



DEK NOI PATTANA FOUNDATION

STRATEGY, PROGRESS AND WORK PROGRAM 2022-24



**MAY
2023**

Dek Noi Pattana Foundation

Strategy, Progress and Work Program 2022-24

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 2022-23 and its plans for 2023-24 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 both the importance and the urgency of enhancing the quality of ECD for all Thai children

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 (SRRU) 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 DNPF including the development and implementation of ECD projects to be supported by DNPF, stakeholder relations, fund raising, accounting and finance, monitoring and evaluation, communications, and human resources.

Strategic Objectives for 2022-23 and 2023-24

DNPF set itself the following objectives for 2022-23 and will maintain the same set of objectives for 2023-24:

- a) Work with the Surin provincial government and the Education Faculty of SRRU to expand and sustain support for high quality ECD in Surin (one of Thailand's poorest provinces), drawing on lessons learned and with a particular focus on the development of at least one model center in each Amphur;
- b) Develop model centers and partnerships with like-minded organizations in other provinces (starting with Buri Ram), 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 2022-23 and Plan for 2023-24

a) Surin Province

During 2022-23 and in spite of the continued challenges posed by the COVID-19 pandemic, DNPF in collaboration with the Surin provincial government, the Education Faculty of SRRU and other provincial and local stakeholders, was able to continue to make progress in four broad areas. The collaboration between DNPF and SRRU has been formalized through three-year memorandums of understanding (MOU), with the current MOU signed in September 2022 also being signed for the first time by the Surin provincial administration and the three regional offices of the Office of the Basic Education Commission (OBEC).

First, DNPF worked directly with SRRU to develop more model centers that can act as examples for other centers in the same Amphur. Drawing on its experience working in centers in six Amphurs (see Annex 1) and in response to the request from provincial authorities to develop model centers in all of the province's seventeen Amphurs, during 2022-23 the DNPF/SRRU team engaged with Tambon officials, teachers community groups and parents and grandparents involved with the eighteen centers identified by the Surin provincial administration (see Annex 2), confirmed the contribution that the team could make to improving the quality of ECD in the centers, and agreed on next steps. With the involvement of all these stakeholders (and financial support from the Tambon authorities) all the centers have now been refurbished to be child-centered. Coaching of the teachers has also been initiated in some of the centers and coaching as well as training will continue during 2023/24 across all eighteen centers. In addition, the DNPF/SRRU team worked with a number of other centers that the team has previously supported to help them further enhance their performance and has received feedback from government officials, teachers and parents in Tambon Donraed (where DNPF started its work) on actions that would help enhance the sustainability of high quality ECD in the Tambon.

Second, DPNF continued to collaborate with SRRU in providing in-service training to teachers and caretakers working in ECD centers. Sadly, the continued fall-out from the COVID-19 pandemic prevented the team from providing the in-person training that is an important feature of DPNF’s overall approach to supporting teachers and caretakers. But the team was able to organize another formal online training session in July 2022 and resume in-person training in March 2023 (see Table 1). Both events were very well received, with the July 2022 event focusing on planning for the development of model centers while the March 2023 event providing an opportunity for potential model centers to share their experiences in designing and implementing activities to enhance children’s skills development. . LINE is also proving to be a very effective mechanism for regular engagement of the DPNF/SRRU team with teachers and caretakers across all the centers with which the team has worked or is currently working and including for the dissemination of teaching materials and the sharing of experiences and lessons learned across centers.

Table 1: In-Service Training/Workshops in Surin, 2018-2023

Date	Location	Number of Participants
April 16-20, 2018	Tha Tum School	38
Oct. 16-19, 2018	Tha Tum School	72
April 22-26, 2019	Salakdai SAO	90
October 24-25 2019	SRRU	140
Oct. 28-Nov. 1, 2019	Muang Mai Gdn, Lamduan	104
October 26-30, 2020	SRRU	114
October 11-12, 2021	SRRU	208
July 2-3, 2022	SRRU	851 (via ZOOM & FB)
March 13-17, 2023	SRRU	147

