

# PART TWO

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## The Cases

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# Case 1

## The Siam Society

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### History

The Siam Society was founded under Royal Patronage in 1904 with the objective of promoting and encouraging the arts and sciences in Thailand (which was then known as Siam) and in neighboring countries. Both foreigners and Thais participated in the inaugural meeting of the Society held in Bangkok at the Oriental Hotel on February 26, 1904. Hamilton King, an American minister, acted as chairman. Others present included Phya Prajakich, Phya Phaisan (two well-known noblemen) and W. R. Bechette. Bechette was elected the first president and Dr. O. Frankfurter was the first honorary secretary. In its early years, the Society received both encouragement and support from King Rama VI, who was then Crown Prince, and his uncle Prince Damrong. Chao Phya Bhasakarawongse, the most influential nobleman at the time, was made an honorary member of the Society in recognition of his distinguished scholarship in the literary field and his willingness to place his extensive collection of books at the disposal of the Society members.

During its initial year, the Society was able to attract 134 members. The annual membership fee was 20 baht. Each member received the Society's annual publica-

tion, the *Journal of Siam Society* (JSS), considered Thailand's first academic journal. The mission of the Society was clearly stated by Dr. Frankfurter in the first issue of JSS: "...Everyone who has tried to go deeper into questions connected with the history, literature, science, art or economic conditions of Siam, has seen his path hampered. It is the foremost aim of this Society to smooth the way, by the publication of our journal and by the discussions in our meetings to furnish everyone with the material on which to base his conclusion. I consider that we are the workmen to collect the materials on which the master builders may at some future day erect the edifice, in the shape of an encyclopedic work on Siam."

From this mission, the Society developed into a full academic society. The year 1921 marked its maturity. In this year, the following study sections were established: technology and fine arts; sociology; physical anthropology; archaeology; history, literature and comparative philosophy; agriculture; transport and travel, etc. These sections not only encouraged specialized studies and research, but also enabled members with common interests to engage in continuing scholastic dialogue.

In 1929 the Society's members agreed to celebrate its 25th anniversary by build-

ing a permanent headquarters. The “real” fund raising campaign then began. During the next few years, building funds were raised with generous contributions from royalty. His Majesty King Rama VII graciously donated 500 baht. The Society put on a Ramayana Mask Show that generated 558 baht. Membership fees were raised from 20 to 25 baht. By the end of that year, the Society had accumulated 29,956 baht. All the money was used for the new building. In 1931, A. E. Nana generously donated a piece of land on Asoke Road that became the location of the present-day Siam Society. The estimated cost of the master plan was 23,000 baht. The members, few in number at that time, approved the plan since the Society’s savings exceeded the cost.

However, when the construction was underway, the budget required increased to 31,000 baht. Fund raising, as a result, was urgently needed. Records kept in the Society’s archives inform us that the extra amount was raised quickly. Members, organizations, and businesses interested in the Society’s academic activities were quick to donate money. The building was completed and the inauguration took place on February 28, 1933.

## The Members

Siam Society consists of various types of members, each with a distinct status and different rights.

At the apex of the pyramid stand honorary members, few in number. At

present, there are eight. His Majesty the King is the Society’s patron, Her Majesty, HRH the Crown Prince, Princess Mahachakri, and Princess Kalayaniwatana, are the vice patrons. The honorary chairperson is Princess Kalayaniwatana assisted by Princess Supataradit and Mom Kopkaew Arpakorn, the honorary vice-chairpersons.

Second to the honorary members are the academicians invited to join the Society. These people come from all fields of studies. They do not pay membership fees and do not get to vote on any matters.

The third type are those who pledge to be lifelong members. They pay a membership fee of 40,000 baht.

The fourth type is the ordinary member who can be individuals as well as large corporations. The membership fee for corporations is 50,000 baht per year. Each member has the right to vote on any matter.

The fifth type is the member via correspondence. These members contact the Society only through correspondence. They exchange books and other documents with each other and with the Society, and do not get involved in the decision making process.

The last type of member is the student who becomes a member to have the right to use the Society’s library. These students pay 500 baht per year. In addition, foreigners are allowed to join the Society by paying a fee of US\$80 per month. The

Society's records show that revenue generated from membership fees have been as high as 2.5 million baht per year.

## The Operation

The Siam Society is run by a board of council, the members of which are elected by the members who have the right to vote. The board consists of a chairperson, a vice chairperson, an executive secretary, an executive librarian, an executive editor for THE JSS journal, a head of the natural science section, and nine other committee members, who have a two-year term.

With its 1,800 members, both Thai and foreigners, the Siam Society remains committed to pursuing its longstanding objectives of researching, gathering, and promoting the arts and sciences of Thailand and its neighboring countries. Among the ongoing activities created in accordance with the mission are:

- ▶ Local and international field trips to study arts, nature and culture
- ▶ Exhibits on the arts and artifacts of different cultures
- ▶ Cultural and musical performances
- ▶ Lectures on different fields by noted experts
- ▶ Seminars, research presentations and discussions by local and international specialists of various fields
- ▶ Study and research projects on the arts, culture and natural history

- ▶ Publication of the *Journal of the Siam Society* (JSS) and the *Natural History Bulletin* (NHB)

## The Funds

All the activities mentioned require a significant sum of money, though much of the work is done on a voluntary basis. Each year, the Society holds over 40 lectures. The keynote speakers demand no honoraria. All are eager to share their knowledge and insights with interested members. In addition to these lectures, the Society also carries out several projects, each of which has its own trust fund. Some of these projects require large funding, since they involve building construction, such as the Chalerm Pra Kiat building to commemorate the 50th anniversary of His Majesty's ascension to the throne. Some projects are exhibits and seminars.

