Development and Trade Support (MARKET) for ASEAN project, the USAID-funded ASEAN Connectivity through Trade and Investment (ACTI) project, and various small business development projects funded by the Office of Small and Medium Enterprise Promotion (OSMEP).



Current Day

In 2014, After years of working throughout Vietnam, Kenan deepened its commitment by opening an office in Hanoi that will serve as the foundation for Kenan's growing presence in the country. As Vietnam rapidly expands to become a middle-income country, Kenan will leverage its knowledge, skills, and capacities to ensure that such development is sustainable. Already, Kenan's Vietnam office has proved highly productive, implementing projects like the US Department of State-funded Vietnam Women Improving Lives and Leadership (WILL) project, which is an innovative and integrated approach to building the capacity of Vietnamese civil society organizations (CSOs) and public agencies that serve the needs of women, and the Microsoft Techsperts project, which provides disadvantaged youth with critical vocational IT sales skills.

In 2015, Kenan, in partnership with Chevron, launched a brand new major initiative: the Chevron Enjoy Science project, a US \$30 million, five-year, public-private partnership to strengthen Thailand's competitiveness and innovation by improving science, technology, engineering, and math (STEM) education and technical vocational education and training (TVET) across the country. Developed by Kenan's John DaSilva, this wide-reaching project will help to upgrade Thailand's education system, and will directly benefit over 500,000 students, teachers, principals, government education officials, community members, and workers, providing increased career opportunities and higher wages. As the lead implementer of the project, Kenan has also expanded our staff, our capabilities, and our partnerships to deliver an even higher level of expertise, and to better impact the communities where we work.

Our Key Partners

Over the past 20 years, Kenan has built a large number of strong partnerships with government agencies, multilateral organizations, and international corporations. We strive to provide our partners with world class service, whether we're conducting research, implementing community-based programming, engaging directly with key stakeholders, or building the capacity of project participants.

More than any other local development organization, Kenan successfully brings together private sector businesses, government agencies, academic institutions, and other civil society organizations to drive sustainable development outcomes that benefit society, without losing sight of our partners' goals.

Providing a professional level of service to our clients, as well as impactful programming to our beneficiaries is at the heart of what we do, and it has transformed Kenan into one of the most sought-after partners in the region.

Below are some of the key partners we've worked with over the years:

The US Government / Multilateral Organizations

Kenan's strategic partnership with the United States Government goes back to our very founding, when the USAID bi-lateral mission to Thailand helped to establish Kenan Institute Asia as an organization capable of continuing and furthering development cooperation between the two countries. Together, Kenan, the US Government, and various multilateral organizations have implemented a number of significant and innovative projects in the region, including:



- The five-year (2009-2014), US \$4.2 million USAID Greater Mekong Subregion – Responses to Infectious Diseases (GMS-RID) project, which strengthened regional, national, and local responses to avian and pandemic influenza, malaria, tuberculosis and infectious diseases.
- The four-year (2010-2012 & 2013-2015), US \$625,000 UN Democracy Fund (UNDEF) Lao Encouraging and Applying Democracy for Civil Society (LEAD) project, which worked to increase the effectiveness of Civil Society Organizations (CSOs) in Lao PDR so that they could contribute meaningfully to Laos' development and good governance.
- The five-year (2011-2016), US \$2.7 million Global Fund for Malaria in Thailand project, funded by the Global Fund to Fight AIDS, Tuberculosis, and Malaria through a grant awarded from Thailand's Bureau for Vector Borne Diseases (BVBD), which brings together public, private, and civil society agencies to combat malaria by developing behavior change communication science and health lessons that train students and teachers to reduce the risks of malaria.
- The two-year (2014-2016), US \$430,000 US Department of State Vietnam Women Improving Lives and Leadership (Vietnam WILL) project that is an innovative and integrated approach to building the capacity of Vietnamese civil society organizations (CSOs) and public agencies that serve the needs of women.
- The five-year (2013-2018), US \$14.4 million ASEAN Connectivity through Trade and Investment (ACTI) project. Led by Nathan Associates, Kenan is working to implement the ACTI-SME subcomponent, which is aimed at fulfilling the ASEAN Strategic Action Plan for SME Development by accelerating the pace of SME development.
- The 10-year (1999-2009), US \$23 million USAID Accelerating Economic Recovery In Asia (AERA) project, which helped Thailand recover after the 1997 Asian financial crisis.
- The five-year (2008-2013), US \$10 million US Department of State/USAID Valuing ASEAN Linkages Under Economic Integration (VALUE) project. Led by Nathan Associates, Kenan staff worked closely with USAID/RDMA, the Thai government, the ASEAN Secretariat, and the ASEAN Federation of Textile Industries Skills Task Force to adapt, develop, and adopt the world's first regional common competency assessment and certification program for the textile and garment industry.
- The one-year (2009-2010), US \$420,000 UN Development Programme (UNDP) Embedding Corporate Social Responsibility in Vietnam through Research, Training and Curriculum Development project. A component of the Global Compact Network Vietnam (GCNV), this project designed, developed, and piloted responsible management education, or corporate social responsibility (CSR) curriculum in Vietnamese universities.