Third, the DPNF/SRRU team continued to work on improvements to the quality of its materials and systems. This involved revising and improving a broad range of teaching and learning materials, including the lesson plans, as well as improving the monitoring guidelines pending the resumption of the monitoring of the development of the children’s skills in the 2023/24 school year. In addition, and in view of the importance of the “model center” concept in the provincial administration’s strategy for enhancing the quality of ECD, the team engaged in a rigorous and very participatory approach to the definition and measurement of model centers. Agreement has now been reached amongst teachers, the Education Faculty of SRRU and other experts on the definition of a “model center” and discussions are underway on the specific indicators to be used in the measurement process. It will then be necessary to determine how best to ensure a rigorous and accurate measurement process as well as how centers should apply for model center status and how they should be recognized for such an achievement.

Fourth, the DPNF has worked closely with the Surin provincial government and other government institutions working at the provincial level to further institutionalize DPNF’s work in the regular programs and activities of the government to promote long term sustainability. In this regard, DPNF’s Chief Technical Advisor has continued to engage in both formal and informal discussions with concerned government agencies about the work DPNF/SRRU has been doing and the progress that has been made. At the provincial level this has involved regular engagement with the working committee established to build the capacity

of ECD centers in Surin, with the initial focus being on the selection of 18 centers (covering all 17 Amphurs in Surin) to be developed as model centers. The Chief Technical Advisor has also been working closely with provincial government officials on the finalization of the province's overall ECD strategy which will be presented to national authorities later this year. DNPF is also encouraged by the further progress that has been made in strengthening its partnership with SRRU at a time of major transition in SRRU management with both a new Rector and a new Dean of the Faculty of Education now in place.

In addition, DNPF is very pleased to report that, after seeing the effective collaboration between DNPF and SRRU and the progress made across the centers, all three regional offices of OBEC have reached out to DNPF. These regional offices are keen to better understand what has been done and how and to partner with the DNPF/SRRU team in enhancing the quality of the kindergartens as well as the ECD centers for which they are responsible. All of these developments culminated in September 2022 in both the provincial administration and the OBEC regional offices joining DNPF and SRRU in signing MOUs with the eighteen new centers being supported to become model centers for their respective Amphurs.

Going forward, and with the agreement and support of provincial authorities, the DNPF/SRRU team intends to focus on the following priorities.

First, to complete and consolidate the process for establishing model centers in all seventeen Amphurs in Surin. As noted above, during 2022/23 the DNPF/SRRU team started supporting eighteen new centers in all seventeen Amphurs. Work on the improvement of classroom facilities is now complete in all these centers and coaching of teachers has been undertaken in some centers. However, much more coaching is needed (both in the implementation of classroom activities and in the monitoring of the development of the children's skills) in order to help bring these centers to a model center level. Accordingly, coaching will be a key focus of the DNPF/SRRU team in the coming year along with the strengthening of the engagement with parents and grandparents, the local authorities and other concerned stakeholders.

Second, the DNPF/SRRU team will help identify and implement actions to promote the sustainability of high-quality ECD in the centers it has already supported. This will include implementing actions already agreed with the centers in Donraed such as ensuring that new teachers and new local government officials are provided with appropriate training and technical support, that other teachers are able to maintain and improve their skills through participation in higher level training and seminars, and putting in place and strengthening institutional mechanisms for ensuring the engagement of parents (both those with children currently attending the centers as well as parents of children that previously attended the centers). It will also include seeking feedback from other centers and Tambons that the team has worked with in the past on the actions they think are needed to ensure sustainability of high quality ECD. To further promote community engagement in ECD, the DNPF/SRRU team will also work with the Rak Luk Learning Group as well as with Friends Facilitator to pilot the strengthening of the engagement of local authorities, communities, and parents in helping support and manage the ECD centers.

Third, the team will resume the pre-COVID practice of five-day bi-annual and in-person training events focused on introducing new teachers as well as students to the practicalities of high-quality teaching and the sharing of experiences gained to date by teachers and centers that

are already part of the program. The team will also be working with the New International School of Thailand (NIST) to introduce some shorter and more advanced training events for those teachers that have already benefited from the more basic training and set up a mentoring program that links teachers in NIST with teachers in some of the model centers in Surin.

