

May 2021



**Strategy and
Work Program
2020-2022**

Dek Noi Pattana Foundation

Strategy and Work Program 2020-22

Introduction

The Dek Noi Pattana (DNPF) was established in November 2017 to support early childhood development (ECD) in Thailand. *DNPF believes that all Thai children should benefit from a high quality ECD program and that realizing such a vision is critical to Thailand moving from a middle to a high-income country.*

International experience confirms that ECD programs can be enormously helpful in enhancing children's physical, intellectual, social and emotional skills and generally have returns that far exceed the returns to other development ventures, including investments in other levels of education. Thailand already has many of the ingredients for high-quality ECD programs: 19,000 development centers for children aged between 2 and 4 and run by local authorities are in operation throughout the country; children are reasonably well nourished and eager to learn; parents, grandparents, communities and local authorities are supportive; and financial resources are available. *But in many parts of the country teachers and caretakers have yet to receive the kind of training and support that would enable them to provide high-quality ECD programs.*

It is in this context that *the primary focus of the DNPF's work is to help enhance the training and support provided to ECD teachers and caretakers, mobilize the support of parents and local government officials, and help the development centers become high-quality early learning centers.* It is doing so by developing and implementing in some of the poorest regions of Thailand projects for training, coaching and mentoring teachers in high-quality ECD that, in general, have shown excellent results. DNPF is then encouraging local authorities and other stakeholders to replicate and scale up such projects for the eventual benefit of all the 19,000 ECD centers in Thailand. *DNPF is also endeavoring to increase national awareness of the value of high quality ECD programs.*

In this context, this report focuses on the vision, mission, and values of DNPF and how it is organized and managed. It then goes on to discuss DNPF's objectives, the progress it has made during 2020-21 and its plans for 2021-22 as well as its technical and financial resources. It concludes with a brief discussion about the importance of ECD for Thailand's future development.

The Foundation: Vision, Mission and Values

DNPF's vision, mission and values are as follows:

Vision: All Thai children benefit from a high-quality early childhood development program.

Mission:

- Pilot innovative projects for teacher training and coaching and engagement of parents and communities that are focused on children's empowerment
- Support local authorities and other stakeholders in replicating, scaling up and sustaining such projects across the country's 19,000 ECD centers
- Facilitate engagement of and interaction among key stakeholders in ECD at national and local levels to promote sustainability and increase public awareness of its critical importance

Values:

- Professional excellence
- Innovative thinking
- Trust and partnership
- Transparency and accountability
- Open communications and teamwork
- Deep respect for local context and customs

The Foundation: Organization and Management

DNPF is led by a Board of Directors and a Management Committee. The Board of Directors includes:

- Khun Ian Porter, Chair (former Country Director, World Bank)
- Khun Omporn Lulitananda Regel, Vice-Chair (former Senior Education Specialist, World Bank)
- Khunying Kasama Varavarn, Senior Member (former Permanent Secretary, Ministry of Education)
- Khun Aswin Kongsiri, Senior Member (currently Chairman of the Board, CH. Karnchang Public Company Limited)
- Khun Tanatat Puttasuwan, Treasurer (currently Consultant on Financial Management)
- Khun Pamornrat Tansanguanwong, Secretary (currently Senior Social Development Specialist, World Bank).

DNPF's Management Committee is led by Khun Ian Porter and includes Khun Omporn Lulitananda Regel, Khun Tanatat Puttasuwan, and Khun Pamornrat Tansanguanwong as well as Ajarn Kanoung Saikaew (former Assistant Professor, Faculty of Education, Surindra Rajabhat University (SRU) and the Foundation's Chief Technical Advisor) and Khun Anuje Sirikit (formerly with UNESCO and the Foundation's Operations Manager). All the members of the Board and all the members of the Management Committee, except the Chief Technical Advisor and the Operations Manager, work for DNPF on a volunteer basis.

The Management Committee oversees the work of DPNP including the development and implementation of ECD projects to be supported by DPNP, stakeholder relations, fund raising, accounting and finance, monitoring and evaluation, communications, and human resources.

