

# LEARNING CURVE



Early Experience  
and Lessons  
Learned by the  
Phuket Community  
Foundation

**The Phuket Community Foundation would like  
to thank  
the Global Fund for Community Foundations  
for funding production  
and printing of this report.**



## Getting off the ground

**T**he origins of the Phuket Community Foundation (PCF) go back to the December 2004 Asian Tsunami, which caused massive damage and killed around 250,000 people around the Indian Ocean. Phuket “escaped lightly” in comparison to other places. Two towns, Patong and Kamala, were badly damaged, and some 1,000 people died or went missing. But 95% of the island was untouched and the infrastructure was not at all affected.

However, because of its reputation as one of Southeast Asia’s top resort destinations, international attention focused, some might say unfairly, on the island. This had five effects:

1. International news organisations based themselves in Phuket because it was easy to get to, telecommunications were excellent, and so was accommodation. Yet the pictures the TV companies, in particular (print media were more measured and objective in their reporting), sent out to the world were of wreckage and weeping people, giving the impression that the place was smashed to pieces.

2. Based to a great extent on these images, governments around the world warned their citizens not to visit Phuket because of the perceived damage to the infrastructure. Insurance companies will not issue policies to people going to places where a government travel warning has been issued, so all package tourism and much individual tourism came to an abrupt halt.

3. The tourism industry, the island’s mainstay, was damaged as much by the publicity and the government warnings as by the tsunami. Some people lost not only family members and homes but also their jobs.

4. Charity money poured into the island, some of

it ending up in entirely inappropriate hands.

5. Aid organisations and NGOs also poured in, basing themselves initially in Phuket.

6. There was chaos as these organisations fell over one another. The formation of a group titled ThaiTogether helped to alleviate this by holding regular update meetings and creating a database.

After one year the government of Thaksin Shinawatra effectively declared the emergency over and, for Phuket, much of the damage had indeed been repaired (further north, it was a much grimmer story – and it continues to be grim in some communities – but that falls outside the remit of this report). Two years after the tsunami, tourism in Phuket was pretty much back to normal and it could be argued that the current (2009) nexus of world economic woe, Thai political instability and H1Ni pandemic has been more damaging to Phuket’s economy than the tsunami was.

Despite the usefulness of ThaiTogether, the lessons do not appear to have been learned, or at least not applied since; the idea of a forum for cooperation seems to have been regarded as something for an emergency situation alone. The ThaiTogether database, sadly and frustratingly, was deleted once the emergency was deemed to be over.

Yet it is plain that there are huge gaps in addressing community needs. The existing charities on Phuket do a fine job, but they are all focused on a single aim or group of linked aims. The government – both the Bangkok-appointed provincial government and the local elected bodies – also fail in many ways to support the community, either through lack of funding or lack of will.



The arrival of Shannon St John, then working with Synergos, to attempt to set up a community foundation, was therefore very timely. For the PCF, she has been an inspirational teacher and adviser, and has also been instrumental in securing grants from other international bodies.

Thai bureaucracy moves with all the energy of molasses, and it took until April 2007 before the PCF was officially registered as a Thai charitable organisation. It still takes a great deal of time to get new members on the board, especially if they are not Thai.

That said, it also took a considerable amount of time for the PCF board members to understand the CF concept, and to work out how to apply it on Phuket.

We feel we did, however, make a good start by defining our role in our mission statement:

“To help maintain or improve the quality of life in Phuket for everyone – regardless of their origins, their beliefs, or their social or financial status – with particular emphasis on poverty alleviation; preserving the environment; education (of both children and adults); promoting art and culture; preserving the island’s architectural and historical heritage; improving public safety; and boosting public health.”

It may be that, as time goes on, this mission will be refined or become focused on particular issues but for now, the “scattergun” approach seems appropriate; we are, after all, the only grant-making organisation in Phuket that is open to approaches for funding from anyone in the community, for any project that will benefit the community or a part of it.

But understanding the concept ourselves and then explaining that concept to others has been a lengthy process, and one that still has a long way to go.