Fourth, the DPNP/SRRU team intends to work with provincial authorities to implement a rigorous and transparent system for determining when centers have achieved “model center” status. Drawing on the work already done on the definition of a “model center” and the criteria to be used in measuring a center’s performance, this is expected to involve: firming up an application process for centers to be considered as “model centers”; setting up an expert and independent panel to determine whether such centers have achieved “model center” status (and if not, what more they need to do to achieve such status); and determining the type and magnitude of awards to centers that have achieved such a status.

Fifth, and in the context of the strengthened partnership with the three regional OBEC offices in Surin, the DPNP/SRRU team will be piloting the provision of coaching and other support to one kindergarten in each OBEC region: Baan Sri-Tawan in Amphur Srikhoraphum in region one; Muang Kae in Amphur Tha-toom in region two; and Baan Pho-Kong in Amphur Prasat in region three.

Finally, the DPNP team will be working to strengthen already established partnerships in Surin and develop new ones. This will include: working further with the provincial authorities to integrate experience to date into the province’s overall strategy and program for enhancing ECD; engaging with the new management in SRRU around the integration of in-service training and coaching of ECD teachers into the core strategy and programs of the Education Faculty of SRRU; and working further with the OBEC regional offices around the enhancement of the quality of teaching both in OBEC run ECD centers and in kindergartens. DPNP also intends to step up its engagement with the private sector and the public at large in Surin around the importance of ECD and what DPNP, SRRU, OBEC and provincial authorities are doing in the province to improve its quality.

b) Other provinces

During 2022-23, the challenges posed by the COVID-19 pandemic continued to act as a severe constraint on DPNP’s ability to expand its work into other provinces. Nonetheless, the DPNP team was able to continue engaging in Buri Ram with both the Mechai Bamboo School and the Education Faculty of Rajabhat Buri Ram as well as with the Kok Klang Tambon authority and the Kok Klang ECD center around the rolling out of a similar program of support for ECD centers to the program now in place in Surin. More specially, during December 2022, DPNP provided substantial support to the Ban Phet ECD center, (which has 3 teachers and 46 children aged 2-4) in the upgrading of the classrooms and in coaching the teachers on how best to design and implement activities in the classroom and encourage children to engage in activities on their own, and in monitoring the development of the children’s skills. The team was also able to further enhance its partnerships with the Yuvabhatana and Khon Thai Foundations (which are working in Lopburi) and strengthen its partnership with the Rak Luk Learning Group which is one of the key players in ECD in Thailand.

Going forward, DPNF is in the process of putting in place a new team to work closely with the Mechai Bamboo School and concerned local authorities in providing training, coaching and monitoring support to the Kok Klang center, to the Ban Phet center and to other centers in Buri Ram. The new team will be guided by DPNF’s Chief Technical Advisor and will further the dialogue already established with both the Education Faculty of Rajabhat Buri Ram and the Buri Ram provincial government with the intention of putting in place similar types of formal partnership to those now in place in Surin. The DPNF team also expects to continue to work closely with the Yuvabhatana and Khon Thai Foundations in Lopburi and the Rak Luk Learning Group in sharing experiences and lessons learned. In addition, DPNF 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 further advanced, and if resources permit, DPNF 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 DPNF’s work with other organizations and will respond to requests for further support that have already been received.

c) National level

During 2022/23 and in spite of the continuing challenges posed by COVID-19, the DPNF team made further progress in facilitating the sharing of knowledge and experience with respect to ECD at the national level. Of particular importance has been the continued dialogue with the Department of Local Administration (DLA) of the Ministry of Interior, the National Economic and Social Development Council (NESDC), and other government and non-government institutions. The dialogue with the DLA has been conducted mainly through the “Working group to oversee the early childhood development (ECD) implementation in ECD centers under the Local Administrative Organization (LAO)” established by the DLA in 2021¹. The Chair of the Working Group is the Deputy Director General of DLA and the Vice Chair of the DPNF Board is one of the two Vice Chairs of the Working Group. DPNF’s Chief Technical Advisor and DPNF’s Operations Manager are also members of the Working Group. DPNF also further strengthened its partnerships with the Council of Deans of the Education Faculties of the Rajabhat Universities as well as working to maintain and strengthen its partnership with NIST (at a time of major transition in NIST management). In the context of building national understanding around the importance of ECD, DPNF endeavored to further strengthen the quality of its website and continued with the preparation of newsletters to share experiences and lessons learned.

