

Kenan
Annual
Report
2015

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.



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Message from the Chair

2015 has been a truly remarkable year for Kenan Institute Asia. Looking over our annual report, it's incredible to see the number of transformational projects we've worked on during the past year, as well as the number of people whose lives we have directly impacted. Entering our 20th year, Kenan is quickly becoming one of the leading providers of sustainable development services in Southeast Asia. Working on major new initiatives with our key government and corporate partners, including the Royal Thai Government, the US Government, Chevron, Citi, and ThaiBev, we have significantly expanded Kenan's regional impact and service. Together, we directly impacted over 20,000 beneficiaries in 2015, training science and math teachers, building CSO capacities, guiding entrepreneurs and SMEs, and improving community public health practices throughout Southeast Asia.

This year, in particular, I am very pleased to announce Kenan's role as the lead implementer of the Chevron Enjoy Science project. This brand new initiative is a US \$30 million, 5-year, public-private partnership that will 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. Kenan's largest ever project, Enjoy Science will help 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.

Kenan also worked to strengthen the level of stakeholder engagement that we offer to our corporate clients in 2015. With new projects like Pfizer Healthy Aging Society and IBM Thai Teacher TryScience, we are leveraging years of dynamic CSR experience to impact new locations and beneficiaries. Additionally, Kenan is increasingly working with corporations to implement regional projects, like Microsoft Techsperts, which simultaneously builds the capacity of young salespeople in Hanoi and Bangkok, while remaining sensitive to local contexts.

I've also been very happy this year to see Kenan's expanding work on building the capacity of regional civil society organizations (CSOs). 2015 marked the end of the UNDEF-funded, Lao Encouraging and Applying Democracy (LEAD) project, which improved the ability of Laotian CSOs to advocate for policy changes to address their needs. Building off this success, Kenan launched the US Department of State-funded Vietnam Women Improving Lives and Leadership (WILL) project this year, which is an innovative and integrated approach to building the capacity of Vietnamese CSOs and public agencies that serve the needs of women.

Our work with the Royal Thai Government in 2015 has focused on the essential task of preparing Thai small and medium enterprises (SMEs) for the ongoing formation of the ASEAN Economic Community (AEC). Partnering with the Department of Industrial Promotion (DIP) and the Office of Small and Medium Enterprise Promotion (OSMEP), Kenan has worked with local SMEs to upgrade their productivity, resiliency, and integration within ASEAN.

Heading into 2016, Kenan is also celebrating 20 years since we were founded by a group of leading Thai and American visionaries with extensive experience in the private sector, the public sector, and academia. While Kenan has evolved considerably since 1996, the heart of our mission remains the same, providing critical capacity building services to those who need them the most. This past year has shown that we are committed to furthering that mission and expanding our services to positively impact beneficiaries throughout Southeast Asia.

2016 promises to be another groundbreaking and innovative year for Kenan and our partners. We look forward to expanding our presence within Southeast Asia and bringing our development expertise to an even greater number of beneficiaries. I hope you will join us in working for a brighter and more unified Southeast Asia.

Khunying Jada Wattanasiritham
Chair of Kenan Institute Asia

Kenan Institute Asia – in brief

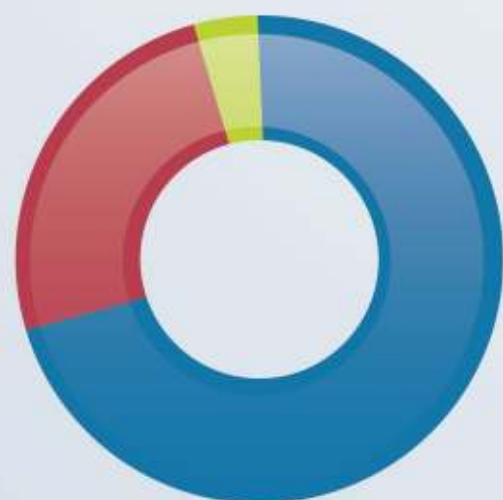
The number of
direct beneficiaries
reached in 2015

20,315



11,608		Educators & Students
186		Government Officials
183		Corporate Executives & Staff
7,188		Civil Society & Community Members
1,150		Entrepreneurs & SME Owners

Sources of Funding



■ Corporate - 71%
■ Multilateral - 25%
■ Thai Government - 4%

Major Project Outputs

	147	Seminars, workshops, and trainings held
	64	Plans developed for government and provincial organizations, businesses, and SMEs
	29	Curriculums developed for schools
	19	Final reports, studies and research papers
	5	Youth camps
	96	Mentoring activities
	17	Chevron Enjoy Science awareness-raising events

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 Trends

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.



Students participating in an IBM Smart STEM Camp, which fosters the critical thinking, analytical, and communication skills of Thai science and math students.

Students learn about the importance of STEM in their everyday lives at a STEM caravan activity in Samut Prakan Province.



Executive Committee



KY. Jada Wattanasiritham



Mr. Piyabutr Cholvijarn



Dr. Varakorn Samakoses



Dr. John D. Kasarda



Mr. Sivaporn Dardarananda



KY. Kasama Varavarn



Mr. W. Charles Blocker



Dr. Chadamas Thuvasehakul



Dr. Supavud Saicheua



Mr. Pradap Pibulsonggram



Mr. Richard Bernhard

Board of Trustees

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Kenan Founding and Honorary Chairman,
Former Prime Minister of Thailand

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Chairperson, Kenan Institute Asia
Independent Director, Siam Commercial Bank

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Consultant to the UNC Gillings School of
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Former Deputy Minister of Industry, Thailand

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Mr. Isara Vongkusolkrit
Chairman, Mittr Phol Sugar Corporation, Ltd.

Khunying Kasama Varavarn
Executive Board Member,
National Research Council

Mr. Pala Sookawesh
Chairman,
Petroleum Institute of Thailand (PTIT)

Mr. Richard Bernhard (EX OFFICIO)
Executive Director,
Kenan Institute Asia



Our History

Mr. Anand Panyarachun and Mr. Owen G. Kenan at Kenan's first Board of Trustees meeting.



Former US Secretary of State Henry Kissinger with former Prime Minister Mr. Anand Panyarachun and ACT donors.

Signing the AERA project agreement between the US and Thailand.

Our History – 20 Years of Sustainable Development

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

Evolving from a project funded by the U.S. Agency for International Development (USAID), and with support from the Royal Thai Government, the William R. Kenan Jr. Charitable Trust, and the Frank Hawkins Kenan Institute of Private Enterprise (KIPE) at the University of North Carolina at Chapel Hill, Kenan was established in 1996 as an independent, locally registered organization with the belief that long-term development can best be achieved through free enterprise mechanisms, boundary-spanning partnerships, and practical expertise. Since then, we have leveraged our capacity building and technical expertise skills in order to conduct numerous sustainable development projects in Southeast Asia.

With former Prime Minister Anand Panyarachun serving as founding chairperson, Kenan began by fostering development partnerships between U.S. and Thai organizations. Projects included recycling steel slag, producing low-cost HIV diagnostic kits, designing a waste water treatment plant, and generating electricity from landfill gas.

When the region was economically upended by the 1997 Asian financial crisis, Kenan responded by working with major U.S. companies operating in Thailand to design the American Corporations for Thailand (ACT) program, which mobilized private sector funds to retrain those left unemployed by the crisis. Under ACT, Kenan designed and implemented over 50 projects, impacting more than 27,000 individuals, a high percentage of whom were able to subsequently find new jobs. Kenan's work on the ACT project, 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.