The revenues of the Society come from many sources. The membership fees constitute the Society's permanent restricted funds. In addition to these, the Society earns from space rentals, study tours, publication sales, and donations for different projects (see Appendix A for the list of revenue sources). The money for each project is put in a savings account for that particular project and only the interest is used for its expenses. Provided it has a significant trust fund, each project can support itself on the interest earned from its savings. But major projects are not the Society's only responsibilities.

There are other expenses to be paid. The salary for staff, though very few in number, is significant. The library needs to be well-maintained and updated. A certain amount of money needs to be allocated for book acquisition. As a social unit, the Society must also donate money to other organizations.

## Fund Raising

### *Grant proposals for projects*

Any projects carried out by the Siam Society must be of great value to Thai society and to the nation. The board of council must approve every project. Before any project is publicized, the board and those responsible for it discuss its objectives and details. The contributions of the project must have practical value for Thai society as a whole. The Society has never left any project uncompleted.

The Society uses straightforward, simple, and sincere fund raising strategies. Having existed for so many years, the Society is confident of its reputation and its past successes are emphasized in the fund raising campaigns. According to the Society's chairperson, "Our projects are usually big in nature. Most require a large sum of money. When we submit our proposal to anybody or any organization, we always give clear objectives, details and a budget layout."

With good grant proposals, the Society always manages to solicit money from some sources. Through its members' networking skills, the Society is usually

successful in identifying its potential donors (see Appendix B for the list of major donors to the Chalerm Pra Kiat building). The chairperson stated, "Getting contributions is never too difficult. The key is to have a good and convincing proposal. For example, we pointed out to our donors that an amount of between 20 to 64 million baht is needed for the Chalerm Pra Kiat building. Further, that this amount was not only for the building itself. The amount covered the renovation of the meeting hall, the renovation of the old library including reroofing, and the drainage in the garden for anti-flooding. Once a proposal is approved we send it out to our members and any potential donors. The reply is usually positive. Some even lead us to more sources."

Though the Society realizes that donors have always been supportive, it never takes anything for granted. In the current economic hard times, donors do not donate money blindly. They need to see their money being used wisely. In winning the donors' attention and generosity, the Society needs to show its appreciation towards its donors. The chairperson said, "One thing which must be done is to show appreciation to those who support the projects. Every name is mentioned in our newsletter and meeting. Showing how much they are appreciated makes people want to give more."

### *Raising funds for the future*

Money for minor expenses are sometimes more difficult to obtain than money

for big projects. Minor expenses add up to a large amount (see Appendix C for the list of expenses). The Society takes creative initiatives in raising funds. Its council and staff actively contribute ideas and perspectives. The Society now reaches the public through channels such as the internet that it never used before.

“While it is true that finding money for our projects is not a difficult task to do, the Society has other expenses. Many things have maintenance costs. Our library, our museum, our exhibits, even our office, need to be well-maintained. It has become more expensive for us to operate and we have to take into account the fact that it is more expensive for our professional staff to maintain themselves and their families. We have to think differently. Fund raising must be done continually and more vigorously, not simply for special occasions. We have to prepare a realistic and reliable budget projection so that we can continue into our second century.”

When preparing its budget and fund raising strategies, the Siam Society always thinks big. The council members realize that if the Society is to maintain its reputation and continue its role as the leader of Thai culture promotion, a large amount of money is needed. It is therefore essential that a realistic and reliable strategic plan be set so as to enable the Society to know how much money it needs to raise and to keep everything within the budget. Specific funds are set up for specific sets of maintenance expenses. These funds include:

- ▶ The Centennial Endowment Funds (the target amount of 100 million baht is for administrative expenses)
- ▶ The Centennial Library Fund (the target amount of 30 million baht is for book conservation and library expansion)
- ▶ The Ruan Kham Thieng Museum Fund (the target amount of 10 million Baht is for maintaining, expanding, and promoting the museum)

## Sources for Funding

### *Membership fees*

As each type of membership brings in money, more members mean more income. The Society partly relies on this source for its viability. It aims at maintaining existing membership numbers plus 15 new members per month. Since the membership fee for corporate members is 50,000 baht per year, the Society has set the goal of recruiting two corporate members a month. The Siam Society has members who are very influential in all walks of life. Its ordinary members include the American Alumni Association, IBM Thailand, Alcatel Thailand, Baker and McKenzie, Booz Allen and Hamilton Int., Inc., Christiani Nielsen Thailand, Bank of Asia, etc. (see Appendix D for the list of corporate members). These members, in addition to participating in the Society's activities, are also major donors. The members also dedicate their efforts to expanding individual membership. The Society shows its appreciation for cur-

rent members who bring in new members by having their names and the number of their recruits printed in the Society's newsletter. In the 1997 newsletter, 10 existing members were able to bring in 31 new members. At a membership fee of 40,000 baht per person, the amount of money the Society received was significant. The entire staff and members of the Society campaign actively to raise the number of members each year. The numbers so far have been impressive. The board of council itself consists of honorary members who are royalty and elite. These people become very effective tools for raising funds since Thai people have a tradition of donating money to the royal family.