# Public Profile



**W**hereas the concept of CFs is well established in the West – it has a history in the US going back 100 year and in Europe going back decades – it is almost unknown in Thailand, particularly outside Bangkok. The PCF was the first CF registered in Thailand. Others followed, some of which have already fallen by the wayside, but we are growing in confidence to the point that we have moved beyond the “What are we?” and are now getting a good handle on the “How do we do it?” – which for a long time was a question we had great difficulty answering.

This was not for lack of trying by Shannon St John and her assistant in Bangkok, Jarusri Jiravisitkul, along with Jenny Hodgson of the Global Fund for Community Foundations (GFCF). But we gradually realised that the models that applied in the West were so far advanced and so well established that following their example would be rather like a bicycle repair shop trying to apply the General Motors business model.

A watershed in our understanding came with a GFCF-funded visit by two board members to Prešov and Bardejov CFs in Slovakia (see separate section below), which were much closer to the “bicycle shop” mentality, and which provided us with a large number of useful – and usable – models for management, raising funds and grant-making. Not all that applies in Slovakia can be used in Phuket – the community here is very different – but even those examples that could not be applied directly gave us an insight into other ways we could approach the challenges of making the PCF a useful, trusted and respected tool for addressing Phuket’s problems.

One of these challenges was to make people aware we existed. To this end, although the PCF is set

up as a grant-making organisation, primarily to support other people’s projects, we embarked on two projects of our own, in order to set us firmly in the public eye. These projects also serve as showcases for community cooperation, bringing together disparate groups of people to create something new. They are the toy library program and the motorcycle rear light replacement program.

## TOY LIBRARIES:

Our President, Asst Prof Pranee Sakulpipatana, was inspired by a visit to Australia during which she saw toy libraries, set up to allow children whose parents could not afford toys to borrow them, in the same way as they might borrow a book from a lending library.

Long before the PCF came into existence, she set up a toy library for a Sea Gypsy community on isolated Koh Phra Tong (Golden Buddha Island) off the coast of Phang Nga. Very sadly, this library, along with the entire Sea Gypsy community, was swept away by the 2004 Tsunami.

However, the concept remained, and her experience on Koh Phra Tong led her to advocate toy libraries as something not only useful to the community but also a way to let the community know that the PCF exists and has the ability to make changes for good.

So far, three libraries have been established, one serving a predominantly Buddhist community south of Phuket Town and the other, in Hongyok Bamrung School the north of the island, serving a mostly Muslim community. A third was opened on July 24 at the Wat Muang Mai School, again in a mainly Buddhist community.

We have made a point of involving local newspapers, magazines and TV stations in the openings,



thereby quite successfully raising awareness of the PCF. We have also made a point of stressing how many people became involved in various ways. For example, at the Hongyok Bamrung School, the following people and organisations were involved:

1. Niklaus Siegrist and the Phuket Direct Fund Association of Zurich gave B210,000 to pay for toys and furniture to store them in. The association was set up to channel funds into Phuket after the tsunami.
2. Bamrung Sampaorat, Chairman of the Islamic Committee of Phuket, paid from his own pocket for the painting of the room.
3. The actual painting was done in a single morning by sailors and marines from the USS Boxer (organised by Brad Kenny of the Patong Rotary).
4. Dr Ong Tat Lien from Penang donated 2,100 English-language children's books to the project as a whole.
5. Additional toys came from private donors, including 60 toys donated by primary students at the private British International School.
6. The library will be run by the school itself.
7. At the opening the Phuket International Hospital gave free health check-ups for children and put on a puppet show.
8. Paul Hurlow of Drumwell Hong Kong donated a large number of toys, some of which went into this toy library.

The other toy libraries have brought together some of the same people but have also involved other elements of Phuket society. They have also attracted funding, such

as a B100,000 donation by Jumras Pitikulsatit, owner of Chester's Grill restaurant at Phuket Airport.

#### **MOTORCYCLE REAR LIGHT REPLACEMENT**

The spark for this project came from a board member who drives a poorly-lit road at night to his home, and had frequently been terrified to find a motorcycle right in front of him. He had narrowly avoided rear-end collisions on a number of occasions, and was concerned that other people had had collisions resulting in injury or loss of life.