Strategic Objectives for 2020-21 and 2021-22

DPNP set itself the following objectives for 2020-21:

- a) Work with the Education Faculty of SRU to expand and sustain support for high quality ECD in Surin (one of Thailand's poorest provinces), drawing on the lessons learned from the Surin ECD pilot project¹;
- b) Develop model centers and partnerships with like-minded organizations in other provinces, and facilitate sharing of experiences across provinces; and
- c) Facilitate sharing of knowledge and experience at the national level among government and non-government agencies.

For 2021-22, and drawing on the good progress made in 2020-21, DPNP is maintaining the same first objective from 2020-21 and expanding on the second and third objectives as follows:

- a) Work with the Education Faculty of SRU to expand and sustain support for high quality ECD in Surin (one of Thailand's poorest provinces), drawing on the lessons learned from the Surin ECD pilot project;
- b) Develop model centers and partnerships with like-minded organizations in other provinces, and facilitate sharing of experiences across provinces and the more effective integration of ECD into district and local planning; and
- c) Facilitate sharing of knowledge and experience at the national level among government and non-government agencies and the mainstreaming of effective models for training, coaching, monitoring, and stakeholder engagement into national planning.

Progress in 2020-21² and Plan for 2021-22

- a) Work with the Education Faculty of SRU to expand and sustain support for high quality ECD in Surin

During 2020-21 and in collaboration with the Education Faculty of SRU and other provincial and local stakeholders, DPNP built on the progress made in Surin in three broad areas.

¹ For a detailed discussion of the Surin ECD pilot project, its results and lessons learned, please see the following reports: "Progress Report on Early Childhood Development Project, Watchaisrisa-Ard Early Learning Center, Donraed Sub-district, Rattanaaburi District, Surin Province, 2015"; "Donraed Early Childhood Development Project Progress Report 2016-2017"; "Surin Early Childhood Development Project Progress Report 2017-18"; and "Dek Noi Pattana Foundation and Early Childhood Development in Thailand: Strategy and Work Program 2018-19".

² For more details on progress made in 2020/21, please see separate report: "Dek Noi Pattana Foundation: Progress in Supporting Early Childhood Development in 2020/21"

First, DNPF continued to collaborate with SRU (under an on-going three-year memorandum of understanding) in fine-tuning and enhancing the quality of what it has been doing in respect of in-service training, coaching, monitoring and stakeholder engagement. In this regard the DNPF/SRU team greatly benefited from a survey of teachers/caretakers views on in service training and coaching as well as a workshop on the same topics with Thai and international experts in ECD that was held at the New International School of Thailand (NIST) in January 2020. These activities helped identify some refinements and improvements to the bi-annual in-service training and the coaching and mentoring of teachers and caretakers that are new to the program that were implemented in the October 2020 in-service training event (see table 1; unfortunately, due to the COVID-19 pandemic, it was not possible to hold the March in-service training event). They also identified what continued training, coaching and support would be helpful to teachers and caretakers that have already benefited from DNPF/SRU support. The DNPF/SRU team also continued to work on improvements to the system for monitoring the development of the children’s skills to ensure that quality data can be collected. In addition, and together with Friends Facilitator, DNPF and SRU is about to pilot new ways of facilitating the effective engagement of parents and communities as well as other local stakeholders in the management of the centers.

Table 1: In-Service Training/Workshops in Surin, 2018-2020

Date	Location	Number of Participants
April 16-20, 2018	Tha Tum School	70
Oct. 16-19, 2018	Tha Tum School	90
April 22-26, 2019	Salakdai SAO	81
Oct. 28-Nov. 1, 2019	Muang Mai Gdn, Lamduan	102
Oct. 26-30, 2020	Lang Chang Bldg, SRU	100

Second, DNPF worked directly with SRU to develop more model centers. While there is as yet no commonly agreed definition of a model center, both DNPF and SRU believe that four of the seventeen districts in Surin (Thatum, Muang Surin, Rattanaburi and Sangkha) already have model centers as a result of the support provided under the pilot project and subsequently. In this context and in response to the request from provincial authorities to develop model centers in all of the province’s seventeen districts, during 2020-21 DNPF and SRU focused on the development of model centers/classes in Tambon Nongsanit (in Amphur Chompra) and Tambon Tanee (in Amphur Prasat). In addition, DNPF and SRU have been supporting the further development of the Faculty of Education’s own ECD center to become a model center. The teachers and caretakers responsible for all these centers/classes have already benefited from in-service training events provided by DNPF and SRU (including the most recent training event in October) and have now been provided with coaching support from the DNPF/SRU team as well as support in monitoring the development of the children’s skills. The DNPF/SRU team also engaged directly with parents and grandparents as well as with the education committees and tambon authorities to facilitate their support and active engagement in the process.