The Thai Government

Instrumental in helping to establish Kenan, the Government of Thailand has long played a crucial role as a partner and a funder of many of Kenan's most important development projects and initiatives. Kenan has long-standing relationships built on years of trust and friendship with major Thai Government agencies, including, the Thailand International Cooperation Agency (TICA), the Ministry of Commerce, the Ministry of Industry, the Ministry of Education, the Ministry of Science and Technology, the Ministry of Public Health, and the Ministry of Labor. Some of our major development initiatives include:

- The New Entrepreneurs Creation (NEC) project, based on a continuous 10-year partnership with Thailand's Department of Industrial Promotion, under the Ministry of Industry, to provide new entrepreneurs with the essential skills necessary to run, operate, and grow a small business.
- The three-year UPGRADE project (2010-2014), where Kenan partnered with the Institute for the Promotion of Teaching Science and Technology (IPST), under the Ministry of Education, to teach critical thinking and reasoning skills to tens of thousands of students across Thailand.

- The APEC Small And Medium Enterprise Working Group Chairmanship project (2012-2014), during which Kenan partnered with Thailand's Office of Small and Medium Enterprise Promotion (OSMEP) to prepare for chairing the 36th, 37th, 38th, and 39th Asia Pacific Economic Cooperation Small and Medium Enterprise Working Group Meetings (APEC – SMEWG).
- The OSMEP-funded Financing APEC SME Innovation Workshop (2013-2014), for which Kenan brought together over 100 entrepreneurs, venture capitalists, policy makers, and SME leaders to discuss government policies to promote venture capital investment in APEC economies.
- The OSMEP-funded Promoting APEC SME Innovation through Smart IPR Policy Workshop (2014), for which Kenan organized APEC delegates, SMEs, and Intellectual Property Rights (IPR) policy makers and leaders to promote APEC SME innovation through the development of smart IPR policies.

Corporations

Founded with a belief in leveraging free-market mechanisms to achieve development goals, Kenan has long operated with the understanding that the private sector has a critical role to play in sustainable development. We partner with multinational and local companies with the goal of maximizing their social investment strategies. Together, we conduct community engagement and systems change projects, assessments, stakeholder engagement consultancies, and trainings. Through investment and job creation, and by partnering with governments and civil society organizations to provide financial resources and expertise, we have achieved some remarkable results over the past 20 years. Below are some of our most impactful partnerships:

- **Boeing:** Kenan's partnership with Boeing goes back more than six years, when together we launched the Boeing One Computer Classroom project – now known as the Boeing Technology Enhanced Learning project (TEL) – which was designed as a multi-year initiative to promote technology-driven education, while recognizing the limited and under-utilized ICT resources available to many of Thailand's schools. Since launching, the project has trained 73 school principals, over 200 master teachers, and 579 teachers on how to effectively use one computer per classroom to enhance the learning experience of more than 500,000 students.
- **Chevron:** Kenan and Chevron began working together in 1999 on the American Corporations for Thailand (ACT) project. In 2012, they came together again to develop the Chevron Inquiry-based Classroom Reasoning for Experiential and Active Science Education project (Chevron-INCREASE). Working with the Thailand Ministry of Education, the project improved the way science was taught by training teachers and principals in Songkhla and Nakhon Si Thammarat provinces to use an inquiry-based curriculum with their lower-secondary level classes. The project was expanded to Chumporn and

Surat Thani provinces in 2014. In all, the Chevron-INCREASE project increased the capacity of 196 school principals, and 232 teachers have been trained in inquiry-based teaching methodologies, benefitting an estimated 16,000 students in 76 schools in Chevron communities.