For some reason, it seems that motorbike rear bulbs fail frequently, and not just on old bikes but on brand new bikes as well. A straw poll suggested that very few people check to see whether the rear light is working before riding off into the night. The first session brought together the following organisations:

1. The PCF, which provided management and organisation, and had instructive banners printed to explain why rear lights are essential to safety. The message (in Thai) was simple: Check your rear light every time you go on the road.
2. The Kusondharm Foundation, which loaned two large open-sided tents. (The KF helps victims of road accidents by stationing ambulances in key points around the island.)
3. A local wat, which loaned chairs.
4. Volunteer students from the Phuket Technical College, who changed the old bulbs for new.
5. Local motorcycle dealers, who donated a total of 2,000 bulbs.



6. The Thai police, to spot motorbikes with defective lights and direct them into the tent.

As it turned out, involving the police was a mistake. Motorcycle riders in Phuket generally distrust the police, some of whom are not above extracting payments for a variety of imagined offenses, or to overlook genuine offenses.

The second and third sessions were held at a large market, without the police, and were more successful. The third one, in particular, involved volunteers of the KF, whose energetic urging saw 125 motorbikes being attended to in just five hours. The KF was delighted with the press it received, and has promised to be a firm supporter of future sessions and of other PCF activities.

In all, these sessions have resulted in more than 500 bulbs being replaced – and 500 families being safer on the roads at night. They have also raised awareness of the PCF and increased its goodwill.

The sessions have also been remarkably cheap. The donated bulbs are worth a total of B20,000, and we have enough left for another nine or ten sessions. The only cost to the PCF was B7,000 for the posters, printed on tough plastic, which can be re-used.

The program is a good showcase, we feel, of how a small amount of money and a small investment of donor time, applied in the right way to a carefully chosen target can be highly effective in making an improvement in society.

## WEBSITE

Initially, the PCF had a website generously created in Dreamweaver and hosted by local IT company BlueDzine. The url was [www.phuketcf.org](http://www.phuketcf.org). Although we could edit or update pages, any new pages had to be designed by BlueDzine, making the process unwieldy and resulting in a static site that attracted little traffic.

BlueDzine were also heavily involved in a move to a new office, so were happy to have the administra-



tion of our website off their hands

On May 28 we relaunched the website at [www.phuketcharity.org](http://www.phuketcharity.org), using Wordpress to make it easy for us to update. The site was set up and is hosted free by Canadian company Netmobius Ltd, whose principal lives in Phuket. We have static pages and also a blog for news and updates. The change in url has proved very effective; a search in Google for “Phuket” and “Charity” puts us fourth in the results, while a similar search in either Yahoo or Ask.com puts us right at the top of the results.

For those interested in the statistics, Google Analytics reveals the following:

- We have received 128 visits in the past month
- Average page views per visit is 3.21.
- This is dragged down by a “bounce rate” (ie, people who look at only one page) of 46.88% - rather high.
- 57% of viewers come in via search engines, 53% is direct traffic and 18% is referrals from other websites. We plan to work on building up the referrals.
- Of the 128 visitors, 74 were from Thailand, 17 from the UK, and 7 each from the US and Slovakia, with the remainder coming from Canada, China, Singapore, Australia, Austria and France.

So far, we regard these numbers as very encouraging. We urge anyone reading this report to have a look at the site and to give us their opinions.



# The Slovakian Inspiration

*The Thai contingent visits Bardejov CF. Centre, in white shirt, is the PCF's treasurer, Piyarat Kulvanich. Board member-elect Alasdair Forbes is at right.*

In June 2009, two members of the PCF, treasurer Piyarat Kulvanich and board member-elect Alasdair Forbes were funded by a GFCF capacity-building grant to visit two CFs in Slovakia – Prešov and Bardejov.

Also travelling to Slovakia were representatives of the World Bank office in Bangkok, the Lin Foundation of Vietnam, the Bangkok Forum, the Korat CF, the Satun CF and the Songkhla CF. We were also joined for one day by Jenny Hodgson, director of the GFCF.