In addition to monetary contributions, the Society accepts contributions in kind from people. Among the most valuable gifts was a 150-year-old traditional Thai house (Ruan Kham Thieng) which was given by the Nimanahaeminda family. This house was made into a museum of ethnology and the public can enjoy it at a very low admission fee. People have donated rare books, microfilms and artifacts to the museum. Equipment such as slide projectors, microfilm projectors, etc., have also come from donors.

#### *International organizations*

Other than donors in Thailand, the Siam Society also welcomes help from international organizations. For large projects that require large amounts of

funding, international organizations are usually approached. When Ruan Kham Thieng was given, the Society approached the Asia Foundation for help to turn it into a museum of ethnology of Northern Thai culture. The Asia Foundation gave 100,000 baht and the Rockefeller Foundation provided an additional US\$20,000 to complete the project. Other international foundations who have unflinchingly supported the Society are the Ford Foundation and many big companies in Denmark. The Ford Foundation gave US\$25,000 to the Siam Society Research Center to support anthropological research. This same project also received US\$43,000 from the Royal Embassy of Denmark which solicited contributions from different companies and organizations in Denmark. UNESCO and the Carlsberg Foundation of Denmark have also contributed significantly to the Society's library renovation project. The chairperson said, "We have maintained good relationships with international organizations. They know of our integrity. We never do things for commercial purposes. All is done from our wish to add to the body of knowledge in different fields."

#### *The shops*

In addition to its office building, museum, and exhibition hall, the Society has its own consignment shop named Nagi. This shop is the Publications and Gift Shop of the Siam Society. The Society set shop guidelines. A quality committee was

established to examine consignment items and ensure that they are up to the standard expected of the shop. For inventory cards, sellers are required to provide all relevant information and that the pieces to be sold are of good quality. Upon sale of goods, 20 percent is deducted as consignment fee. The Society also imposes a restriction on the sale of certain items. For instance, no Buddha images of any kind are to be sold in the shop (see Appendix E for the shop guidelines). In addition to consignment items, customers (members and non-members) can expect to find different kinds of books. The Society's own publications as well as new and used books are sold here. Many of the books are ordered from different publishers while expatriates living in Thailand donate other books. These donated books are occasionally auctioned out to the public since some of them are rare books.

In addition to its own shop, the Society rents out space to a private gift shop. Similar guidelines as to what can and cannot be sold are imposed on this gift shop but the Society has no authority in terms of financial management. In addition to renting space to the gift shop, the Society rents out space and facilities for special events such as seminars, conferences, exhibits, and so on. Rental rates are not clearly stated but the 1998 statement of revenue reported that income from space rental (including rent from the gift shop) was 954,826 baht.

### *Study tours*

The Society's study tours are very popular with the public. Every year the Society organizes several study tours. Between July 1998 to June 1999, thirty study tours were organized. Leading each tour is a guest leader who is expert on the topic of the tour. Some of the leaders are university professors while some are members of the upper class. When planning each study tour, the Society has a clear proposal. It takes into consideration the knowledge to be gained by the participants in the tour as well as the revenue it will generate. Many are interested in these study tours and the Society has never had to put much effort into advertising them. Participants have indicated that they gained knowledge from the experts leading the tour and also that they appreciated the opportunity to meet a lot of influential people who went on the same tour (see Appendix F for the list of the study tours and guest leaders). In 1998-1999, study tours generated a net income of 8,877,427 baht. The chairperson reported, "We have tried to make our study tours as educational as they can be. We certainly do not want them to be too commercial. We have a proposal for each study tour in which the objectives are stated clearly. For local study tours, we do not want to make outrageous profits. Some of them did not even make a profit. If it breaks even, we usually do it."

The Siam Society enjoys support from the upper echelons of Thai society as evidenced by donations both in cash

and in kind. It has a large staff and a lot of fixed expenses. Hence, prudent financial management and ongoing fund raising activities are very important. The study tours are considered special services to its members. Members and the public believe that going to places with the Siam Society is a special experience as it provides cultural lessons and experienced learned tour leaders. The company in each tour is usually pleasant because it is a gathering of like-minded persons. The Siam Society strives to keep these tours a special feature to serve its members. In Monita Sinhakovin's words: "Our tours aim to provide quality and satisfaction to our members and friends. However, good management and good planning will help the tours earn income for the Society as well."

In recent years, the study tour has been carefully organized to make sure that it at least breaks even.

Since the objective is to enhance cultural appreciation of Thailand and its neighboring countries, most tours sites are in Thailand and surrounding countries. Tours outside the immediate region are justified for the historical interconnections between that culture area and the South-east Asian region.

In the last few years, the Society has contracted travel agencies to manage the tour. They are carefully chosen and evaluated. The tour leaders and other knowledgeable advisers plan the itineraries and activities but leave the mundane aspects of hotel reservations, tickets, logistics, etc.

to the travel agencies.

Even though some tours do not yield income for the Society, they are perceived as a public service to the members. There is comfort in knowing that certain tours generate good income to compensate for those that do not bring in income to the Society. On average, there are three tours to a month or a total of 36 tours per year. Income from study tours is a dependable source of revenue for the Siam Society.