Building on our longstanding partnership, the U.S. government selected Kenan to manage a major economic recovery and reform program called Accelerating Economic Recovery in Asia (AERA). From 1999-2009, Kenan implemented a wide variety of projects, including operating the Business Advisory Center, which trained more than 300 small- and medium-sized enterprises (SMEs), provided customized bank training for over 2,000 managers and 18,000 officers at government-owned banks, created the Business Support Organizations Partnership (BSOP) program that developed 30 U.S.-Thai business partnerships, and supported mechanisms to prevent the spread of multi-drug resistant malaria and influenza in the region.



Former U.S. Ambassador Eric G. John, former Governor Wichai Prais-Ngob of Phang-Nga and Kenan's former President Paul Wedel.

Responding to the South Asian Tsunami, which struck on December 26, 2004, Kenan, with generous support from the William R. Kenan Jr. Charitable Trust and KIPE, launched the Tsunami Recovery Action Initiative (TRAI). TRAI developed and promoted a model sustainable tourism in the hard-hit province of Phang-nga. In addition, Kenan, with the support of the Bush-Clinton Tsunami Recovery Fund, the UN World Tourism Organization, the European Commission, Microsoft, and MSD (Thailand), developed complementary programming in Phang-nga that focused on sustainable tourism entrepreneurship, education, and community participation. Over five years, nearly 5,000 people participated in TRAI activities, empowering them to rebuild their lives with a sustainable foundation.



Learning how to use new technologies is a key part of the Microsoft Techsperts project, which equips young vocational students with essential technology sales skills.

After TRAI and AERA, Kenan shifted focus to become the leading provider of corporate social responsibility (CSR) programming in the region. Since then, Kenan has partnered with multinational and local corporations, such as Boeing, Chevron, Citi, GE Money, IBM, Microsoft, MSD (Thailand), ThaiBev, Vinythai, and others, forming a number of long-term relationships focused on sustainable development. These partnerships have not only benefitted a large number of direct participants, but have also been instrumental in embedding CSR practices within local and multinational corporations.

In addition, Kenan began to leverage its resources and practical expertise to conduct projects throughout Southeast Asia. Though Kenan's main activities between 1999 and 2009 were focused primarily on Thailand, under the AERA project, Kenan had a 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.



Developing STEM teachers through the Chevron Enjoy Science Project.

Kenan celebrated a major milestone in 2014 with the opening of a new office in Hanoi, Vietnam. Strategically located in one of the fastest-growing and most dynamic cities in Southeast Asia, the office will serve as a foundation for Kenan's growing presence in Vietnam. As the country rapidly expands to become a middle-income nation, Kenan will leverage its knowledge, skills, and capacities to ensure that such development is sustainable.

In 2015, Kenan had another important breakthrough, partnering with Chevron to launch a brand new major initiative: the Chevron Enjoy Science project, a US \$30 million, 5-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. 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.



The Vietnam WILL Project advocates on behalf of Vietnamese women by developing the capacities of local civil society organizations.

Today, Kenan is a thriving international 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 help our stakeholders and build local communities 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, 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.



Corporate Projects

Corporate Projects

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 incredible results over the past 20 years.

By the numbers

14,600

Number of direct beneficiaries reached through Kenan's corporate projects in 2015.

6,000

Number of students benefitting from technology-enhanced lessons in 2015.

3,022

Number of at-risk women who have participated in the Citi Financial Literacy for At-Risk Women project since Citi and Kenan started the project in 2008.



Caltex and Kenan encourage 7-9th grade students to learn by creating and implementing projects that address real issues within their communities.



Students discuss financial literacy as part of the Citi LIFT Project.

Citi Literacy Improvements for better Finance in Thailand (LIFT) – Citi/ Citi Foundation

The Citi Literacy Improvements for better Finance in Thailand (LIFT) project is a comprehensive, three year approach to help focus government policies on reducing Thailand's household debt, which has risen significantly in recent years. 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. During 2015, Citi LIFT focused on strengthening the existing financial literacy coalition, further engaging stakeholders, and promoting key policy changes. This work builds off the first two years of the project, which worked to develop recommendations for improving Thailand's financial literacy, and present those policy options to key decision-makers, stakeholders, and government leaders, as well as produce a comprehensive research study to foster changes in financial literacy policy and service delivery. To date, Citi LIFT has conducted over 50 in-depth stakeholder interviews and 9 stakeholder meetings with a total of 122 organizations.



For the past eight years, Kenan and Citi have partnered to teach financial literacy skills to at-risk women.

Citi Financial Literacy for At-Risk Women – Citi / Citi Foundation

For the past eight years, Kenan, Citi Thailand, and the Citi Foundation have partnered to improve the lives of women who are considered at-risk through financial literacy programs that teach personal finance skills, including saving and investment, household management, budgeting and proper credit management. The Citi Financial Literacy for At-Risk Women project focuses on working with women and families living in slums, women involved in nightlife occupations, temporary workers, and women serving prison terms, seeking to empower them to break the cycle of predatory lending, debt, and abuse that often keeps them in poverty.

In 2015, the project focused on women who were incarcerated, and living in slums. Since 2008, when the project started, 3,022 women have gone through the trainings. In 2015 alone, the Kenan experts and Citi volunteers trained 430 people, including 230 slum women and 200 incarcerated women. These trainings have been shown to be extremely beneficial to participants, increasing their savings by 17% and their use of budgeting by 35%, three months after they completed training.



After they complete the training program, participants are certified as Microsoft Techsperts and are ready to join the technology retail workforce.

Microsoft Techsperts – Microsoft

Seeking to improve the employment prospects of young adults in Bangkok and Hanoi, the Microsoft Techsperts project builds the technical capacity of vocational school students in those two cities, preparing them for a successful technology retail career. With assistance from Microsoft "Brand Ambassadors," Kenan experts in Thailand and Vietnam equip young vocational students with essential technology sales skills, focusing on communication, professionalism, sales, and familiarity with Microsoft platforms and applications. Participants who complete the program will be certified as Microsoft Techsperts and will be ready to join the technology retail workforce. In 2015, Kenan worked to identify gaps between young salespeople's skills and the relevant workforce demands, adapt and localize curriculums, deliver trainings, and establish mentoring relationships. Since beginning, Kenan and Microsoft experts developed the capacities of 80 vocational school students and recent graduates in Bangkok, Thailand and Hanoi, Vietnam.



The Boeing TEL III project teaches students to take what they learn in the classroom and apply it to solving practical, real-life problems.

Boeing TEL III – Boeing Corporation

For the past six years, Boeing and Kenan have led the way in promoting technology-enabled learning in schools with limited information and communication technology (ICT) options through the Boeing Technology Enhanced Learning project (TEL). Boeing TEL was designed as a multi-year initiative to promote technology-driven education that recognizes the limited and under-utilized ICT resources available to many of Thailand's schools. Since its launch in 2009, the project has trained 145 school principals, 579 teachers, and 200 master teachers on how to effectively use one computer per classroom to enhance the learning experience of more than 500,000 students. As the project's implementer, Kenan works with the Bangkok Metropolitan Administration and Education Service Area Offices in Nontaburi, Nakhon Nayok, and

Samut Prakarn to train teachers on how to align the use of computers to benefit their lesson plans. These trainings included lessons on Teaching Scripts, an innovative tool designed to optimize instructional practices that promote higher-order thinking and learning, and sequenced learning concepts. This year, the Boeing TEL also pioneered the use of a Learning Progression methodology, which helps teachers and schools work together to plan course syllabi more effectively. Moreover, the project expanded its focus to work with school principals and education supervisors, supporting academic leadership and teachers. In 2015 alone, Kenan experts trained 158 teachers, 55 principals, and 12 master teachers, benefitting an estimated 6,000 students.