Our host was the Prešov CF, which has been in operation since 1996, and has funded more than 1,000 projects in the ensuing 13 years. It was originally funded by donations from the Soros Foundations Network, local social activists and local government bodies. The director, Katerina (Katka) Minarova, was with us almost the entire time, answering questions and explaining how she worked.

Apart from formal sessions in which we picked Katka's brains mercilessly, we were also taken to see the Prešov Salt Mine, a government-run museum. The museum is impressive, but it has a staff of just 2 people and no one knows it is there – which is a shame. The Prešov CF is trying to help raise its profile by contributing to an annual festival.

The CF has also given support to the Salt Mine Lace Guild, a group of local women who make both traditional lace and highly innovative designs. This year the guild will host an international lace conference with about 1,200 lace makers coming from around the world.

The Prešov CF also funded a book of traditional tales in collaboration with the Lace Guild, and the guild publishes a lace magazine. The first issue was funded by the CF, but thereafter the magazine was self-sustaining.

In Prešov we also visited a school for autistic children in a disused Franciscan monastery. The Prešov CF gave some funding and also rounded up volunteers to renovate the building, which was in bad repair. The school is a delightful place. The 33 children are wrapped in warm, cheerful, safe surroundings, including a playground in a secluded courtyard.

We were also taken for a day to Bardejov, a small delightful town with ancient city walls and a beautiful town square. It is a Unesco World Heritage Site. Here we were briefed by Jozef Jarina, Director and CEO of the Bardejov CF and, after lunch, the CF's chairman, Vladimir Sav

insky. They both gave valuable insights into the way they run things.

Each evening, we (the visitors) held review sessions in which we looked at what we had learned and made a list of other topics that had not been covered, or about which we had further questions.

## LESSONS LEARNED

We learned lessons in three main areas:

1. Funding (raising donations)
2. Management
3. Grant making



## 1. Funding

· *Donors like to belong.* Prešov has a club for business donors, with its own design and logo. Both CFs have Clubs of Donors for individuals. In the case of Prešov, individuals donate as little as •10 a year (about B500), though the average annual donation is •33. Club members get regular newsletters, Christmas cards, and an invitation to the annual Club reception (sponsored by local companies), at which they vote on which projects they would like their donations to support (this makes them feel more involved). Each donor, regardless of how much he/she gives, receives one vote.

· The CF has also recruited two corporate donors (Orange telecoms and a bank), each of which matches, euro for euro, any donation from individual club members – so that club members know that each euro they give means •3 added to the CF bank account. The two corporate donors also receive one vote apiece, ensuring that they do not dominate the voting.

· *Youth program.* This involves young people from 16 to 25 years of age. Their fund-raising abilities are limited, but they do provide a pool of energetic volunteers who can be used to support events or to monitor CF-sponsored programs.

· Katka: “It’s not difficult to find donors. What’s difficult is keeping them.” The club, which currently has 43 members, is effective in keeping donors, who (including the corporate matching funds) contribute a total of about •4,300 (220,000 Baht) a year.

· Big donors means big work. Katka makes dozens of presentations each year to potential corporate and local authority donors. Many of these do not succeed, while others may delay giving by as much as three years.

· Donors have four main questions that need answering:

Are you sustainable? (Should we see how you manage before we make a donation?)

Are you trustworthy – or will you waste our money?

Are you expensive? (How much is spent on overheads?)

Why do we need to fund projects via the CF? (Extra layer means extra cost.)

· Corporations are by far the biggest donors. Prešov has an average annual income of •85,000 (about B4,300,000). Of this, 11% comes from local government, 13% from individuals and 75% from corporate donors.

· In corporations, individuals make the decisions about donations/sponsorship. Thus, if an individual moves to another corporation, the donations may stop. On the other hand, the individual may take his/her giving ethos to the new job. So it pays to keep track of people moving.

· It’s not the richest people who provide the bulk of individual donations, but the average people who have a stake in seeing their community improve. Rich people don’t need the support of the community, and therefore tend to care less about what happens to it.