Building off these early successes, Kenan and Chevron worked together to develop and launch the Chevron Enjoy Science project in April of 2015. The five-year, US \$30 million project is a transformative and comprehensive, public-private partnership designed to strengthen Thailand's competitiveness and innovation by improving science, technology, engineering, and math (STEM) education and technical vocational education and training (TVET) across the country. The Chevron Enjoy Science project will accomplish this through the development of STEM teachers and the roll out of STEM and TVET Hubs nation-wide, in order to build 21st century workforce skills for people in STEM-related industries, such as the automotive, energy, and agriculture sectors. As the lead implementer of the Chevron Enjoy Science project, Kenan leverages its extensive experience in inquiry-based education, stakeholder engagement, and private-public partnership building. Together with a range of partners in civil society, academia, the private sector, and the government, Chevron Enjoy Science will directly benefit over 500,000 students, teachers, principals, government education officials, community members, and workers, providing increased career opportunities and higher wages.

Key government partners for this project include: the Ministry of Science & Technology's National Science Technology and Innovation Policy Office (STI), National Science and Technology Development Agency (NSTDA), and National Science Museum (NSM); the Ministry of Education's Office of Basic Education Commission (OBEC), Office of Vocational Education Commission (OVEC), and the Institute for the Promotion of Teaching Science and Technology (IPST); and the Ministry of Labor's Department of Skills Development (DSD).



- **Citi / Citi Foundation:** Citi, the Citi Foundation, and Kenan have been working together for over 10 years, implementing over 20 unique projects, to improve Thailand's economy. Since 2008, the Citi Financial Literacy for At-Risk Women project has taught personal finance skills, including savings and investing, household management, budgeting and proper credit management to women and families living in slums, women involved in nightlife occupations, temporary workers, and women serving prison terms. To date, the project has empowered over 3,000 women, helping them to break the cycle of predatory lending, debt, and abuse that often keeps them in poverty.

In 2014, Kenan and Citi launched the Citi Literacy Improvements for better Finance in Thailand (LIFT) project, which is aimed at reducing Thailand's rising household debt. Through the project, Citi and Kenan work with stakeholders from the private sector, the government, and academia to empower households by developing their financial management skills. Already, the project has developed recommendations for improving Thailand's financial literacy, and presented those policy options to key decision-makers, stakeholders, and government leaders, as well as produced a comprehensive research study to foster changes in financial literacy policy and service delivery.

- **Microsoft:** Kenan and Microsoft started working together over nine years ago on a number of smaller education projects designed to equip Thai teachers and students with essential information and communication technology (ICT) skills. Following the 2008 global financial crisis, Microsoft, Kenan, and the Thai Department of Skills Development joined together to create the Building Employability through Technology and Entrepreneurship Resources (BETTER)

project as an integral part of Thailand's strategy to modernize its workforce and ensure its employability by targeting disadvantaged low-income workers who were most affected by the crisis. The Embedding BETTER (E-BETTER) project followed up on BETTER by implementing a more advanced ICT curriculum, and together the two projects trained more than 40,000 people across Thailand's 77 provinces.

- **ThaiBev:** In 2014, Kenan and ThaiBev partnered for the first time to launch the three year, US \$450,000 ThaiBev Leadership for a Better Quality of Life project. Building on years of extensive community engagement and development experience, the project seeks to foster a better quality of life in the Bang Kuwat community, home to one of ThaiBev's largest distilling facilities, the Sura Bangyikhan Co. Ltd., through improved social participation. The project is working to strengthen local relationships, improve employee engagement, empower community leaders, and promote youth leaders to address the community needs of today and tomorrow. Since beginning, the project has benefitted 748 students, 171 community members, and 450 ThaiBev employees.