### *The publications*

The Siam Society puts out two major journals each year. Individuals and organizations can subscribe to these journals. Members of the Society receive two journals annually. The revenue generated by the journals was 637,143 baht in 1998. In addition to these regular journals, the Society puts out several books to commemorate different occasions. These publications do not bring in a large sum of money, but the Society views them as a noble endeavor. For example, the book to commemorate the Society's 60th anniversary made a profit of only 24,314 baht (see Appendix G for list the of publications.)

### **Into the Second Century**

Like any other organization, the Siam Society is facing economic hard times. Though it has never really encountered serious financial difficulty, the Society is always prepared. Its board of council and

members conducted an assessment of the Society's financial situation. This is an essential step in maintaining its original mission and adapting itself to current circumstances. With its commitment to foster an academic atmosphere and promote knowledge about Thailand and Thai culture, together with its constructive activities, the Society never lacks support. The chairperson concluded, "We take it as our responsibility to protect, promote and preserve all aspects of our culture. If academics like us do not do this, who will? A lot of people criticize the Society as belonging to only the upper class. They feel uncomfortable joining us. But our intention is not to recruit only wealthy mem-

bers. Membership is based on academic interest. We focus on knowledge which gives rise to friendship and understanding. But if our members happen to be wealthy and able to support the Society so that our mission is accomplished, we cannot hesitate to make the best out of the situation. Soliciting contributions is never too difficult."

With dynamic leadership, strong support from its board and a fourth of its membership active, the Siam Society strives towards a bright future, because it occupies a unique position and fills a niche for the cultural enhancement of expatriates and Thais. ■

# Case 2

## Population & Community Development Association

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DR. SUPAMAS SETHAPONGKUL

### Preface

In the past two decades, many philanthropic organizations, large and small, were established based on social sentiments. Many of these organizations were not able to achieve all of their goals due to lack of funding and some, finally, ceased their operations. PDA is one organization that has survived and prospered for 27 years. From a small organization with only 10 officials, PDA has grown into an organization of over 300 officials, not including the 250 who work in companies owned by the PDA.

Funding for PDA projects come from about 200 organizations from the public and private sectors in Thailand as well as from other countries. The International Planned Parenthood Federation (IPPF) gave PDA the original fund of US\$200,000 to implement the Community Based Family Planning Services Program. At present, funding from Thailand alone amounts to 80 million baht. Many philanthropic organizations, both in and outside Thailand, have visited and sought advice from PDA regarding fund raising and fund management.

### History

Mechai Viravaidya founded PDA on May 20, 1974 as the Office of the Community Based Family Planning. Its mission was to assist the government in handling the country's rapid population growth, which was considered one of the factors inhibiting the country's development. In the beginning, the office used volunteers and mobile units to educate the public on family planning. The units also gave advice and distributed birth control devices to people. Later, other public health and development activities were added. The Office of the Community Based Family Planning Services was then given the status of a Public Health Care Organization by the Ministry of Finance on June 21, 1984.

### Objectives

PDA has the following objectives:

1. To educate the public about family planning and enable people in all communities to have convenient access to family planning knowledge and services, to help the country promote family planning so that the rapid rate of population growth can be reduced.

2. To encourage communities to initiate and take part in community development.
3. To assist the government in development work so as to improve people's way of life, their health, and the environment in which they live.
4. To function as a communication center where people can exchange knowledge and ideas on population studies, family planning, and community development.

### PDA's Activities

PDA's major activities fall into five categories:

1. Activities involving family planning and health care services. These types of activities utilize community volunteers and mobile units to educate and advise people on family planning as well as to distribute birth control devices.
2. Activities and projects intended to encourage the business sector to be involved in rural development. Rural communities are assisted by businesses in areas such as skills development, product development, job training, bookkeeping, and local product marketing.
3. Activities and projects concerned with environmental and water resources development to encourage people to plant trees and to protect natural resources. In addition,

programs of this sort aim to create awareness of environmental issues among youth groups. Water resource programs help people build water reservoirs so that there is adequate water supply for consumption and agriculture.

4. Works on training and educational development are carried out to keep government units, the private sector, and interested people in and outside the country informed about PDA's experience and its activities.
5. Works on promoting democracy are carried out to encourage people to involve themselves in community development.

These five types of activities generated many projects:

1. Community Environment Conservation and Education Project
2. Artisan Water Project
3. Reforestation Project
4. PTT Village Development Project
5. Water Resources Development Project
6. Business For Society Project
7. Nike Village Development Project
8. Community Democracy Development Project
9. Education and Youth Development Project
10. James Clark's Scholarship Project

## 11. AIDS Prevention Project

### Funding

PDA receives funds from five major sources:

#### 1. International Organizations

The fund raising responsibility basically falls on Mechai Viravaidya who is currently both the chairperson and president of PDA. To acquire funds from these organizations, PDA submits proposals. According to Viravaidya, “NGOs in our country mostly wait for people to knock on their heads to ask, ‘Do you need money?’ We have to look at the world to see what is going on and what people think. Simply put, we need to look at the market of donors. We need to see what the donors think. I have to look at many things. The sources are books on philanthropy.”