· Board members open doors to corporations and wealthy individuals, but the director does the “selling”. Board members may attend the first meeting with a donor, but all follow-up work is done by CF staff.

· The Prešov CF also provides services to corporate donors that want to give to specific projects. The donors pay a fee for this: 2% of the donation for basic services – oversight and regular updates on progress;



*Source of Inspiration: Katerina “Katka” Minarova, Director of the Presov CF*

and up to 10% for planning, frequent reporting, site visits, consulting and database provision. The minimum donation to have access to such services is •1,000 (B50,000).

## 2. Management

· Prešov has two full-time staff: the Director and an assistant. The director believes that these two, with help from volunteers, is enough. Bardejov has one full-time staff member, who gets admin help from volunteers, who receive some pay. This cost is covered by securing at least one large grant project a year that includes a budget for administration work.

· The board meet with staff once every two months.

· Bardejov board members have a three-year tenure with two renewals for a maximum of nine years. In Prešov elections also take place every three years but there is no limit to the number of renewals.

· Board members are required also to be members of the Club of Donors.

· At both Prešov and Bardejov, the directors have considerable power – although they are subordinate to the board, their unfavorable opinion of board members can result in members resigning or being voted off the board. Suggestions for replacements come from the directors – so they get the board they can work with.

· In Bardejov, the board approves small projects, but for larger ones there is a grant committee which examines projects and makes recommendations to the board. In Prešov, there are investment, marketing, grants and financial supervision committees.



*The visitors to Prešov sample delicious Croatian ice cream during a break in discussions.*

·The board sets broad guidelines for the annual budget – the percentages that should go to grants, to expenses and to overheads. The maximum for overheads should be 30%.

·“Identifying good candidates for the board takes time. But once that’s done, the decision is quick.” - Vladimir Savcinsky.

·Board members should ideally meet three criteria: they should be well known in the community (this aids fund-raising); they should have the time to attend meetings and on occasions help the director and work with volunteers; and they should be responsible.

Some see being members of the board as an honour, but are not prepared to put in the time or work responsibly.

Bardejov monitors board members’ attendance and those who fail to attend are sent letters pointing this out. Usually they resign. If they do not, they can be voted out at the end of three 3-year tenure.

#### **Key success factors:**

- 1 Be professional and businesslike
- 2 Stay independent
- 3 Communicate, converse and make friends
- 4 Have a strong board with a clear vision
- 5 Be accountable
- 6 Be patient
- 7 Plan thoroughly and communicate your plans
- 8 Promote the CF professionally and have strong branding (Prešov CF’s marketing is envied by some local corporations).

- 9 Have rules. A constitution and code of conduct/ethics are important.

It was absolutely clear from what we saw that 90% of the success of the two CFs in Slovakia was because they had dedicated, outgoing, intelligent, organised and articulate directors who believed passionately in what they were doing.

Continuity. This was the one area where we had reservations about the way that the Slovakian CFs were run: there seemed to be no plan for what happens if either of the directors gets killed by a bus. Since they are crucial to operation of the CF, their disappearance would be a disaster. My personal feeling is that we need to have regularly updated documentation: procedures, databases of contacts, etc, which could act as a guide for board members in the short term and for the replacement director in the long term.

#### **3. Grant making**

·Keep grants small. Prešov makes 80-90 grants a year. The largest grant in the past year was •1,660 (B83,000), the smallest •50 (B2,500). The average is •350 (B18,000). Bardejov’s biggest grants are capped at •1,000 (B50,000).

■ Don’t commit to long-term funding. Make one-off grants. If an organisation wants more money the following year it must present compelling arguments.

■ Both CFs issue public calls for proposals every six months. Prešov allows proposals only at these times. Bardejov’s Quick Grants scheme allows exceptions for those who genuinely need grants urgently (most of these





*One of the Bardejov CF's projects is the "Cheer Up The Town Square" by backing events that bring the community together.*

are in the form of travel grants for students chosen to take part in international competitions – Quick Grants can be approved by three members of the board). Note that there is no obligation for the CF to fund in full – quite the opposite, in fact; CFs should provide only a small portion of the funding.