In Loving Memory of Former Kenan Chair Nitya Pibulsonggram (1941-2014)

Mr. Nitya Pibulsonggram was the Chair of Kenan's Board of Trustees from 2005 to 2006 and 2009 to 2014. Ambassador Pibulsonggram was a career diplomat who served as the Foreign Minister of the Kingdom of Thailand. He received his bachelor's degree at Dartmouth College and his master's degree at Brown University. A strong believer in the ability of the private sector to drive social and economic development in Thailand and throughout Southeast Asia, Ambassador Pibulsonggram joined Kenan's Board of Trustees in 2002 and served in a variety of important roles. Ambassador Nitya Pibulsonggram was born in Bangkok in 1941.

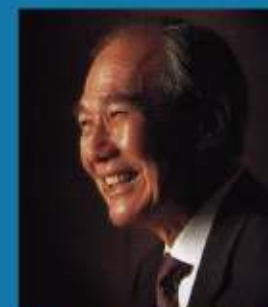
Present Day

Today, Kenan is a thriving regional organization employing over 70 full time staff at our offices in Bangkok, Thailand and Hanoi, Vietnam. While Kenan's focus has shifted over the years, in response to Southeast Asia's transformations, as well as natural and economic disasters, we maintain the same commitment to driving regional sustainable social and economic development. Kenan now implements a diverse range of projects designed to best serve our stakeholders and impact our beneficiaries across Southeast Asia.

In 2015, Kenan received funding from a wide variety of organizations, including the Thailand International Cooperation Agency, the Thailand Ministry of Education, the Thailand Ministry of Science and Technology, USAID, the US Department of State, the UN Democracy Fund, the Global Fund, Boeing, Citi and the Citi Foundation, Chevron, Diageo Moët Hennessy, IBM, Microsoft, Pfizer, and ThaiBev.

Looking forward, Kenan's future in Southeast Asia is bright. With our new office in Hanoi, Vietnam and the start of the Chevron Enjoy Science project, Kenan is in a better position than ever to expand our reach, localize our services, and impact an even larger number of beneficiaries. Ultimately, it is the thousands of people whose lives we have helped change for the better that define our past successes, and Kenan is committed to bringing those same services to thousands more during the next 20 years.

Kenan Leaders



Mr. Anand Panyarachun
Chair (1995-2005)



Mr. Nitya Pibulsonggram
*Chair (2005-2006, 2008-2014),
Vice-Chair (2002-2005)*



KY. Jada Wattanasiritham
Chair (2014-Present)



Mr. Sivaporn Dardarananda
Acting Chair (2006-2007)



Dr. Asavin Chintakananda
President (2000-2001)



Dr. Montri Chulavatnatol
President (2001-2003)



Mr. Paul Wedel
President (2004-2012)