Going forward, the DPNF team intends to step up its engagement with the ECD Working Group established by the DLA. This is expected to include the presentation to and discussion of the Surin provincial administration’s overall program for enhancing the quality of ECD in the province, the organization of a national forum on ECD, discussion of how best to carry forward the work on national monitoring guidelines and review of the current ECD institutional arrangements and including the need for more formal engagement by the Ministry of Higher Education and Provincial Higher Education Offices (in view of their responsibility for the

¹ Garuda, Department of Local Administration (DLA) No 199/2021.

Rajabhat Universities). In addition, the DNPf team will continue engaging with the Council of Deans of the Education Faculties of the Rajabhat Universities on how the Rajabhat Universities 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. DNPf will also be launching a Thai version of its website as a complement to the English version already in place and preparing a new video.

Technical/Human and Financial Resources

Technical and other human resources: DNPf expects that meeting its second objective and ensuring effective engagement in enhancing the quality of ECD in Buri Ram will require the engagement of the equivalent of two full-time project assistants as well as the part-time support of an ECD expert that has already been supporting DNPf activities in Surin. In addition, and building on the progress made in previous years, DNPf intends to further strengthen its partnerships with others in 2022/23 in order to deliver on its strategy and work program.

First, it expects 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 SRRU, two members of the Education Faculty are currently 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 partnerships it has already established with NIST and with the Mechai Bamboo School. In that regard and for the coming year it is expected that NIST will provide technical support to the bi-annual training events as well as helping organize two 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. As DNPf ramps up its activities in Buri Ram it also looks forward to further strengthening its partnership with the Mechai Bamboo School, with both teachers and students from the school helping with the training and coaching of teachers and caretakers in ECD centers in Buri Ram.

Third, 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.

Financial resources: Expenditures by DNPf during 2022 on training, coaching, monitoring, and other project and administrative activities totaled THB 2.2 million (see Annex 3 attached). This is a similar level of expenditures to 2020 and 2021 and below expenditures of THB 3.0 million in 2019 and THB 2.8 million in 2018 due to the constraints on the work program resulting from the COVID-19 pandemic as well as the unprecedented flooding in Surin towards the end of 2022. With the COVID constraints no longer in place expenditures are expected to