- Proposals must meet CF-mandated criteria. For example, Bardejov insists that projects must have a demonstrable community benefit; must involve volunteers; must have real and cost-effective financial projections; and must involve matching funds.

- Put time constraints on grants. Prešov will not support projects that take less than one month to complete, or more than one year. Bardejov allows people to apply for a maximum of one grant per year. In the case of its Quick Grants scheme, only one grant every two years.

- The grantee must promote the CF in any events or marketing/PR material.

- A structured final report must be made to the CF when the project is complete.

- Make the grantee take responsibility. Prešov requires grantees to sign contracts committing them to raise matching funds at least equal to the PCF grant and to deliver a full report at the end of the project. If the project is not completed or fails, the grant must be returned in full. Any unused portion of the grant must, likewise, be returned.

- Take some calculated risks. Some projects will fail, but this is inevitable. Bardejov makes grants to about 40 projects a year, of which five to seven fail.

- Applications for grants must be accompanied

by clear descriptions of what the project is, its aim, why it is necessary, how it will be done and how much it is expected to cost. Applicants meet the director in person to hand over the application and answer questions. This also helps cement personal relations. Applicants who express their thoughts clearly tend to get priority – evidence of clear thinking in the application is seen as indicating an ability to communicate and manage efficiently.

- Small grants are effective. The requirement to raise matching funds means that grantees take "ownership" of the project. The grantees' knowledge that they must return any unused funds and that their activities will be monitored, also give them the incentives they need to succeed. In addition, the fact that grantees have already received funding from the CF also makes it easier to "sell" the project to other potential donors.

**Other points:** Creativity is important. Prešov uses volunteer graphics students to design its brochures and to boost awareness. Katka stressed that branding is crucial, right down to the use of colours.

Creativity is also crucial in events to raise awareness and funds. One of Bardejov's main missions is to "Cheer Up the Town Square" by promoting events there. One event, for example, saw a bus being painted all over by local graffiti artists. The CF also has an annual competition in which students are loaned cameras to take pictures of the most beautiful and the ugliest buildings in the town (slight embarrassment when 3 of the 10 ugliest buildings were found to belong to the local council, which provides part of the CF's funding).



Prešov has an annual Rubber Duck Race. Each duck is numbered, and may be “bought” by donors. All are released on the river at the same time. “Owners” of the first three ducks to cross the finish line get prizes. This not only raises funds but is also a fun way to raise the CF’s profile.

When a board meeting was held after the two PCF members returned, it was rapidly agreed that:

1. We would follow the Prešov example, and hold grant-making sessions twice a year, with heavy promotion beforehand;

2. We would keep grants small, in order to ensure that the grantees retain ownership (rather than managing a “PCF” project);

3. Grants will be made only for projects, not for ongoing programs. This would not exclude program owners from applying for funds, but they will receive grants only for projects that do not exceed 12 months in duration.

4. We would make a serious effort to find a bright, committed, organised and courageous director for the PCF, rather than relying on board members to drive things with (at present) a part-time aide. We have now committed to hiring one such person, for whom we have high hopes.

5. We will hold grant-making sessions twice a year. The first period for grant applications will begin on October 31 this year, with a one-month period for



*GFCF boss Jenny Hodgson joined the group during its visit to Bardejov.*

applications to be submitted. The next will begin on April 30, 2010.

6. Criteria for grant approval were drawn up, amended and approved (this has been done).

7. A grant application form will be created and approved (this has been done).

8. Companies and corporations will be targeted for donations, though a concerted drive will not begin until June next year. The reasons for this are that a) we will not have a good “portfolio” of projects to show potential donors until after the first grant-making session is complete, and b) corporations tend to start planning in mid-year for their donations the following year, so we have missed the “window” for this year.

9. Similarly, a donor club for individuals will not be started until we have a good number of projects under way. But we do regard the formation of the Donor Club as important, not only for raising funds but also for raising awareness and involving the community more deeply in the PCF’s activities.