The IBM Thai Teachers TryScience project works by developing student-centered STEM lessons, giving them a real-world understanding of scientific concepts.

IBM Thai Teachers TryScience – IBM

In 2015, IBM and Kenan partnered for the first time in an effort to improve the critical thinking, analytical, and communication skills of Thai science and math students. The Thai Teachers TryScience project is a five-month, pilot project to introduce IBM's STEM-related technology-based education resources to the Thai educational system and allow IBM to assess its potential for a larger scale roll-out. To accomplish this, Kenan will localize four IBM Teachers TryScience lessons, build the capacity of master teachers to deliver training on the modules, and roll-out teacher professional development training to middle school teachers in Bangkok and Samut Prakarn. Since beginning in September of 2015, the IBM Thai Teachers TryScience project has trained 15 master teachers and 200 science and math middle school teachers.

Diageo Empowering Women through Learning – Diageo MOET Hennessy

As part of Diageo MOET Hennessy's Plan W Initiative to empower two million women throughout the Asia Pacific region by 2017, Diageo MOET Hennessy partnered with Kenan to create the Empowering Women through Learning project. The three-year project focuses on addressing the underlying issues of gender inequality in Thailand's service industry by providing capacity building trainings to female hospitality industry workers in Bangkok, Pattaya, Hua Hin, and Phuket. Kenan's industry-specific trainings and curriculums, developed during the pilot phase of the project with the Hilton Hotel Group, empower female hospitality workers by improving their teamwork, problem-solving, communication, and conflict management skills, as well as addressing their workplace awareness of sexual harassment. Since beginning in August of 2014, the project has trained 662 women, who averaged a 21% increase in their understanding of training-related content. These results are useful for designing future activities and demonstrate that participants are gaining the skills they need to develop both personally and professionally.



Improving teamwork, problem-solving, communication, and conflict management skills is at the heart of the Diageo Empowering Women through Learning project.



Through the Nghi Son Community Health Awareness project, Kenan experts raised awareness about early healthcare prevention, identification, and treatment with a total of 10,608 participants.

Nghi Son Community Health Awareness – Nghi Son Refinery and Petrochemical LLC (NSRP)

The Nghi Son Community Health Awareness project in Tinh Gia, Vietnam was built around Nghi Son Refinery and Petrochemical LLC's (NSRP) commitment to supporting the communities where it operates. Located roughly 200 kilometers south of Hanoi, Tinh Gia District is a rural, coastal region that is home to the US \$9 billion Nghi Son Refinery, which when completed in 2017, will serve as a major economic engine for both the local communities and Vietnam as a whole. The Nghi Son Community Health Awareness project was designed to deal with the risks posed by the influx of workers to Tinh Gia during the Nghi Son Refinery and Petrochemical (NSRP) construction phase.

The project worked to improve the health awareness of community members by inducing positive changes in their knowledge, attitude, and practices (KAP) regarding such issues as lowering the rates of gastrointestinal illnesses, tuberculosis, HIV/AIDS, and other sexually transmitted infections (STIs). To achieve this, the project focused on raising awareness about early healthcare prevention, identification, and treatment; building the capacity of local healthcare networks; and strengthening the medical documentation and coordination between all stakeholders. During the seven months that the project operated, Kenan experts raised awareness about early healthcare prevention, identification, and treatment with a total of 10,608 participants in eight project communes, including 70 teachers and 1,300 student parents, as well as trained 326 local health workers and officers.

Pfizer Healthy Aging Society – Pfizer Thailand Foundation

In a new effort to reduce the risk of metabolic syndrome among Thailand's senior citizens, Kenan partnered with the Pfizer Thailand Foundation for the first time to create the Pfizer Healthy Aging Society project. The five month design phase of the project is focused on identifying target communities, both urban and rural, where there is a strong need for improving seniors' health conditions, raising awareness about metabolic syndrome among seniors and pre-seniors, and developing cooperation among local partners to support a Healthy Aging Society. To accomplish this, Kenan and Pfizer experts have developed an interactive approach to engaging local stakeholders. This involves engaging not only seniors and pre-seniors, but also the key stakeholders who play a role in their health, including their families, healthcare providers, community members, and local government officials. Through this in-depth research, Kenan and Pfizer will select locations where they will implement a pilot Healthy Aging Society project, as well as develop behavioral change communication activities designed to reduce the risk of metabolic syndrome in pre-seniors.



Kenan and Pfizer experts developed an interactive approach to engaging local stakeholders through in-depth interviews and focus group discussions.



Through youth-led community projects, ThaiBev and Kenan are bringing together a diverse group of Bang Kuwat residents to address community needs.



In 2015, the ThaiBev Leadership for a Better Quality of Life project directly impacted over 1,300 young adults, community members, and ThaiBev employees.

Leadership for a Better Quality of Life – ThaiBev

Initiated under ThaiBev's Community Smile program, the Leadership for a Better Quality of Life project demonstrates ThaiBev's commitment to improving the quality of life for individuals where it operates, and to fostering livable, sustainable, and equitable communities. The project works in Bang Kuwat, a quickly urbanizing community just 30 kilometers north of Bangkok that is home to one of ThaiBev's largest distilling facilities, the Sura Bangyikhan Co. Ltd. There, Kenan and ThaiBev are strengthening local relationships, improving employee engagement, empowering community leaders, and promoting youth leaders to address the community needs of today and tomorrow, and ensure Bang Kuwat's sustainable future.

Since beginning in June of 2014, Kenan has implemented a participatory engagement process to bring together diverse stakeholders to work for common project goals. In addition, eighteen youth-led community projects, developed through the youth clubs established under the project and drawing on lessons learned at the youth leadership camp, are currently being implemented in local communities. Each youth-led community project concentrates on promoting the involvement of different actors within the community, including ThaiBev volunteers, to address identified community needs and create a better quality of life for Bang Kuwat residents. In 2015, the project directly benefited 748 young adults, 171 community leaders, and 450 ThaiBev employees.



The ThaiBev Leadership for a Better Quality of Life project equips young adults with the skills they need to become community leaders.

Chevron Enjoy Science

By the numbers

27,452

Number of students impacted since the Chevron Enjoy Science project began in April, 2015.

1,372

Number of principals, master teachers, administrators, and teachers trained through the Chevron Enjoy Science project in 2015.

30

Partnerships formed with key government, academic, and private-sector organizations.

5

Number of years Chevron has agreed to fund the Enjoy Science project in Thailand.