Third, DPNF and SRU supported model centers to engage with and support centers in other tambons in the same district, in line with the request of the provincial government. In particular, the DPNF/SRU team worked with teachers and the local authorities in Salakdai to support the teachers and caretakers at centers in Tambon Nadee which like Tamon Salakdai is also in Amphur Muang. This included: inviting teachers and caretakers from Tambon Nadee to participate in the October training program and observe the work of the teachers and caretakers in the model centers in Tambon Salakdai; helping the teachers in the model centers in Salakdai coach the teachers and caretakers in the centers in Tambon Nadee; helping put in place effective systems for monitoring the development of the children's skills in the centers in Tambon Nadee; and providing guidance to the education officer and local authority as well as parents and education committees in Tambon Nadee.

Going forward, the DPNF/SRU team will continue to provide coaching and monitoring support to the centers/classes in Tambon Nongsanit and Tambon Tanee and to SRU's own ECD center to help build them up to being model centers. It will also support the teachers and local authorities in Tambon Salakdai in providing coaching and other support to centers in Tambon Nadee. Depending on the situation with respect to the COVID-19 pandemic, the coaching support will be provided on-line as well as in person. The DPNF/SRU team will also work with Friends Facilitator in both Tambon Salakdai and Tambon Donraed to pilot the strengthening of the engagement of local authorities, communities, and parents in helping support and manage the ECD centers. With respect to training, the April basic training event has had to be postponed because of the COVID-19 situation but the DPNF/SRU team still plans on two such training events during 2021/22. In addition, the team will be working with NIST to introduce some shorter and more advanced training events for those that have already benefited from the basic training and set up a mentoring program that links teachers in NIST with teachers in some of the model centers in Surin. In response to the request of provincial authorities, the DPNF/SRU team also expects to begin working intensively with centers in one tambon/amphur that has yet to benefit from the program. A decision on which tambon/amphur will be made in consultation with provincial authorities after the next basic training event. Finally, and on a pilot basis the team has agreed to provide support to the kindergarten at the Salakdai primary school.

b) Develop model centers and partnerships with like-minded organizations in other provinces, and facilitate sharing of experiences across provinces and the more effective integration of ECD into district and local planning

During 2020-21, DPNF's work in support of this objective included two separate sets of activities. **First, and in spite of the challenges posed by the COVID-19 pandemic, DPNF began putting in place a partnership with the Education Faculty of Rajabhat Buri Ram and the Mechai Bamboo School to roll out a similar program of support for ECD centers to the program now in place in Surin.** The program began in March 2021 with support in classroom organization and creating a safe and supporting learning environment in the Kok Klang center in Buri Ram. This will be followed by coaching and monitoring support to teachers and caretakers in the Kok Klang center who have already participated in the in-service training events in Surin and including the most

recent event in October 2020 which was also attended by teachers and students from the Bamboo School

Second DNPf strengthened its partnerships with other organizations working directly at the local level and in other provinces to enhance the quality of ECD in the centers run by the local authorities. In this regard DNPf already had in place a valuable partnership with the Yuvabhatana Foundation (which is working in Lopburi) and further enhanced this partnership in 2020. In particular and following the participation of the Integrated Child Center Active Learning Project (ICAP) of the Yuvabhatana Foundation in the DNPf/NIST consultation workshop in January 2020, DNPf introduced the ICAP team to the Rector and Education Faculty of Thepsatri Rajabhat University (TRU). This introduction has now led to members of the Education Faculty of TRU working with the ICAP team in supporting teachers in a number of ECD centers in Lopburi.