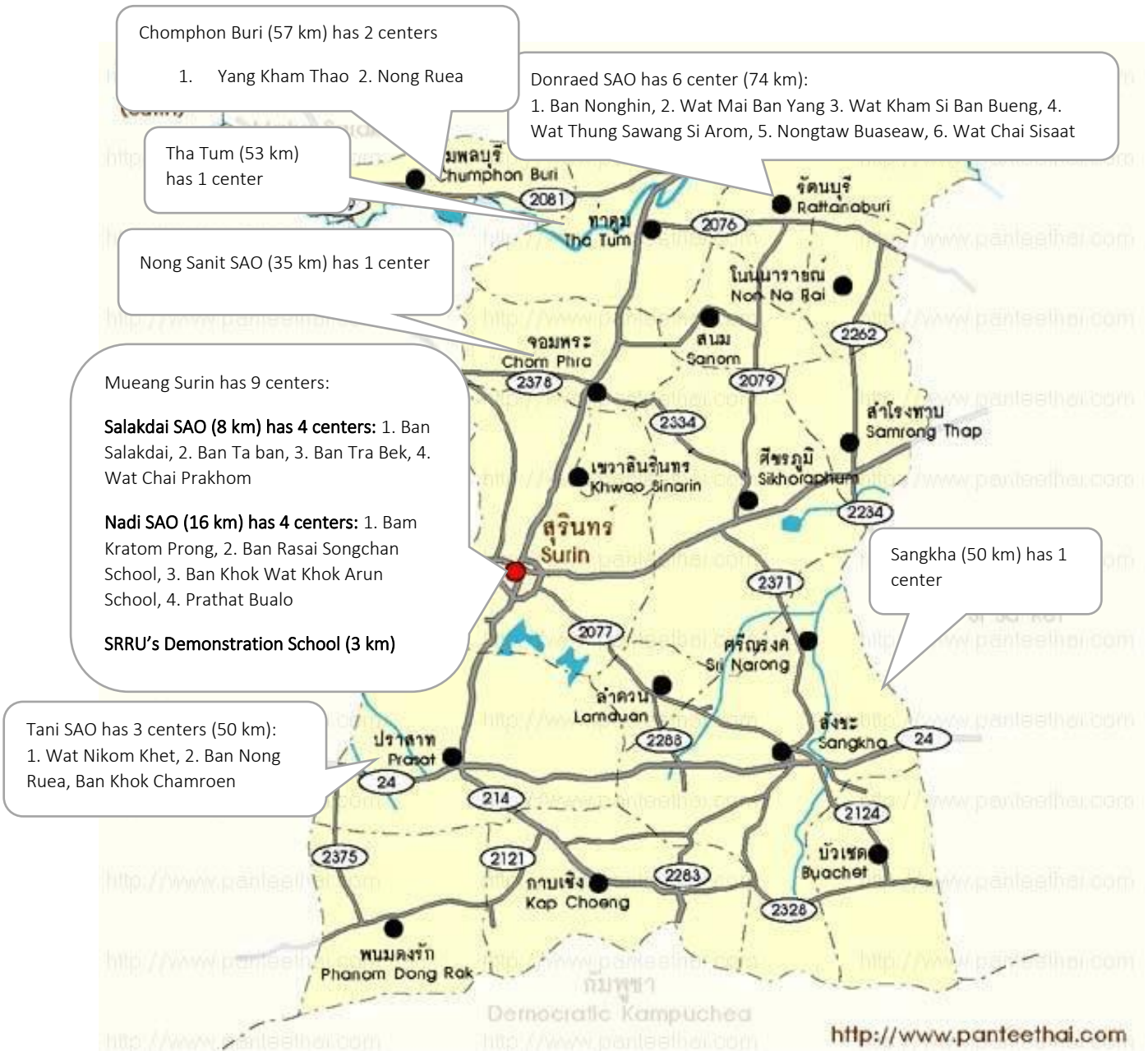
double in the school year 2023/24 (see Annex 4 attached). This increase in expected expenditures is due in the main to the resumption of in-person training events and coaching, the further expansion of the program in Buri Ram and the costs associated with the engagement of national experts to advise 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 (in particular, Roi Et and Prachin Buri) 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 2022 DNPF benefited from the generous financial support of both CH. Karnchang and the John F. Kennedy Foundation of Thailand as well as from continued substantial support from individuals (including through the World Bank Group's Community Connections Campaign (CCC) under which donations by individual World Bank staff and retirees are doubled by the World Bank Group). During 2023 DNPF looks forward to further support from both institutional and individual donors. During 2023 DNPF also expects to move further towards full cost recovery for both the regular bi-annual training events as well as the shorter and more advanced workshops planned for later in 2023 and 2024. Fees for the regular bi-annual training have been raised from 1500 baht to 2000 baht per teacher for the March 2023 training event and a further increase is likely for the next event. In addition, DNPF will be applying for tax-exempt status and expects that this will help in mobilizing additional support from the private sector.