The Chevron Enjoy Science project is a transformative and comprehensive five-year, 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 US \$30 million project will accomplish this through the development of STEM teachers and the roll out of STEM and TVET Hubs nationwide, 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 public-private partnership building. 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. To accomplish Chevron Enjoy Science's goals, the project has three distinct, but interrelated components:

STEM Capacity Building

Focused on developing 21st century STEM skills in 7th, 8th, and 9th grade students, this component is building the capacity of participating educational institutions and teaching professionals throughout Thailand, encouraging more students to enter science and math education tracks. To accomplish this, Enjoy Science is developing 12 regional STEM Hubs throughout the country, which will impact a total of 8,200 teachers and 147,000 students. Based in local universities, STEM Hubs will serve as training centers for master teachers, building their capacity to deliver and implement inquiry-based teaching techniques that fully engage students. In addition, regional STEM Hubs will work to enhance existing STEM curriculums and materials, and provide professional development for teachers and principals. In 2015, the Chevron Enjoy Science project built the capacity of 1,153 STEM teachers and impacted 25,160 STEM students throughout Thailand, as well as launched three regional STEM Hubs in Khon Kaen, Songkhla, and Samut Prakarn.

TVET for Workforce Development

Working with significant private sector involvement, this component will establish a platform for linking TVET in schools directly to industries, in order to upgrade workforce skills. This component will impact vocational students (10th-12th grade) and higher vocational students (13th-14th grade), as well as recent high school graduates and those already in the workforce with limited formal education. In addition to enhancing existing curriculums, the TVET component will provide internships, mentorships, and job opportunities for participants. As well, regional TVET Hubs will be established in key industrial areas, in particular Thailand's automotive and energy industries, which will impact a total of 1,800 teachers and 138,000 students. These TVET Hubs will build the capacities of local TVET institutions and teaching professionals, establish a private sector engagement platform, adopt international models, enhance existing curriculums, and directly link institutions and students with employers. During the first training initiative of the TVET component, launched in November 2015, Chevron Enjoy Science built the capacity of 27 TVET teachers throughout Thailand. The project also developed several TVET Hub models for different industries and locations,

and launched the first TVET Hub in Chiang Mai, in cooperation with Rajamangala University of Technology Lanna and the National Science Technology and Innovation Policy Office (STI).

Raising Awareness and Partnership Building

Improving STEM education and TVET in support of workforce development are both critical to the country's development, especially in preparation for the launch of the ASEAN Economic Community (AEC). The third component of the Enjoy Science project will demonstrate this to the public and policymakers, as well as build sustainable partnerships that will carry this message forward to future generations. By focusing on developing partnerships, raising awareness, and establishing a common vision and roadmap for STEM education and TVET in Thailand, Chevron Enjoy Science will effectively encourage more students to enter STEM-related careers. The awareness campaign will reach different target audiences at both the national and provincial levels using a multi-sector approach, engaging public and private sector stakeholders through conferences, seminars, research events, science days, roundtables, awards programs, and community activities.



Through awareness raising activities nationwide, the Chevron Enjoy Science project is encouraging more students to enter science and math education tracks.



A ninth-grade science teacher learns how to better engage her students through hands-on, inquiry-based learning.



Partnering with the private sector, the government, and academia to improve Thailand's TVET, the Chevron Enjoy Science project is creating job opportunities for participants.



Kenan and Vinythai are working together to develop engagement strategies that better meet the needs of its stakeholders.

Vinythai Survey II – Vinythai

Looking to strengthen their existing stakeholder relationships and ensure that their corporate social responsibility (CSR) initiatives were truly making a positive impact, Vinythai Public Company Limited partnered with Kenan in 2015 to conduct a comprehensive study of the firm's community outreach activities. Kenan surveyed and analyzed Vinythai's CSR initiatives in the Map Ta Phut Industrial Estate in Rayong Province, measuring current practices against the first Vinythai Survey project from 2012. Using international CSR evaluation standards, such as the Global Reporting Initiative Index, Kenan experts interviewed 152 Vinythai employees and community members, assessing the firm's social license to operate in Rayong. Based on the results, Kenan outlined specific initiatives and engagement strategies for Vinythai to better meet the needs of its stakeholders.



By using a percentage of proceeds from Caltex stations throughout Thailand, the Caltex Fuel Your School project funds a project-based learning initiative that strengthens students' critical thinking skills.

Caltex Fuel Your School – Caltex

Seeking to improve youth employment prospects by fostering critical thinking among Thai middle school students, Caltex joined Kenan in 2014 to create the Caltex Fuel Your School project. This innovative approach to enhancing public education, which is endorsed by Thailand's Ministry of Education, uses a percentage of proceeds from the sale of fuel at Caltex stations throughout Thailand to fund a project-based learning initiative. The project trains teachers to educate their students through project-based questioning, coaching, and management techniques, which emphasize critical thinking skills. Students are encouraged to create and implement projects that address real issues within their communities. Additionally, student-leaders have the opportunity to join Caltex Fun Camps, where they can learn from community members and Caltex volunteers, and be entered into a Caltex project competition. During 2015, the project provided coaching and guidance to 200 students (grade 7-9) and 10 middle school teachers from Khon Kaen, Udon Thani, and Nong Khai Provinces, as well as to 10 university students from Sa Kaeo Province.



By building the capacity of local, community-based tourism stakeholders, Chevron and Kenan are improving the economic capacity of coastal mainland Surat Thani.

Chevron Sustainable Tourism in Mainland Surat Thani Communities – Chevron

As part of their commitment to catalyzing economic growth and prosperity in the communities where they operate, Chevron partnered with Kenan to launch the Chevron Sustainable Tourism in Mainland Surat Thani Communities Project in June, 2015. The project's goal is to improve the local economic capacity of coastal mainland Surat Thani by growing its tourism industry, which is one of the best sectors for providing income and employment opportunities to local community members. While the southern Province's coastal islands have long been popular tourism destinations, mainland Surat Thani has failed to attract visitors at the same rate, despite possessing rich natural and cultural resources.

To tackle this issue, Kenan and Chevron are focusing on building the capacity of local, community-based tourism operators, entrepreneurs, community members, and government officials to create a common vision for sustainable tourism on mainland Surat Thani. Specifically, the project will work with 10 community-based tourism (CBT) groups, developing their tourism assets and training them on marketing, pricing, and business management. Additionally, Kenan will create and lead forums to discuss community strategies for sustainable tourism engagement with a range of key stakeholders. In 2015, Kenan built the capacity of 80 CBT members from 6 communities on mainland Surat Thani.

Chevron INCREASE – Chevron

Seeking to increase the number of Thai students studying math and science in schools throughout Thailand's Songkhla and Nakhon Si Thammarat provinces, Chevron, Thailand and Kenan launched the Chevron Inquiry-based Classroom Reasoning for Experiential and Active Science Education (Chevron INCREASE I) in 2013. The initial project was so well-received and proved so effective that, in 2014, Chevron, Thailand and Kenan expanded their partnership to create a second, simultaneous project, called Chevron INCREASE II, which brought Kenan's signature inquiry-based education model to additional schools in Chumphon and Surat Thani provinces.

Chevron INCREASE works by training teachers and principals to use inquiry-based science education techniques, instead of relying on rote memorization, in their ninth-grade math and science classes. The goal is to encourage students to not only engage in critical thinking, but also pursue higher education and vocational opportunities in math and science fields. By developing new curriculums and teaching methodologies, training teachers and principals, providing mentoring for students and teachers, and promoting school-community days and student camps to ensure community buy-in, the combined projects have realized significant achievements. To date, 196 school principals and 232 teachers have been trained in inquiry-based teaching methodologies, benefiting an estimated 16,000 students in 76 schools in Chevron communities.