Going forward, the DNPf team expects to work closely with the Education Faculty of Rajabhat Buri Ram and the Mechai Bamboo School in providing coaching and monitoring support to the Kok Klang center to help it develop into a model center as well as in exploring possibilities for rolling out the program to other centers in Buri Ram. As in Surin, the situation with respect to the COVID-19 pandemic will determine whether this support can be provided in person or only on-line. The DNPf team also expects to continue to work closely with the ICAP team in Lopburi in sharing experiences and lessons learned. In addition, DNPf intends to increase its engagement with district as well as tambon authorities in Surin and in other provinces in order to help concerned authorities better integrate ECD into district and local planning.

Once the program in Buri Ram is up and running, and if resources permit, DNPf hopes to develop similar programs of support in Roi Et and Prachin Buri. These programs will build on partnerships already established with particular centers in those provinces as well as DNPf's work with other organizations and will respond to requests for further support that have already been received.

c) Facilitate sharing of knowledge and experience at the national level among government and non-government agencies and the mainstreaming of effective models for training, coaching, monitoring and stakeholder engagement into national planning

During 2020/21 and in spite of the challenges posed by COVID-19, the DNPf team made substantial progress in facilitating the sharing of knowledge and experience with respect to ECD at the national level. Of particular importance have been the discussions DNPf has had with the National Economic and Social Development Council (NESDC), the Office of the National Education Commission (ONEC) and the Department of Local Administration (DLA) of the Ministry of Interior around the dissemination of the policy brief for ECD as well as the tool kit and the other materials DNPf has developed to support the effective implementation of the national guidelines for monitoring the development of the children's skills. In both respects it has been agreed that DLA will take the lead in the follow-up work, with support from DNPf. DNPf has also strengthened its partnerships with the Council of Deans of the Education Faculties of the

Rajabhat Universities as well as with TRU. In addition, it has continued to work very closely with NIST and benefit from its support with respect to the basic in-service training program.

Going forward, the DNPf team will work closely with DLA and with other partners to organize a national forum on ECD to facilitate dissemination of the policy brief on ECD and encourage implementation of its recommendations. It will also work closely with DLA to carry forward the work on national monitoring guidelines and with the NESDC to mainstream effective models for training, coaching, monitoring and stakeholder engagement in the area of ECD into the next national development plan. In addition, the DNPf team will continue engaging with the Rector of TRU and with the Council of Deans of the Education Faculties of the Rajabhat Universities on how the Rajabhats can increase their support for in-service training and coaching of ECD teachers and mainstream such support into their regular work programs. The DNPf team also hopes to expand its engagement with international schools and private sector companies that are interested in supporting the ECD centers run by local authorities as part of their broader social responsibility activities.

Technical/Human and Financial Resources

Technical and other human resources: DNPf has limited technical resources of its own and will need to further strengthen its partnerships with others in 2021/22 in order to deliver on its strategy and work program. All four of the components of DNPf's work (in-service training, coaching and mentoring, monitoring of the development of the children's skills, and strengthening the engagement of parents, communities and local authorities) require technical support and guidance. But the most time-consuming of the components and where the most technical resources are required is the coaching and mentoring. In this regard DNPf intends to pursue all of the following four avenues.

First, it will endeavor to work more closely and efficiently with the Education Faculties of the Rajabhats, with a view to maximizing the opportunities for members of the faculty to engage in coaching as well as in-service training. In the case of SRU, two members of the Education Faculty are already providing substantial technical support and it is hoped that additional members of the faculty (as well as students) will be able to provide support in the coming year. **Second**, DNPf will build on the successful partnership it has already established with NIST. In that regard and for the coming year it is expected that NIST will continue to provide technical support to the five-day bi-annual training events as well as organizing two of the technical workshops. Assistant teachers at NIST will also work closely with teachers/caretakers in specific centers in Surin and NIST will provide technical support to LINE and other IT platforms for knowledge sharing. DNPf will also reach out to other international schools to see whether teachers at those schools can, as part of their social responsibility activities, help with training and mentoring. **Third**, DNPf will reach out to retired teachers and other technical experts in ECD that have the appropriate mind-set and the time and interest to work with DNPf on a consultancy basis. **Fourth**, DNPf sees the teachers and caretakers in the centers that have already participated in the program and especially those that are now working in model centers as a most valuable resource to help with the coaching of other

teachers and caretakers and will be working to further develop this model, building on the experience in Salakdai discussed above.