Thanothai Sukthit, the vice-president, added, “We never ask people for sympathy. What we have done so far is to show people what ideas we have. We sell our ideas. We tell them we will do such and such. The president (Viravaidya) has never been told to do this and that by anybody.”

At the beginning, most funds came from international organizations. Nowadays, money from these sources has decreased significantly because the donors are more interested in giving money to more underdeveloped countries rather than to Thailand. Tavatchai Traitongyoo (senior vice-president) stated: “Donor

agencies all think that we are rich and the money should be spent on helping Cambodia, Burma, and others. And the number of NGOs in Thailand has increased. Some of our projects such as the family planning project have been well established. Our association also has prospered. Some donors therefore think that we can do it on our own and they give us little money for program maintenance. These days most funds come from sources inside Thailand and from our businesses.”

Viravaidya said: “If people want to donate, we gladly accept. In the meantime, we keep on improving ourselves. The amount of money that we get from private companies, for example, exceeds the amount given by USAID. Those who used to bring in 60 to 70 percent of our income now bring in only 30 percent.”

The finance manager added: “We elicit money via projects. Donors do not like giving money for management expenses, such as personnel salaries. They want PDA to pay for personnel. When the economy is not good, the money donated decreases. The number of donors also decreases. For example, the Konrad Adenauer Foundation which has always patronized PDA will continue to fund only for three more years. We used to receive 7 to 8 million baht a year. Now they give only four million baht, and the amount will decrease further. There are 12 people working in these projects. In the next three years, we will have to find money to pay the salaries of these people.”

German Agro Action funded PDA for

twenty years and, because of the economic crisis, it agreed to extend sponsorship to the year 2003.

## 2. Local Organizations

When Viravaidya was deputy minister of the Ministry of Industry during General Prem Tinsulanon's administration, he decided to involve the business sector in rural development, especially by giving business skill training to people and providing market opportunities. Viravaidya believed the business sector should give something back to society.

During General Prem's administration, Thailand grew so rapidly that it was named one of the newly industrialized countries of Asia. International organizations reduced their funding. Bringing in the business sector was one of the strategies used to enable PDA to rely on itself rather than on international agencies.

In 1989, PDA drafted a permanent plan to bring the business sector into rural development. Later, PDA created the Business for Society Project. Presently, this project receives cooperation from the Department of Industrial Promotion and many companies. Each renders financial support as well as helps in bringing industries to rural areas. The details of projects are as follows:

### ► The Business for Social Development Projects

In the years 1989–2000, 136 businesses joined in 265 projects. Support in the year 2000 came from the following business organizations:

Companies	Amount (Baht)
PTT	33,000,000
Petroleum Survey and Production of Thailand	4,000,000
East Water Resources Development and Management Co., Ltd.	3,000,000
Lam Sung (Thailand)	1,500,000
Nike Thailand	1,580,000
Esso Thailand	610,000
Philip Morris, Thailand	335,227
Organizations which provide educational scholarships (East Water Resources Development @ 1,500,000; The Ministry of Public Health @ 300,000; Sri Ayuthaya Insurance @ 245,000)	2,045,000
<b>Total</b>	<b>46,070,227</b>

table 2.1

### ► The Rural Industry Promotion Projects

In 1994, Viravaidya invited Chaiwat Sinsuwong, then Minister of Industry, and Manoon Leophairoj, the Director of the Department of Industrial Promotion, to the Nangrong Development Center. The visit resulted in the founding of the Rural Industry Promotion Project. The project was created to support philanthropic and private organizations in bringing business to rural areas. The plan was included in the Eighth National Development Plan which covers the period from 1997 to 2001. As a result, these projects received a significant sum of money from the Department of Industrial Promotion. In the year 2000, there were 65 projects and 60 factories. The total amount of money received was 13.5 million baht.

### 3. PDA Income Generating Activities

PDA also raises funds through its activities. However, these activities are not business-oriented. People receive services from PDA at cost. Some of the activities that generate modest incomes are:

#### ▶ Family Planning Service

PDA has volunteers in different villages who provided family planning services. Condoms and birth control pills were sold at a low price. For vasectomies, PDA receives funding from the Ministry of Public Health at 1,500 baht per person. In the year 2000, the total vasectomy fund was 2 million baht.

#### ▶ Physical Check-up Service

PDA provides annual physical checkups at selected schools and factories. The types of physical checkups provided were general checkups, chest x-rays, blood tests, urine tests and parasite tests.

#### ▶ Educational Development Training Service

– PDA offers international courses that have attracted people from many countries. The tuition ranges from US\$1,400-2,100 per course. In the year 2000, six courses were offered. In attendance were 75 people from eleven countries. PDA also organized study tours for 137 people from eleven countries.

– PDA undertakes research and accreditation for other organizations. In the year 2000, PDA's research section received 1,750,000 baht to do three research projects for a few state enterprises and gov-

ernment organizations. The head of the research department said: "We raise funds on our own. These days many people know that we earn income by doing research. They hire us to do research for them. Sometimes we get our projects from seminars we attend. We tell people that we can be hired to do research."

### 4. PDA Companies and its Subsidiaries

Viravaidya wants to create an NGO that is an income generating unit, so that working for an NGO can become a profession, not just volunteer work. Many people still have the old idea that NGOs or philanthropic organizations rely solely on volunteer work with no monetary compensation. This makes it difficult for NGOs to attract competent staff. Viravaidya sees this problem and wants PDA staff to have stability, good benefits, and be able to advance in their profession.