"Through INCREASE, I was introduced to the practice of using lesson scripts, which helped me manage class time and devise clearer lesson structures. My mentor suggested that I prepare relevant questions for different levels of the script. By preparing good questions, I saw my students apply themselves more, think more deeply, and engage more fully during lessons. Complete answers written in notebooks, and lively discussions were the best evidence of effective teaching and learning."
 – Mr. Ittichai Phumprao, a teacher at Watpaisarn Sathit School in Nakhon Si Thammarat

Highlight - Chevron INCREASE

Before joining the Chevron Inquiry-based Classroom Reasoning for Experiential and Active Science (INCREASE) Project in 2014, Kru (teacher) Ittichai Phumprao, a teacher at Watpaisarn Sathit School in Nakhon Si Thammarat, struggled with getting his students to understand the critical science lessons he was teaching. "Every week it seemed like what I taught my students would not sink in," he said, "I had to review certain concepts many times before moving the class on to a new topic." Kru Ittichai wanted to improve the way he taught science and generate more interest for the subject among his students, which led him to attend one of INCREASE's professional development workshops.

"The first INCREASE professional development workshop I participated in provided me with new instructional materials and methods for delivering science lessons," said Kru Ittichai. "Even more useful, though, was the individual teacher mentoring I received, where master teachers taught me how to track my lesson progression, as well as how to foster substantive discussions among students." Such techniques have been shown to vastly improve student comprehension of science subject

matters, which can be particularly difficult to explain due to their theoretical nature.

In fact, Kru Ittichai saw his students benefit from new classroom techniques quite quickly. After implementing INCREASE inquiry-based teaching methods, he noticed that his students "consistently performed better and were more able to understand and reflect back on what they had learned previously in class." Thinking back, he said, "My mentor guided me to actually verify my students' understanding of subjects, something that I previously didn't have time to do or think about."

With improved classroom management skills and more teaching confidence, Kru Ittichai went on to become a local trainer at the Nakhon Si Thammarat Education Service Area Office (ESAO), where he led professional development workshops for other secondary school science teachers. "Putting myself into trainer and master trainer roles has also done a lot to improve my professional development," he said. "I am able to mentor teachers on how to perform better in their classrooms and truly benefit their students."

Working with the Chevron INCREASE Project for the past three years, Kru Ittichai attended three professional development workshops and three principal workshops for academic leadership, and was involved with the mentorship program, the fun science camp for kids program, and a number of other INCREASE initiatives. These successes were also shared by Chevron, which seeks to strengthen the communities where it works. As Kru Ittichai put it, "the INCREASE Project improved my teaching capabilities, benefitting every student I've taught since."



Through inquiry-based science education techniques, the Chevron INCREASE project encourages students to pursue math and science-related careers.



"I really like science class. Since joining INCREASE, our teacher has made class more interesting. We learn about things that can be applied to everyday life, and we get to take part in fun science experiments. I feel more curious about the world around me when I leave class now." – Natcha Bunteim, a ninth-grade student from Watpaisarn Sathit School in Nakhon Si Thammarat



"When I grow up I'd like to be a doctor. In science class, I learned that there are a lot of really great medical technologies for fighting diseases. I want to learn more about medicine so that I can look after people and help Thailand." – Suthida Yisunsam, a ninth-grade student from Watpaisarn Sathit School in Nakhon Si Thammarat



Multilateral and Bilateral Projects

Multilateral and Bilateral Projects

Kenan's strategic partnership with multilateral and bilateral agencies goes back to our very founding, when the USAID bilateral mission to Thailand helped to establish Kenan Institute Asia as an organization capable of continuing and furthering development cooperation between the two countries. Since then, we have worked with various governmental and intergovernmental organizations, such as USAID, the US Department of State, the New Zealand Aid Programme, the Global Fund, the UN Development Programme, the UN Environment Programme, and the UN Democracy Fund to build the economic, civil society, and public health capacities of Southeast Asia.

By the numbers

7,010

Total number of indirect beneficiaries impacted through Kenan's bi- and multilateral projects in 2015.

2,531

Number of direct beneficiaries reached through Kenan's bi- and multilateral projects in 2015.

174

Number of seminars, workshops, and training sessions held for community members, civil society organizations, and government officials as part of Kenan's bi- and multilateral projects in 2015.

MARKET – USAID

Working together since 2012, Kenan partnered with Nathan Associates on implementing the USAID-funded food security project, MARKET (Maximizing Agricultural Revenue through Knowledge, Enterprise Development and Trade), which was completed this year. MARKET focused on strengthening ASEAN's institutional capacity to improve food security by developing business and farmer organizations, governments, research institutions, and non-governmental organizations to adopt better aquaculture production practices and fisheries management. An important part of the project was to identify gender roles, barriers, and opportunities in the aquaculture sector, and develop gender-sensitive activities. In 2015, as part of the project's final year, MARKET finalized the establishment of an ASEAN Public-Private Task Force for Sustainable Fisheries and Aquaculture, as well as delivered a set of recommendations to regional leaders, which are aimed at improving gender inequity within the aquaculture industry.

ACTI – SME – USAID/Nathan Associates

Since June 2013, Kenan has led the SME component of the USAID-funded ASEAN Connectivity through Trade and Investment (ACTI) project, led by Nathan Associates. USAID-ACTI is a five year project designed to increase economic engagement and cooperation between ASEAN countries and the U.S. With the launch of ASEAN Economic Community (AEC) in 2015, the U.S. government has aligned its development assistance priorities to support such regional integration. The SME component focuses on capacity building, improving market access and supply-chain linkages, and upgrading related technologies and financing prerequisites. In the process, Kenan has worked closely with the US-ASEAN Business Council (US-ABC), under the US-ASEAN Business Alliance for Competitive SMEs (Business Alliance) to mobilize world-class expertise from over 20 U.S. corporations.



Vietnam WILL improves the ability of Vietnamese civil society organizations to better address and advocate for women's rights.

Overall, some 4,000 SMEs and individuals across ASEAN, over one-half of whom are female entrepreneurs, have participated in trainings and technical assistance activities conducted by ACTI and the Business Alliance between September 2013 and September 2015. From October 2014 to September 2015, 2,165 SMEs (1,137 of which were led by female entrepreneurs) took part in ACTI-SME activities. These activities work to promote female entrepreneurship and assist SMEs in Cambodia, Myanmar, Lao PDR, and Vietnam, the four less developed ASEAN Member States.



Participants in the Vietnam WILL project learn how to successfully promote women's rights and work with regional government officials.

Vietnam Women Improving Lives and Leadership (Vietnam WILL) – United States Department of State

Expanding Kenan's presence in the region, the Vietnam Women Improving Lives and Leadership (WILL) project 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. Funded by the U.S. Department of State, WILL advocates on behalf of Vietnamese women by developing the capacities of CSOs that focus on health, education, disability rights, and economic development. By supporting female Vietnamese leaders and institutions, WILL works to empower and link key mobilizers to promote women's rights and pass on their knowledge to others.