Mr. Piyabutr Cholvijarn
*Vice-Chair (2008-Present),
President (2012-Present)*

Board of Trustees 1996-2015

Name	Position at Kenan	Period
H.E. Anand Panyarachun	Chair, Executive Committee	1995 - 2005
Mr. Pichet Soontornpipit	Ex Officio	1996 - 1998
Amb. William H. Itoh	Ex Officio	1996 - 1999
		2000 - Present
Dr. Asavin Chintakananda	Executive Committee	1996 - 2001
	President	2000 - 2001
Mr. Daniel Drake	Trustee	1996 - 2001
Dr. Michael Hooker	Trustee	1996 - 1999
Mr. Owen Kenan	Trustee	1996 - 2002
Mr. Paul Fulton	Trustee	1996 - 1998
Mr. Paul Wedel	Secretary, Executive Committee	1996 - 2012
	President, Executive Committee	2004 - 2012
Dr. Phisit Pakkasem	Executive Committee	1996 - 2006
Dr. Sippanondha Ketudat	Executive Committee	1996 - 2002
Dr. Suthee Singhasaneh	Treasurer	1996 - 1998
Mr. Tawee Butsunton	Trustee	1996 - 2002
Khunying Jada Wattanasiritham	Treasurer, Executive Committee	1996 - 2014
	Chair, Executive Committee	2015 - Present
Dr. John D. Kasarda	Executive Committee	1996 - Present
Mr. Robert A. Wilson, Jr.	Trustee	1996 - 2015
Mr. Kittipan Kanjanapipatkul	Ex Officio	1998 - 2002
Mr. Amaret Sila-on	Executive Committee	1998 - 2002
Mr. Kosit Panpiemras	Treasurer	1998 - 2006
Dr. Veerawat Kanchanadul	Trustee	1998 - 2002
Dr. Varakorn Samakoses	Executive Committee	1998 - 2003
		2008 - Present
H.E. Richard Hecklinger	Trustee	1999 - 2001
Dr. James Leutze	Trustee	1999 - 2007
Mr. Arporn Sribhipadh	Executive Committee	2000 - 2006
Mr. Randolph Howard	Trustee	2000 - 2004
Dr. Robert Sullivan	Trustee	2000 - 2002
Dr. Montri Chulavatnatol	Executive Committee, President	2001 - 2003
Mr. Thomas Reese	Executive Committee	2001 - 2007
Amb. Nitya Pibulsonggram	Vice - Chair	2002 - 2005
	Chair	2005 - 2006, 2009 - 2014
	Executive Committee	2005 - 2010
H.E. Darryl Johnson	Ex Officio	2002 - 2004

Name	Position at Kenan	Period
Mr. Pradap Pibulsonggram	Ex Officio	2002 - 2004
	Executive Committee	2015 - Present
Mr. Alston Gardner	Trustee	2002 - 2008
Mr. Isara Vongkusolkrit	Trustee	2002 - Present
Ms. Virginia P. Kirkwood	Trustee	2002 - Present
Mr. Piamsak Milintachinda	Ex Officio	2004 - 2007
Dr. Sarasin Viraphol	Executive Committee	2004 - 2014
Dr. Thienchay Kiranandana	Executive Committee	2004 - 2005
Mr. Stephen Green	Trustee	2005 - 2007
H.E. Ralph Boyce	Ex Officio	2005 - 2007
Dr. Surapon Nitikraipot	Trustee	2006 - 2009
Mr. Sivaporn Dardarananda	Acting Chair, Executive Committee	2006 - 2007
	Executive Committee, Finance Committee	1998 - Present
Dr. Supavud Saicheua	Executive Committee, Finance Committee	2006 - Present
Mr. Owen Gwyn	Trustee	2006 - Present
Dr. Chitriya Pinthong	Ex Officio	2007 - 2008
Dr. Tony Waldrop	Trustee	2007 - 2010
Dr. Chadamas Thuvasethakul	Executive Committee	2007 - Present
Dr. Woraphat Arthayukti	Trustee	2007 - Present
Mr. W. Charles Blocker	Executive Committee	2007 - Present
Mr. Apinan Phatarathayanon	Ex Officio	2008 - 2009
H.E. Eric G. John	Ex Officio	2008 - 2010
Mr. Piyabutr Cholvijarn	Vice-Chair, Executive Committee	2008 - 2012
	Vice-Chair, Executive Committee and President	2012 - Present
Dr. James Dean	Trustee	2009 - 2011
Mrs. Joan Gillings	Trustee	2010 - Present
H.E. Kristie Kenney	Ex Officio	2011 - 2011
Prof. Augustine Ha Ton Vinh	Trustee	2011 - Present
Mr. Richard Bernhard	Executive Committee, Finance Committee	2011 - Present
Mr. Piroon Laimit	Ex Officio	2012 - 2013
Dr. Peter Coclanis	Trustee	2012 - Present
Dr. Khunying Kasama Varavarn	Executive Committee	2013 - Present
Mr. Aidan St. P. Walsh, OBE	Trustee	2013 - Present
Ms. Suchada Thaibunthao	Ex Officio	2014 - 2015
Mr. Pala Sookawesh	Trustee	2015 - Present
Ms. Suphatra Srimaitreephithak	Ex Officio	2016 - Present



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