Many donors also impose constraints such as a prohibition on purchasing land, vehicles, buildings, etc. In doing business, the items mentioned are important. By leasing them, PDA did not have anything of its own. Viravaidya therefore decided to set up the Population Development Company so that certain activities prohibited by donors could be carried out. The company made it easier for PDA to do things such as purchasing certain materials. The company, not PDA, did the purchasing. The company started out as a health clinic on Phatphong Road. In addition to treating illness, it provides family planning consultation. Sutha

Chatchawalwong, one of the company's board members, said: "With interest-free loans from the International Pregnancy Advisory Services (IPAS), we did not have to make any payments during the first year. In the second year, we started paying back and did so on time. After the company was formed (Oct 15, 2542), we took over the condom market. Now, we've stopped selling them because people accused us of doing AIDS campaigns to boost our condom sales. In addition to condom sales, the company runs C and C (Cababages and Condom) Restaurant, which is very popular among Thais and foreigners. This restaurant brings in seven-figure revenues each year."

Income generated by the company pay the salaries of high-ranking staff, because many international donors cut off the funding that paid these salaries. PDA needs the money from the company. Viravaidya said: "If NGOs were beggars, and we just kept on begging, there would be no chance to grow. Nobody can grow as a beggar. It might have been possible once, 25 years ago or more, but no longer. We now have two wings, the NGO wing and the company wing. Our companies do business and bring in money to our NGO. This way we are our own donor. For example, our restaurant earns income. The profit made (after paying tax) is used in our NGO. The restaurant is a business entity. We stated it clearly in our business registration that 'the profit is to be used for business expansion and for NGO activities. It will not be given to sharehold-

ers.' This way we can support ourselves. This building came from our companies. No donor would want to pay for it. We do fund raising but the donors are changing. International donors change because of the social, political, and economic climate both in and outside Thailand. If NGOs want to survive, they have to rely on themselves. They cannot keep on begging. No donor wants to have to keep giving for a hundred years. The average funding period is five years. We have 60 to 70 donors, two of which have given us money for 20 years. The rest give for an average of five years. Giving behavior changes, or companies which donate change their management. The new management might be interested in something else. We have to be prepared for this. It is like ice. It is nice and cool, but it melts."

Viravaidya added: "I oversee both. We have two separate teams. One is a business team, the other is a development team. One team raises money, the other utilizes it. It is like the Ministry of Finance and the Ministry of Agriculture. The agricultural ministry will do research and the finance ministry does fund raising. Suppose that the NIDA Association owned Shin Corp., money made by Shin Corp. could be used for many activities. Therefore, NGOs need to have two legs. With only one leg, you limp. One leg is used to develop human resources, and the other is used to bring in money as well as help the poor do business. But it should not aim at maximizing profit, just optimizing profit because NGOs can do business. It is

not against the law to do so. When working with the poor, we need to do business for them. For instance, we can buy fertilizer and sell it to them at low cost. Buying their products to sell in the market is a business which NGOs are not allowed to do, but companies can do it.”

In addition, PDA also has 15 other subsidiary companies. Most of them are located at PDA’s provincial centers. These companies lease buildings and land. They rent out space to companies or factories that join PDA projects. The profit generated is kept in a savings account and PDA uses the amount for activities. One of these companies is Nangrong Pattana Co., Ltd. in Nangrong District, Buriram, which runs a restaurant and space rental business. This company also joined Bangkok Rubber, a private company, in manufacturing sports shoe parts. It turned its old chicken farm into a plant.

#### 5. Different Kinds of Fund Raising Activities

PDA set up a small working unit responsible for fund raising both in and outside Thailand. Among the fund raising activities of this unit were selling Buddha amulets, setting up donation boxes, organizing marathons, etc. Some of the funds generated were used for rural development and AIDS campaign projects. The remainder provided educational scholarships for children of AIDS patients. To raise funds abroad, PDA established an organization specifically to elicit funds outside Thailand. Viravaidya said: “We registered our own organization in the US

because Americans always need receipts when they donate money. Donations outside the US are not tax deductible. So, we set up PDA in the US. It is a legitimate organization. We raise funds there and send the money back to Thailand. This type of fund raising is not too effective. More needs to be done to improve its effectiveness.”

#### The 2001 Fiscal Budget

PDA estimated that it must raise 84,298,900 baht to meet its 2001 expenses from the organization’s projects and services. PDA’s income can be seen in Table 2.2.

As for the expenses, PDA estimated its 2001 expenses in Table 2.3.