Based in bustling Hanoi and nearby Hoa Binh Province, WILL targets a balanced mix of urban and rural-based CSOs that deal with a range of issues, such as migrant labor flows (especially from Hoa Binh to Hanoi) and limited access to public services like healthcare, education, disability rights, and economic development. In all, the WILL project will directly train 180 female CSO leaders and mobilizers, better preparing them to address and advocate for women's rights. In 2015, WILL trained 84 CSO leaders and staff members, as well as organized a major forum in Hanoi called, Give Her an Opportunity, which highlighted gender discrimination issues in Vietnam.

LEAD II – United Nations Democracy Fund (UNDEF)

Originally a two year project, Lao Encouraging and Applying Democracy for Civil Society (LEAD) was the first United Nations Democracy Fund (UNDEF) project to operate in Lao PDR. It focused on enhancing the enabling environment for CSOs to work more effectively by increasing the engagement between Lao government officials and CSOs, as well as building the capacity of CSOs to operate through trainings in small business and management skills, proposal writing, business planning, and grant management skills. Following the success of the original project, UNDEF granted its first ever project extension to Kenan in 2013. Since then, LEAD II has shifted its focus to increasing the capacity of Lao CSOs to undertake advocacy work on behalf of their beneficiaries.

Since beginning LEAD, Kenan experts have built the capacity of 35 Lao PDR government officials and 690 civil society leaders and managers from over 30 CSOs, including one-on-one mentoring for 20 CSOs, and an intensive study tour to Thailand for 10 leading CSOs and 4 government officials, who met with and learned from Thai NGOs. Additionally, LEAD has awarded sub-grants to 19 Lao PDR CSOs, totaling US \$115,000, to conduct advocacy activities promoting community and national changes.

Local handicraft artisans learn how to engage government officials and gain access to new markets as part of the LEAD II project.



Following the success of the original LEAD project, UNDEF granted its first ever project extension to Kenan in 2013 to implement LEAD II.

Participating Global Fund teachers learn how to use behavioral change communication curriculums to prevent and treat malaria among their students.



Global Fund for Malaria Thailand – The Global Fund & Thailand's Bureau for Vector-Borne Diseases (BVBD), Ministry of Public Health
While Thailand has made significant progress preventing malaria in recent years, migration patterns and the development of drug resistant strands have made the disease endemic to communities along Thailand's borders with Cambodia and Myanmar. In 2012, through funding from the Global Fund to Fight AIDS, Tuberculosis, and Malaria, Thailand's Bureau of Vector Borne Disease (BVBD) provided Kenan with a five-year grant to combat malaria in those border regions. Now operating in nine provinces throughout Thailand and reaching thousands of beneficiaries, the project's holistic approach to combating malaria includes capacity building for teachers on health behavioral change communication (BCC).

Now in its fourth year, the Global Fund for Malaria Thailand project has benefitted thousands of people throughout provinces along the Thai-Myanmar and Thai-Cambodian borders and significantly slowed the spread of malaria in Thailand. In 2015, the project continued its school-based BCC trainings, reaching a total of 144 schools in nine provinces and impacting 4,143 students. Over 288 teachers and principals were also trained in malaria prevention methodologies, including practical health education teaching scripts designed to address disease prevention within students' daily lives. In addition, 74 government officials attended Kenan-led workshops on BCC curriculum development and capacity strengthening.



Following the success of the original LEAD project, UNDEF granted its first ever project extension to Kenan in 2013 to implement LEAD II.

Looking Back: The Phuket Malaria Elimination Pilot Project, GMS-RID

When Sunthorn Sriwimon, a local fisherman living in the small village of Thai-Mai on the island of Phuket, couldn't make it out of bed one morning, he knew there was a serious problem. For Sunthorn, not fishing for a day meant his "wife and children would have nothing to eat." Wracked with a fever and headaches, he was taken to a local hospital and quickly diagnosed with malaria. Shortly after the diagnosis, the hospital contacted the Phuket Provincial Health Office (PHO), where a specialized malaria unit had been set up by Kenan and the Bureau of Vector Borne Diseases (BVBD), as part of the USAID Greater Mekong Subregion Responses to Infectious Diseases (GMS-RID) project.

It was January 2012 when the PHO realized they had a serious problem on their hands. Operating since 2010 in all three districts of Phuket province, they had successfully interrupted local transmissions of malaria through a combination of active prevention efforts, including health education, house spraying, case detection, and epidemiological investigation of all cases. As the PHO began to investigate Sunthorn's case, however, they discovered a small malaria outbreak in Thai-Mai, a village that had never recorded any malaria transmission.

The PHO's Surveillance and Rapid Response team sprang into action, conducting interviews, spraying insecticide, providing mosquito nets, directly observing treatment regimens, and carrying out entomological surveys in the area. Through coordination with the BVBD and a well-timed response, the Kenan-trained PHO was able to stem the malaria outbreak after the second generation of cases. In total, only 28 people were infected through local transmission and there were no deaths or other serious complications.

Through increased access to preventative interventions and by working effectively with migrant communities, who often carry the disease with them, the PHO was highly successful in preventing the spread of malaria. What started as a pilot initiative, under the larger GMS-RID project, soon became a model for controlling the region's malaria and building the public health capacities of local government officials.

The success of the Phuket PHO led to the creation of a similar initiative in Trat province, along the border with Cambodia, as well as trainings on malaria rapid response and surveillance techniques for public health professionals from 13 provinces in Thailand. Additionally, various health offices in Phuket agreed to fund the Phuket PHO for a minimum of two years after GMS-RID's conclusion, greatly improving the province's long-term ability to prevent and respond to malaria outbreaks. These outcomes were also important contributions to USAID's larger strategic goals of strengthening local health system capacities and scaling up evidence-based, equitable, inclusive, and locally adapted health solutions.



Trained by Kenan, the Phuket Provincial Health Office's Surveillance and Rapid Response team was instrumental in preventing a malaria outbreak in a small fishing village on Phuket in 2012. Their quick response and effective preventative interventions ensured that there were no deaths and that the outbreak was fully contained.

Thai Government Projects

Thai Government Projects

Instrumental in helping to establish Kenan, the Royal Thai Government 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 Ministries, including the Ministry of Commerce, the Ministry of Industry, the Ministry of Education, the Ministry of Science and Technology, and the Ministry of Labor.



Through research and extensive stakeholder engagement, DIP and Kenan are strengthening Thailand's agro-processing cluster.

By the numbers

294

Number of participants impacted through Kenan's Thai Government projects in 2015.

62

Number of business plans developed by working in partnership with the Thai Government.

7

Number of studies and reports published for Thai Government agencies in 2015.

3

Number of seminars, workshops, and training sessions held in partnership with the Thai Government in 2015.

DIP Research and Networking – Department of Industrial Promotion (DIP)

In order to create a more dynamic agri-business value chain in Thailand, the Department of Industrial Promotion (DIP) joined Kenan to conduct a research study on the field's potential and provide network building services. Kenan analyzed five agro-based industries and products, including: palm oil, cosmetics, cassava, herbs, and organic farming. Based on the findings, Kenan recommended methods for improving upstream supply chain practices and building a better agro-processing cluster. The project worked with 200 agri-business officials and owners, who attended Kenan's seminars and workshops on network formation. In addition, Kenan published a final research paper and distributed it to over 500 stakeholders.