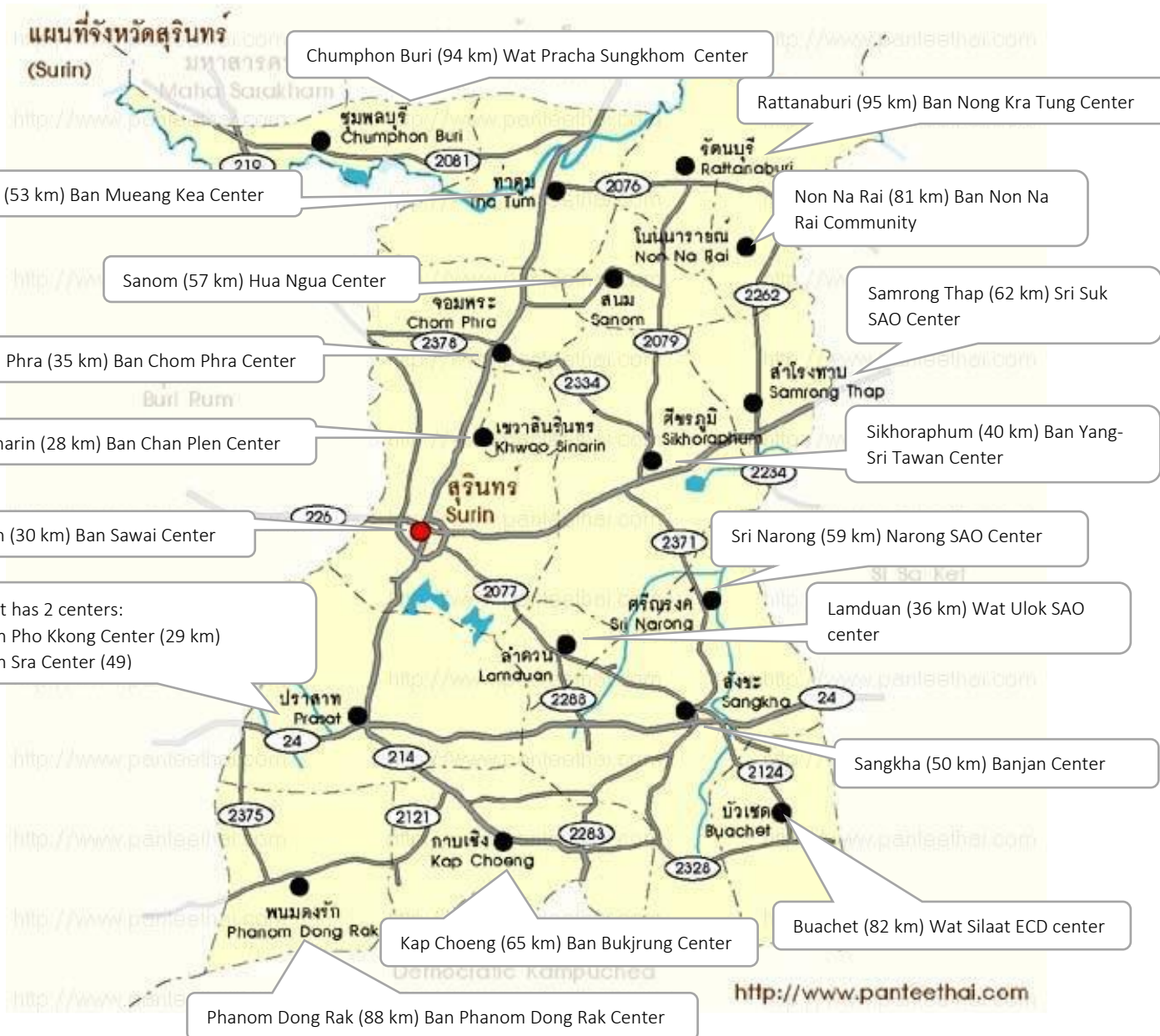
Concluding Remarks: Importance of ECD for Thailand's Future Development

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. In this context and in recognition of both the importance and the urgency of the issue (especially given the learning loss from COVID-19), DNPF is committed to working with all levels of government and with other partners 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.