#### Leadership

PDA’s executives agreed that Mechai Viravaidya’s charisma is the main factor contributing to PDA’s success in fund raising. They unanimously agreed that he is devoted, honest, friendly, creative, and courageous. Tavatchai Traitongyoo, one of the executives, said, “Mr. Mechai is very well-known because of his work in family planning particularly to campaign the use of condoms. He is tirelessly devoted to his work. Then, the Family Planning Association became widely accepted. ”

When PDA was first founded, the staff had to write a grant proposal on family planning to get support from Planned Parenthood International. They

table 2.2

<b>Income generated by each project</b>		
Projects	Amount	Percent
Logistics	3,773,900	4.5
Village Program	3,720,400	4.4
Urban Health Program	4,087,000	4.8
Rural Development Program	53,028,600	74.8
Fund Raising Program	7,760,000	9.2
Research Evaluation and Information	1,959,000	2.3
<b>Income generated by services</b>		
Projects	Amount	Percent
Pill	4,633,600	5.5
Condoms	35,800	0.1
Other methods	2,000,000	2.4
Promotion Materials	264,000	0.3
Grant from other Projects	32,596,500	38.6
Donation from Donors	37,192,200	44.1
Other Donations	7,577,000	9.1
<b>Total</b>	<b>84,298,900</b>	<b>100</b>

table 2.3

<b>Expenses for each project</b>		
Projects	Amount	Percent
Logistics	13,177,600	15.7
Village Program	3,026,000	3.6
Urban Health Program	2,902,500	3.4
Rural Development Program	57,294,100	68.1
Fund Raising Program	1,367,100	1.6
Research Evaluation and Information	5,975,600	7.1
Fixed Assets	400,000	0.5
<b>Total</b>	<b>84,298,900</b>	<b>100</b>

had to gather information, solicit ideas, and synthesize everything into a well-written proposal. Some recalled: “Mr. Mechai spent seven days and nights writing the proposal all by himself. He did not go home. He practically lived in the office, then went to New York to present his proposal.”

When the staff had to go upcountry to work, Viravaidya would go along. He

would speak at the volunteer training session. He went everywhere, even to remote underdeveloped areas. One staff member said: “When we gave training to volunteers, Mr. Mechai would do it all by himself. I still remember when we went to the northeast. We had to stay in a small wooded hotel in a village. The rent was only 30 baht per night. Mr. Mechai stayed there with us too. We returned to Bangkok

after the training was done and went to the south. On that trip we had to take the boat and sleep on it.”

## Characteristics of Projects

PDA has a work-group responsible for writing project proposals. PDA proposes to different donors projects with the following characteristics:

1. Projects should be essential. Mechai Viravaidya said, “Projects which can persuade donors to approve their budget must be currently needed in the society.” For example, in 1987, Mechai Viravaidya became famous again. He was the first one to publicly declare that Thailand was in danger of an AIDS epidemic. Because of his declaration, society woke up and paid attention to the AIDS problem. He said, “If we do not accept the fact of AIDS, it will be widespread throughout this country. But if we accept it, there is a chance to fight against AIDS.” Mechai’s action showed that he was not afraid to face the criticism of society, including the government and official authorities, especially in the tourism industry. He added, “It should be clear that Thailand is promoting tourism, not sex tours. Tourism is not sex tourism.” Because of him, the campaign against AIDS succeeded. Since 1989 PDA has received funds from many foreign organizations to support more than 30 AIDS projects.

2. Projects should be new. Mechai Viravaidya was always creative, with a vivid imagination and an up-to-date outlook. Therefore, he tended to initiate projects before other organizations. The projects were usually different, unconventional, and sometimes challenged the social mainstream. As seen in an interview of a PDA executive, “PDA does not do anything similar to other organizations and the government.” Examples of successful initiatives that influenced society were the Family Planning Project using the community-based system, the campaign against the spread of AIDS, and the Business for Society project.

3. Projects should have good management and operations. Viravaidya said, “Between asking for money to pay people to plant trees and asking for money to motivate people to plant trees and for the money to become a fund for villagers, donors will prefer to donate to the second project, not the first one. This is because the money hasn’t gone elsewhere. It stays in the village’s bank. We have done this kind of project in more than 100 villages.”

PDA emphasizes the following principles of management and operations:

- **Community participation**

Many PDA projects emphasize community participation as PDA believes that an activity would be successful if the com-

munity participated in it right from the beginning. The people must really want the activity and not be forced to accept it. Viravaidya said, "It is like a Boy Scout helping an old woman to cross the street and the woman squirms. The Boy Scout wants to help but the woman squirms because she does not want to cross the street. The Boy Scout wants to do a good deed but he didn't ask the woman if she wanted help or not. The help should be given when it is needed and desired."

Donors must feel that the projects they supported are necessary and involve the willing cooperation of the participants. Many government-initiated projects did not succeed because they did not get the participation of the communities.

◆ **Coordination with other agencies**

Projects emphasize cooperation and coordination with other related agencies, either government or private. "We have never demonstrated against the government, it is not our duty. Our duty is to make the government and people understand each other. Such as the Ministry of Public Health which has consistently cooperated with us, and the Ministry of Industry which financially supports the Rural Industry Development project."

◆ **Strong and independent communities**

Viravaidya's philosophy of development work is not the same as the government's development projects. He emphasizes influencing people to become independent-minded. Recent development projects emphasized making the

community strong. It was the major factor of success in operating projects and activities and led to the rehabilitation and development of communities. When the project or assistance ended, the communities could continue those activities themselves, without any help from outsiders. PDA started projects by setting up a fund for each, such as the Rice Bank Fund, Fertilizer Fund, Medicine and Medical Supplies Fund, and Housewife Fund. The projects taught people to know how to manage funds by themselves, and encouraged them to join together to form a local organization such as a legal farmer cooperative. The cooperative could do a lot of business and could obtain more sources for loans. PDA acted as an adviser, to train and give information to people, to give them advice, funding, and so on.