Financial resources: Expenditures by DNPF during 2020 on training, coaching, monitoring, and other project and administrative activities totaled THB 2.1 million (see Annex 1 attached) compared with THB 3.0 million in 2019 and THB 2.8 million in 2018. The reduction in expenditures in 2020 is largely a reflection of the impact of the COVID-19 pandemic which meant that only one basic in-service training event could be held, and some other activities had to be curtailed. Expenditures are estimated to increase back to around THB 3 million in the school year 2021/22 (see Annex 2 attached). This increase in expected expenditures is due in the main to the expansion of the program into Buri Ram and the costs associated with the engagement of national experts to advise on the most effective ways of enhancing the engagement of parents, communities and other local stakeholders in supporting and managing the ECD centers. Expenditures for activities in other provinces will be included once the team is ready and the needed technical and financial resources have been firmed up. Overall, the expenditures of DNPF remain very small relative to the expenditures by local authorities and the national government, which together spend on average at least one million baht per center per year.

With respect to financing, during 2020 DNPF benefited from the generous financial support from organizations, including the Ton Poh Fund and the John F. Kennedy Foundation of Thailand (which supported the MOU with SRU) as well as from individuals. It is also expected that past funders including the Premier Group will be able to provide further financial support in 2021. It is also hoped that with the launch of the website, the generous support that has been provided by individuals can be further enhanced. In addition, DNPF was able to partially finance the bi-annual training event in October 2020 through charging registration fees (specifically 1500 baht per participant) and expects to be able to increase this charge to 2000 baht in 2021, as well as achieve full cost recovery for the shorter and more advanced workshops that will be introduced in the coming year.

Concluding Remarks: Importance of ECD for Thailand's Future Development

Thailand's objectives of moving from a middle to a high-income country and reducing disparities in income are crucially dependent on major improvements in education, including ensuring that all Thai children benefit from a high-quality ECD program. DNPF strongly believes that its experience in Surin and now in other provinces provides a valuable demonstration of how the quality of early childhood development programs across the country's extensive network of development centers can be greatly enhanced quickly and at a very low incremental cost and can be sustained in the medium and longer term. DNPF is, therefore, committed to working with local governments and with other partners to help address the immediate challenges posed by the coronavirus and then to help replicate and scale up on-going initiatives to improve the quality of ECD and increase national awareness of the importance of ECD for the eventual benefit of children in all of Thailand's 19,000 ECD centers.

มูลนิธิเด็กน้อยพัฒนา Dek Noi Pattana Foundation
งบกำไรขาดทุน Statement of Income and Expense
ประจำปี 2563 For the period January - December 2020

รายการ	มกราคม	กุมภาพันธ์	มีนาคม	เมษายน	พฤษภาคม	มิถุนายน	กรกฎาคม	สิงหาคม	กันยายน	ตุลาคม	พฤศจิกายน	ธันวาคม	รวม
Items	January	February	March	April	May	June	July	August	September	October	November	December	Total
รายได้จากการดำเนินงาน Incomes													
เงินบริจาค Donations	1,000,000	-	-	-	-	-	700,000	-	-	-	930,000	-	2,630,000
ค่าลงทะเบียน Registration Fees	-	-	-	-	-	-	-	-	-	70,500	-	-	70,500
รวม รายได้จากการดำเนินงาน Total Income	1,000,000	-	-	-	-	-	700,000	-	-	70,500	930,000	-	2,700,500
รายได้อื่น ๆ Other Income													
รายได้อื่น Bank Adjustments & Interest Income	-	-	-	-	-	728	-	-	-	-	-	258	986
รวมรายได้ทั้งสิ้น TOTAL INCOME	1,000,000	-	-	-	-	728	700,000	-	-	70,500	930,000	258	2,701,486
ค่าใช้จ่ายจากการดำเนินงาน Operating Expenses													
ค่าจ้างผู้เชี่ยวชาญ Fees Paid to DPNF Experts	87,629	100,516	56,186	90,155	101,546	90,464	52,577	43,814	61,340	63,247	86,392	109,407	943,273
ค่าจ้างนักพัฒนาการศึกษา Fees Paid to DPNF Project Asst.	17,732	17,732	39,175	49,588	49,588	49,588	49,588	49,588	49,588	49,588	49,588	49,588	520,931
ค่าจ้างผู้เชี่ยวชาญอื่น Fees Paid to Other Experts	43,368	5,242	4,639	5,412	5,412	3,092	8,505	8,505	25,348	34,058	56,597	8,860	209,038