10. We are planning a drive to involve young people. To that end we will be meeting with a very bright young man who is involved with the Phuket To Be No 1 campaign. We hope that he will be a source of inspiration to other young people and will get them involved with us as volunteers.

11. We are gradually building up a database of experts who are willing to give their time and wisdom to help with projects.

# Marketing



**I**t has become plain that marketing will be a key to success in the future of the PCF. Being still at the “bicycle shop” stage of development, we can hardly go around talking about ourselves at “leaders”, “honest brokers”, “stewards”, “advocates” or “bridge builders” – we aspire to be all of these eventually, but at the moment we don’t have the track record to back up such ambitions.

All we can realistically say about ourselves is that we are a grant-making organization – being to charities and community organisations what a bank is to industry. This is not a very “sexy” concept; this is why the toy libraries have brought in funding with little effort on our part, whereas raising funds for our discretionary use is proving more difficult.

We have therefore established a PR & Marketing committee, comprising one board member and two professional PR people – one a Thai and the other a New Zealander based in Phuket – to help us with promoting the PCF.

Marketing to the large, generally wealthy expatriate community in Phuket is not difficult. They are Internet-savvy, and there is a variety of newspapers and magazines (mostly in English) that have proved only too willing to help us spread the word. These expatriates are also familiar with the concept of donating funds without a great deal of fuss, which is why the website (as yet only in English – we have plans for translation into Thai) carries details of our bank account, into which funds can be placed.

Addressing the much larger and less homogenous Thai community is more problematic. Simply getting the message out that we exist is not easy. There is one

Thai-language newspaper published in Phuket, but its circulation is by no means comprehensive. Radio is one good medium – there are at least a dozen Thai-language stations – and we are already in the process of contacting them in order to arrange interviews and possibly regular advertising. The local crew from National Broadcasting of Thailand are already aware of us and ran a piece in Thai about the most recent toy library opening and the most recent back light session, so they are on board.

But it is our belief that we need to create an event that will have a significant “wow” factor, and be fun; fun (*sanuk*) is a key part of Thai culture. Thus, taking a leaf out of the Prešov book, we plan to hold, in November, a rubber duck race with significant (donated) prizes. In order to make this much more than a local event, we will be using the Internet, especially social sites such as Facebook, to “sell” ducks to people outside Phuket and outside Thailand through PayPal or online Visa/Mastercard payment.

Ideally (the details have yet to be worked out) we will have webcams on site to broadcast the race, followed up by film clips on YouTube.

Apart from raising our profile, the event will also be used to reinforce the campaign to get grant applications (the race will come midway through the awareness campaign for that), to interest donors, to involve many parts of the community and to demonstrate our professionalism. It will also, we hope, help to promote tourism on Phuket, which is in a sorry state at present.

If we can achieve these aims, or only some of them, then the rubber duck race – *sanuk* though it may be – will go a long way towards establishing us as a

serious force for good. If it is successful, then we will naturally make it an annual event.

## Staffing

We were greatly relieved to note how Prešov is run by a staff of two full-time people and Bardejov by just one, both backed up with a flexible group of volunteers.

We have just hired a full time director who will join us on August 16 and who has the management abilities and attitude we need to drive the PCF forward. The job description for this post is as follows:

### 1. Start-up

Locate and obtain free office space (with help of the board).

Equip and furnish office (preferably with donated items).

Organise telephone/fax and internet connections.

### 2. Management

Assign work to assistant(s), set targets and oversee work.

Day-to-day bookkeeping.

Visit or organise visits to PCF-supported projects and compile brief reports, with pix for the website/blog. Translate/organise translations.

Build up and manage pool of volunteers and available experts/consultants.

Keep/update database of volunteers and experts.

### 3. Marketing

Liaise with Marketing & PR committee to carry out campaigns.

Develop and nurture contacts with local newspapers, magazines, TV and radio stations to ensure continuing high visibility of the PCF.

With M&PR Committee, and volunteers, develop printed material to support PCF aims.

### 4. Donors

With the help of the board, target donors (particularly corporate) for donations to run the PCF.