DIP Textiles – Department of Industrial Promotion (DIP)

With the aim of improving the international competitiveness of Thailand's Bangkok and Samut Sakhon-based textile clusters, the Department of Industrial Promotion (DIP) enlisted Kenan's business expertise. Based on a wealth of international cluster development experience and research, Kenan developed a plan to enhance industry-wide coordination, reduce costs, and strengthen marketing efforts. The project began in October 2015 and will operate through February 2016, during which Kenan will host four seminars and a study tour for participants, as well as create a cluster roadmap to link textile firms with partner institutions. The seminars will cover marketing, branding, energy conservation, and e-commerce development. Kenan expects to train over 20 textile company owners and 200 owners of related SMEs.



Working together, Kenan and DIP engaged over 200 agri-business officials and owners in 2015.



Together DIP and Kenan are working to improve the international competitiveness of Thailand's textile clusters.

New Entrepreneurs Creation 58 (NEC 58) – Department of Industrial Promotion (DIP)

Kenan has partnered with Thailand's Department of Industrial Promotion for 10 years on the New Entrepreneurs Creation (NEC) project. Kenan provides new entrepreneurs with the essential skills necessary to run, operate, and grow a small business. NEC works by providing training to aspiring entrepreneurs who lack the necessary financial and managerial skills to successfully expand their businesses. In 2015 alone, 62 entrepreneurs participated in intensive training sessions designed to provide them with marketing strategies, financial and organizational management techniques, and business plan development and implementation methodologies. In addition, Kenan experts performed one-on-one consultations to review business plans. Out of the 62 developed business plans, 14 resulted in the establishment of a new business and 14 culminated in a business expansion, with an average investment of over 1,300,000 baht per entrepreneur.

OSMEP Indicators for SMEs – Thailand's Office of Small and Medium Enterprise Promotion (OSMEP)

In September of 2015, Kenan consultants began developing SME competitiveness indicators for Thailand's Office of Small and Medium Enterprise Promotion (OSMEP). Due to their significant role in determining Thailand's overall economic growth and job creation, it is critical to evaluate the strengths and weaknesses of SMEs. With this aim in mind, Kenan consultants studied indicator tools created by major international economic institutes, such as the World Bank, the World Economic Forum, and the Organisation for Economic Co-operation and Development (OECD), before developing a methodology to measure SME competitiveness that was specifically suited for Thailand. Crucial areas of evaluation include financial access, technology, and governmental policy. Before the project is completed in February, 2016, 10 leading experts on Thailand's economy will provide feedback on the selected indicator. Based on this feedback, Kenan will design an indicator to measure Thai SMEs that OSMEP will utilize moving forward.



The weavers of Sakon Nakhon are famous for their indigo-dyed fabrics.

A Kenan staff member meets with project participants.

Looking Back: BEDO Indigo

For generations, villagers in Thailand's Sakon Nakhon Province, have used indigo-dyed fabrics to create beautiful and traditional woven products. The fabrics are made with hand-spun cotton yarn that is woven on a traditional machine and then painstakingly dyed using natural indigo color. As Mrs. Ton Piyo, a 76-year-old producer of indigo dyed fabric, explained in 2012, "My grandmother and mother taught me this age-old method of creating thread by spinning cotton using our homemade spindle. Indigo dyeing is a very difficult technique. It took me almost a decade to become really skilled at it."

Mrs. Piyo was one of many villagers in Sakon Nakhon who grew to increasingly rely on their indigo-dyed traditional products for supplementary income. In an agriculturally-dependent region that has suffered from droughts in recent years, these products offered villagers, who were mainly rice farmers, an opportunity to secure steadier incomes. While they had initial success selling their products locally, the villagers were unable to tap into the larger tourist and international markets.

In 2012, Kenan, with funding from the Biodiversity-Based Economy Development Office (BEDO), launched the BEDO Indigo project, which focused on helping weavers improve their production process and develop a sustainable business strategy for tapping into new markets. Over a period of nine months, Kenan worked with weavers from the villages of Kudhad, Nongsanai, Chengdoi and Oondong-Nongchaiwan, as well as a cluster group composed of 16 nearby villages.

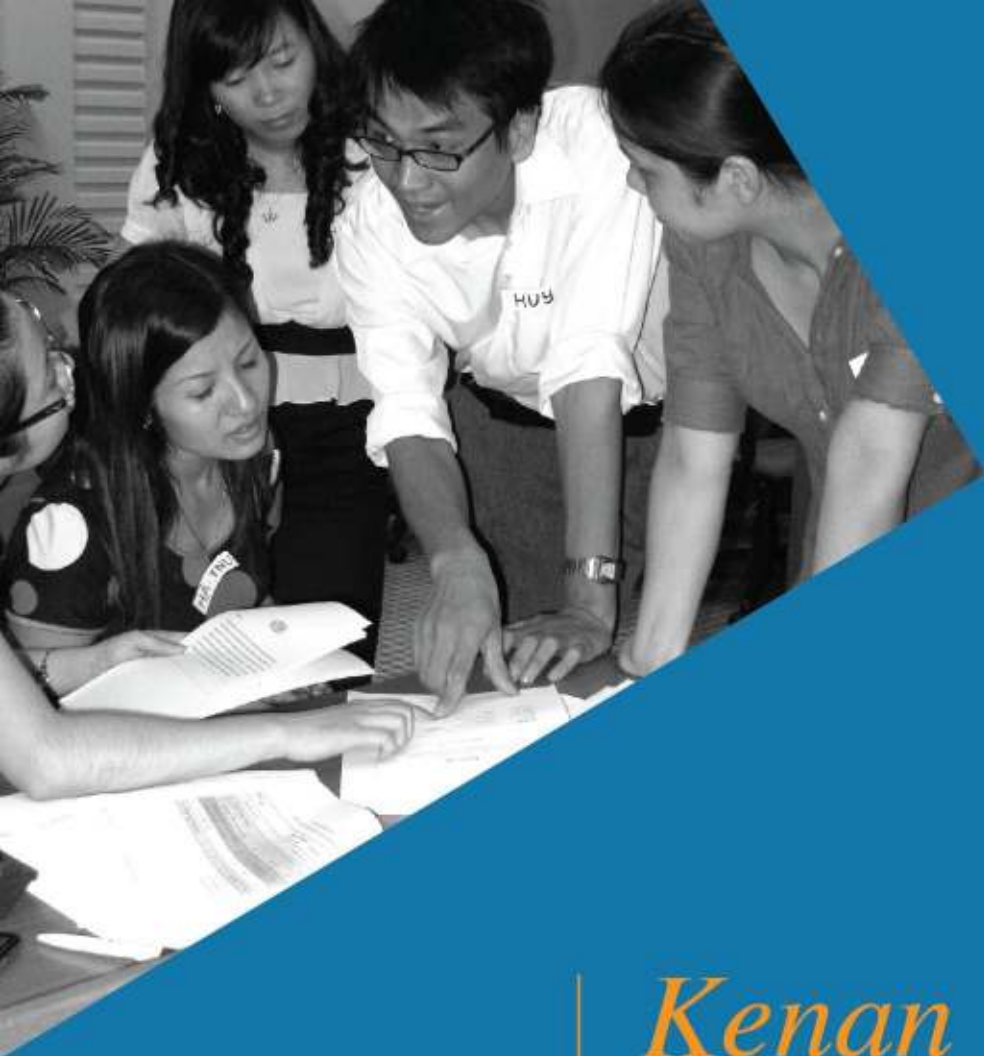
While these communities made beautiful fabrics, the tourist market for such traditional products was saturated. In order to differentiate themselves from other producers, Kenan advised the villagers to develop more marketable products, such as iPad covers and Japanese robes. In addition, Kenan consultants taught the weaver groups to utilize better business management practices. Weavers learned to specialize their skill sets and collaborate as a group, ensuring that the quality of their fabrics was consistent and that their products could be made in larger quantities.