รายการ	มกราคม	กุมภาพันธ์	มีนาคม	เมษายน	พฤษภาคม	มิถุนายน	กรกฎาคม	สิงหาคม	กันยายน	ตุลาคม	พฤศจิกายน	ธันวาคม	รวม
Items	January	February	March	April	May	June	July	August	September	October	November	December	Total
ค่าใช้จ่ายในการเดินทาง Travel, Transport, Accommodations	79,740	5,820	1,000	3,000	3,000	3,000	3,000	3,000	8,010	9,110	2,000	6,390	127,070
ค่าใช้จ่ายในการจัดอบรม Training Expense	10,307	6,200	-	-	-	1,721	-	-	118,730	1,240	44,040	380	182,610
ค่าใช้จ่ายในการปรับปรุงศูนย์เด็ก อ่อน Improvements of EC centers	-	-	-	-	-	-	-	-	-	-	-	-	-
ค่าทำบัญชี Accounting Professional Services	8,560	8,560	8,560	8,560	8,560	8,560	8,560	8,560	8,560	8,560	8,560	8,560	102,720
ค่าสอบบัญชี Audit and Bank Fees	-	-	200	-	-	-	1,500	-	-	-	-	10,000	11,700
รวม ค่าใช้จ่ายจากการดำเนินงาน Total Operating Expenses	247,336	144,070	109,760	156,715	168,106	156,425	123,730	113,467	271,576	165,803	247,177	193,185	2,097,342
ค่าใช้จ่ายอื่น ๆ Other Expenses													
ค่าเสื่อมราคาอุปกรณ์สำนักงาน- Office Equipment Depreciation	83	78	83	80	108	207	214	214	207	214	207	211	1,905
ค่าใช้จ่ายภาษี เบี้ยปรับเงินเพิ่ม- Other	-	-	-	-	-	73	-	-	-	-	-	2,026	2,099
รวม ค่าใช้จ่ายอื่น ๆ Total Other Expenses	83	78	83	80	108	280	214	214	207	214	207	2,237	4,004
กำไรสุทธิ(ขาดทุน) Net Profit or (Loss)	752,581	(144,148)	(109,843)	(156,795)	(168,215)	(155,977)	576,056	(113,681)	(271,783)	(95,516)	682,616	(195,163)	600,140

DNPF Strategy and Work Program 2021/22

Table 2. Estimated Expenditures, 2021/22 (THB)

Activities	Fees	Expenses	Total
1. Support for Surin			
1.1 Bi-Annual Training	100,000	200,000	300,000
1.2 Other Training ³	75,000	125,000	200,000
1.3 Coaching/Mentoring ⁴	500,000	100,000	600,000
1.4 Stakeholder Engagement	160,000	240,000	400,000
1.5 Project Assistants	680,000	40,000	720,000
1.6 Other Support	50,000	20,000	70,000
2. Support for other Provinces			
2.1 Buri Ram Coaching/Mentoring	100,000	80,000	180,000
2.2 Roi Et Coaching/Mentoring	TBD	TBD	TBD
2.3 Prachin Buri Coaching/Mentoring	TBD	TBD	TBD
3. National/Overall Support			
3.1 Chief Technical Advisor ⁵	110,000	20,000	130,000
3.2 Operations Manager ⁶	250,000	50,000	300,000
3.3 Accounting/Auditing	110,000		110,000
3.4 IT/Communications	130,000		130,000
3.5 Workshops/Other Activities	50,000	50,000	100,000
4. Total	2,315,000	925,000	3,240,000

³ Assuming 2 separate workshops with each workshop lasting for two days

⁴ Assumes some but less than normal engagement by coaches during closure of centers

⁵ Two days per month for national/overall support; other support charged to Surin and other provincial activities

⁶ Five days per month for national/overall support; other support charged to Surin and other provincial activities