ECD centers in Surin supported by DPNF 2014-2023



Supporting new centers in Surin to become model centers, 2022-2024



มูลนิธิเด็กน้อยพัฒนา Dek Noi Pattana Foundation
งบกำไรขาดทุน Statement of Income and Expense
ประจำปี 2563 For the period January - December 2022

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	665	151,429	1,331,387	15,293	31,691	5,000	16,711	133,026	-	831,302	432,644	42,189	2,991,674
ค่าลงทะเบียน Registration Fees	-	-	-	-	-	-	-	-	-	-	-	-	-
รวม รายได้จากการดำเนินงาน Total Income	665	151,429	1,331,387	15,293	31,691	5,000	16,711	133,026	-	831,302	432,644	42,189	2,991,674
รายได้อื่น ๆ Other Income													-
รายได้อื่น Bank Adjustments & Interest Income	-	-	-	-	-	2,292	-	-	-	7	-	2,544	4,823
รวมรายได้ทั้งสิ้น TOTAL INCOME	665	151,429	1,331,387	15,293	31,691	7,292	16,711	133,026	-	831,309	432,644	44,733	2,996,517
ค่าใช้จ่ายจากการดำเนินงาน Operating Expenses													
ค่าจ้างผู้เชี่ยวชาญ Fees Paid to DNP Experts	75,938	100,351	61,618	56,567	76,701	125,526	106,174	97,855	115,269	96,309	111,093	73,505	1,096,906
ค่าจ้างนักพัฒนาการศึกษา Fees Paid to DNP Project Asst.	52,072	73,835	53,155	87,423	54,948	54,948	54,948	85,876	85,876	68,742	68,742	84,206	821,770
ค่าจ้างผู้เชี่ยวชาญอื่น Fees Paid to Other Experts	-	-	-	-	-	-	26,805	-	-	-	-	-	26,805

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	6,200	6,200	6,200	6,200	6,200	11,590	6,200	8,200	20,360	7,200	7,200	8,200	99,9
ค่าใช้จ่ายในการจัดอบรม Training Expense	-	-	-	-	-	-	22,352	-	34,040	-	-	-	56,392
ค่าใช้จ่ายในการปรับปรุงศูนย์เด็ก อื่น 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	-	-	-	-	-	-	-	-	-	-	-	10,000	10,000
รวม ค่าใช้จ่ายจากการดำเนินงาน Total Operating Expenses	142,770	188,946	129,533	158,750	146,409	200,642	225,040	200,492	264,106	180,812	195,595	184,471	2,217,547
ค่าใช้จ่ายอื่น ๆ Other Expenses													
ค่าเสื่อมราคา-อุปกรณ์สำนักงาน Office Equipment Depreciation	214	193	214	207	214	207	214	214	207	214	207	214	2,516
ค่าใช้จ่ายภาษี เบี้ยปรับ-เงินเพิ่ม Other	-	-	-	-	-	229	2,490	-	-	7	-	254	2,980
รวม ค่าใช้จ่ายอื่น ๆ Total Other Expenses	214	193	214	207	214	436	2,704	214	207	221	207	468	5,496
กำไร(ขาดทุน)สุทธิ Net Profit or (Loss)	(142,319)	(37,709)	1,201,640	(143,327)	(114,932)	(193,768)	(211,032)	(67,680)	(264,311)	650,277	236,842	(140,206)	773,474

DNPF Strategy, Progress and Work Program 2022-24
Estimated Expenditures, 2023/24 (THB)

Activities	Fees	Expenses	Total
1. Support for Surin			
1.1 Bi-Annual Training ²	160,000	440,000	600,000
1.2 Other Training ³	75,000	125,000	200,000
1.3 Coaching/Mentoring	1,100,000	100,000	1,200,000
1.4 Stakeholder Engagement	160,000	240,000	400,000
1.5 Project Assistants	950,000	50,000	1,000,000
1.6 Other Support	30,000	20,000	50,000
2. Support for other Provinces			
2.1 Buri Ram Coaching/Mentoring	300,000	100,000	400,000
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 ⁴	60,000	20,000	80,000
3.2 Operations Manager	120,000	50,000	170,000
3.3 Accounting/Auditing	110,000		110,000
3.4 IT/Communications	130,000		130,000
3.5 Workshops/Other Activities	30,000	20,000	50,000
4. Total			
	3,225,000	1,165,000	4,390,000

² Training expenses will be mostly covered by fees charged to participants.

³ Assuming 2 separate workshops with each workshop lasting for two days; expenses will be mostly covered by fees charged to participants.

⁴ One day per month for national/overall support; other support charged to Surin and other provincial activities.