Help project managers to source donors (in cash or in kind) for projects.

Maintain connections with donors and potential donors via email updates, invitations to events etc.

Set up and maintain Donors Club (for individual donors). Organise annual event and send out regular email newsletter.

## 5. Grants

Organise (twice-yearly) Call for Grant Applications, including PR and marketing.

Schedule and hold meetings with grant applicants.

Initial appraisal of grant applications for forwarding to Grant Committee.

Ensure successful applicants receive funding fast and in full.

The new director will also have day-to-day assistance from a young woman who has been working for us part-time for the past three months and has proved willing and reliable – and cheerful. She organised the most recent back-light session and is organising the next toy library opening.

We now feel we have a crew who can make the PCF much more active and effective than it has been to date.

**Grant-making:** Our first half-yearly grant application period will begin on December 1. A comprehensive awareness campaign will be launched six weeks earlier in order to spread the word. An essential part of this will be a meeting that we hope to organise with the Kamnan-Phu Yai Baan Association, which groups all the island's village chiefs, so that we can explain who we are, what we do, and what their communities must do in order to apply for funds.

We will also be calling on the media to assist in spreading the word. We will be talking to government officials, teachers, community and business organisations.

We have drawn up a list of questions for the Grant Committee to ask themselves when considering applications, as well as a four-page document for grant applications (see Appendix A) that includes notes for the applicant, a two-page application form and a "contract" that will be signed by successful applicants.

We are also considering launching the Donor Club on the back of the Rubber Duck Race, with "owners" of ducks also receiving membership of the club and being given votes in the grant-making, perhaps this year or possibly in the June/July period next year.

**Social Mapping:** We have now received the initial report from our Social Mapping exercise, funded by the GFCF, carried out by Phattanasak Consultant Team of Bangkok. We have asked for further questions to be addressed in greater depth. When we are satisfied, the entire report will be published (in Thai) for anyone to use.

## PHUKET COMMUNITY FOUNDATION DETAILS AND CONTACTS

The Phuket Community Foundation is a Thai-registered charitable organization, Registration No.PG48.  
Postal Address: c/o Millennium Graphics, 22/14 Moo 5, Chalermprakiat Ror IX Rd, Tambon Wichit, Amphur Muang, Phuket 83000.

Telephone: +66 8 4442 8044

Email addresses:

Director: [director@phuketcharity.org](mailto:director@phuketcharity.org)

President: [pres@phuketcharity.org](mailto:pres@phuketcharity.org)

General inquiries: [talk-to-us@phuketcharity.org](mailto:talk-to-us@phuketcharity.org)

Press inquiries: [press@phuketcharity.org](mailto:press@phuketcharity.org)

Website: [www.phuketcharity.org](http://www.phuketcharity.org)



**The Phuket Community Foundation  
thanks the following individuals and organisations  
for their magnificent support:**

Wings/Global Fund for Community Foundations  
Van Leer Group Foundation  
Rockefeller Foundation  
Synergos  
Jennifer Sticher Foundation  
Phuket Direct Fund Association  
Jamras Pitikulsathit  
Niyom Tassaneetipagorn  
Thanit Rattanakamchai  
The Phuket Gazette  
Andy & Julie Street:  
Paul Moorhouse  
Wisarn & Tassanee Tanparn  
Supanee Tansiroj  
Asst Prof Pranee Sakulpipatana  
Boriwat Pinpradab  
Alasdair Forbes  
Chaiyos Pinpradab  
Sarah Finnegan and Barry Murphy  
Khun Adul  
BlueDzine  
Bamrung Sampaorat  
Millennium Graphics  
Paul Hurlow, Drumwell HK  
Primary students at British International School  
Dr Ong Tat Lien (Penang)  
WBC  
Kluay (Bangkok)  
Anton Koudriavtsev  
The Books  
Crew of the USS Boxer  
Students of the Phuket Technical College  
Phuket motorcycle dealers  
Dr. Patreeya, Dr. Wanmata and Phuket International Hospital  
Aj. Apinan Totnakasem