To showcase these products, Kenan arranged for the villagers to attend the 2012 Bangkok International Gift and Bangkok International Houseware (BIG + BIH) Trade Fair in October. Although initially hesitant to attend such a large trade show, the group was able raise 300,000 Baht in sales in two days, a substantially higher figure than they were used to making at local fairs.

The fair also supported BEDO's larger strategic goals by showing that a vibrant market for modern indigo fabrics still exists. With the new business practices and an aggressive marketing strategy, the villagers have been able to increase their revenues substantially since the project ended in December 2012.



A local weaver shows villagers the vats of indigo dye that are used in her traditional dying process.



Kenan in Vietnam



Sensitive to local issues, the Nghi Son Community Health Awareness project was designed to deal with the risks posed by the influx of workers to Tinh Gia District, a rural, coastal region that is home to the US \$9 billion Nghi Son Refinery.

Kenan in Vietnam

Kenan began working in Vietnam in 1999, under the USAID-funded AREA project. Working with local partners, Kenan built the capacity of SMEs, developed Vietnam's IT cluster, and conducted trainings for judges. In 2010, Kenan, with funding from the UN Development Programme (UNDP), joined the Vietnamese Chamber of Commerce and Industry to implement a cross-cutting project called, Embedding CSR in Vietnam through Research, Training, and Curriculum Development, which developed responsible corporate social responsibility (CSR) curriculums and trainings for future Vietnamese managers and business leaders.

In 2014, Kenan deepened its relationship with Vietnam by opening an office in Hanoi that will serve as a 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. With projects such as Microsoft Techsperts and Vietnam WILL, Kenan will continue to combine international expertise and service with localized programming, designed specifically for Vietnam.



Participants in the Vietnam WILL project learn how to successfully promote women's rights and work with regional government officials.



Implementing the Microsoft Techsperts project simultaneously in Bangkok and Hanoi, Kenan is able to address both local and regional needs.

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Financial Report

To the Board of Trustees of Kenan Foundation Asia

I have audited the accompanying financial statements of Kenan Foundation Asia ("the Foundation"), which comprise the statement of financial position as at 30 September 2015, and the statements of income and changes in fund balance for the year then ended, and a summary of significant accounting policies and other notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Thai Financial Reporting Standards for Non-publicly Accountable Entities and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Thai Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Kenan Foundation Asia as at 30 September 2015, and its results of operations for the years then ended in accordance with Thai Financial Reporting Standards for Non-publicly Accountable Entities.

Paiboon Tunkoon

Paiboon Tunkoon
Certified Public Accountant (Thailand) No. 4298
PricewaterhouseCoopers ABAS Ltd.
Bangkok
(15 February 2016)

KENAN FOUNDATION ASIA STATEMENT OF FINANCIAL POSITION AS AT 30 SEPTEMBER 2015

	2015 Baht	2014 Baht
Assets		
Current assets		
Cash and cash equivalents	51,095,996	6,268,675
Accounts receivable and other current assets	5,153,094	7,160,061
	56,249,090	13,428,736
Non-current assets		
Long-term investment	190,677,802	196,021,529
Property and equipment	3,377,319	2,526,628
Other non-current assets	2,049,086	1,965,636
	196,104,207	200,513,793
Total assets	252,353,297	213,942,529
Liabilities		
Current liabilities		
Finance lease liabilities	-	97,243
Accounts payable and other current liabilities	18,332,140	6,096,956
	18,332,140	6,194,199
Total liabilities	18,332,140	6,194,199
Fund balance		
Initial donation	500,000	500,000
Fair value changes on investments	(4,383,154)	9,405,310
Accumulated excess of income over expenditures*	237,904,311	197,843,020
Total fund balance	234,021,157	207,748,330
Total liabilities and equity	252,353,297	213,942,529

* Including endowment funds from USAID and Friends of Kenan Foundation Asia (FoKFA) received in 2002 and 2014, respectively.

KENAN FOUNDATION ASIA INCOME STATEMENT FOR THE YEAR ENDED 30 SEPTEMBER 2015

	2015 Baht	2014 Baht
Income		
Donation income	148,086,274	139,090,183
Interest income	3,616,141	16,998,065
Other income	49,713,827	39,360,460
Total income	201,416,242	195,448,708
Expenditures		
Program expenses	125,344,376	86,812,428
Administrative expenses	35,201,007	49,549,030
Total Expenditures	160,545,383	136,361,458
Income over expenditures	40,870,859	59,087,250

KENAN FOUNDATION ASIA STATEMENT OF CHANGE IN FUND BALANCE FOR THE YEAR ENDED 30 SEPTEMBER 2015

	Initial donation Baht	Unrealised gain/(loss) of fair value changes Baht	Accumulated excess of income over/(under) expenditures Baht	Total Baht
As at 1 October 2013	500,000	6,237,609	138,755,770	145,493,379
Unrealised gain of fair value changes in available-for-sale investments	-	3,883,711	-	3,883,711
Transfer to income statement upon the sale of investments	-	(716,010)	-	(716,010)
Income over expenditures	-	-	59,087,250	59,087,250
At 30 September 2014	500,000	9,405,310	197,843,020	207,748,330
As at 1 October 2014	500,000	9,405,310	197,843,020	207,748,330
Unrealised loss of fair value changes in available-for-sale investments	-	(1,398,794)	-	(1,398,794)
Transfer to income statement upon the sale of investments	-	(12,389,670)	-	(12,389,670)
Fund return to donor	-	-	(809,568)	(809,568)
Income over expenditures	-	-	40,870,859	40,870,859
At 30 September 2015	500,000	(4,383,154)	237,904,311	234,021,157

Partners

Founding Donors:



United States Agency
for International Development



Kenan Family Foundation



Thailand International
Cooperation Agency



UNC
FRANK HAWKINS KENAN
INSTITUTE OF
PRIVATE ENTERPRISE

Kenan Institute of Private Enterprise

Major Corporate Donors:



Citi Foundation



Key Clients

- American Bar Association
- Asia Foundation
- Boeing
- Chevron
- Citibank/Citi Foundation
- Diageo Moët Hennessy Thailand
- Electricity Generating Authority of Thailand
- Future Park Rangsit
- Global Fund to Fight Aids, Tuberculosis, and Malaria
- IBM
- Microsoft
- Nathan Associates, Inc.
- Office of Small and Medium Enterprises Promotion, Thailand Ministry of Industry
- Thai Beverage
- Thailand Department of Foreign Trade, Ministry of Commerce
- Thailand Department of Industrial Promotion, Ministry of Industry
- Thailand Department of Skill Development, Ministry of Labour
- Thailand Institute for the Promotion of Teaching Science and Technology
- Thailand Ministry of Education
- Thailand Ministry of Public Health
- Thailand International Cooperation Agency, Ministry of Foreign Affairs
- United Nations Democracy Fund
- United States Agency for International Development
- United States Department of State
- University of North Carolina at Chapel Hill, Kenan Flagler School of Business
- Vinythai
- William R. Kenan Jr. Charitable Trust

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