◆ **Revolving funds**

Viravaidya suggested a "revolving fund" which is a fund made up of payments from villagers for things such as building toilets or cisterns for keeping rain water, among others. He said: "If we use funds to build those things without charging the villagers, they might perceive the projects as worthless and they do not develop independence. Besides, this kind of project provides limited help. Therefore, it is better to charge them, just for material and equipment cost. They have to pay in installments according to their financial capacity. Their money will be revolved in other villages. Now, the revolved funds become the budget for many PDA development centers."

## ► **Public service**

The heart of development work is to make services available to people and communities. They could reach service centers, even in remote rural areas. Viravaidya said in the *Singapore Sunday Times* on May 17, 1977, “The difference between our projects and the government’s is that while people have to go to the government’s public health center to get family planning services, we bring those services directly to the people.

“PDA services are easily accessible. This include the volunteer system to sell birth control pills and condoms, the mobile health services, and even bringing industry to rural areas. Moreover, PDA has numerous operation centers in many provinces, which resulted in PDA representatives in local areas. They made our work flexible and get the villagers’ understanding and trust.”

## ► **Transparency and honesty**

Projects must be subject to audit. Viravaidya said, “We have to let people see whether this method is good or not. Donors need to believe that the donations are used properly and not for any individual’s advantage. We allow accounting firms to strictly and energetically audit our accounts. In this way we will remain trustworthy to donors worldwide.”

Suman Changsiricharoen added: “PDA used to copy all bills for donors. Recently, though, they have permitted us to discontinue doing this. We told them that if they wanted any information, all

they need to do is tell us and we will inform the auditors of their requirements.”

Besides, Changsiricharoen said, the reason PDA could continue to operate was that “PDA property belongs to any individual within PDA or its companies.”

## The Success of Projects

When a project is approved, Viravaidya and his colleagues work with perseverance, diligence, determination and dedication. “Even when facing problems, we will not become discouraged or surrender,” he said. “My work has to see results. We ask others for funds. If someone asks for my money and participation, but he or she does not work hard, who would want to help? We must prove ourselves. Suppose I say I agree with the construction of a dam. I have to clearly explain why the dam is good and provide facts and other supporting data. When I got other’s money to do family planning, nobody objected. People in this society often think that NGOs are all the same. They think of NGOs as foul-mouthed people. When there is criticism, we have to try to improve ourselves.”

Changsiricharoen added: “The PDA proposals tell what we are going to do so that our progress can be audited. For example, German Agro Action had an evaluation trip to audit the projects they supported. When each phase was completed, they had a team from Germany and an independent Thai observer evaluate the project by visiting the villages.

Korean representatives also visited and talked to villagers. They saw the difference between the villages that joined our projects and the ones that did not. We worked tirelessly until our projects were completed.”

In the Family Planning Project, which uses a community-based distribution system, villagers work as volunteers. They learn about family planning so they can advise their neighbors about birth control and condoms. When it began, this kind of project was quite unique in the medical field. Thus, some people resisted it. However, PDA persevered and proved that it could work. As a result, the Ministry of Public Health accepted the usefulness of the community-based distribution system and began using it for many other basic health projects. This led to the foundation of the Village Health Volunteer. Many PDA projects had a major role in improving people's quality of life. The effectiveness of PDA projects made donors trust and believe in PDA. Thus, the funding for other PDA projects became easier.

Another obvious example was the Community Based Integrated Rural Development project in Nangrong District, Buriram. This project was a cooperative effort between the Thai government's Department of Technical and Economic Cooperation and the Canadian government's Canadian International Development Agency (CIDA). They provided 51.7 million baht over five years (1984 to 1989). After the project was finished, it was evaluated by the Institute of Population and

Social Research, Mahidol University. The results showed that the Community-Based Integrated Rural Development project in Nangrong district was really useful for poor people in rural areas. The project was successful in encouraging people to be independent. Thus, CIDA expanded its support for another five years (1990 to 1995) and provided another 91.5 million baht. Now, the project in Nangrong district stands independent. PDA is responsible only for finding money for management and operation costs. This kind of project was expanded to many other areas including 48 districts in 16 provinces.

## PDA Internal Management and Operation

The characteristics of PDA's management are as follows.

### 1. Organizational structure

The structure is clear regarding PDA's activities and duty. “We segment the work groups as customer groups. There is distribution of authority and responsibility in order to make the work flexible and easy to evaluate.” The PDA structure is not different from other business organizations. Besides, PDA has many qualified committee members who are responsible for setting policy, giving advice, approving projects, and doing budgets and the annual balance sheet. There are no more than 20 committee members in one board and the term is only for two years. The next sub-level of management consists of the chairperson, secretary-general, and

president. Mechai Viravaidya has been the PDA chairperson since 1991 and its president since PDA was founded. He took responsibility for PDA's day-to-day management, until the workload became too much for him, and he assigned Tavatchai Traitongyoo, the secretary-general and senior vice-president, to perform many of the duties in his place. Thus, Traitongyoo is responsible for many tasks, such as Office of Director, Account and Finance Bureau, which has been under his responsibility since PDA was founded. Moreover, he also takes care of two operational bureaus—the Rural Development Bureau I and Rural Development Bureau II.

The next sub-level of management consists of three vice-presidents. The first one is Pirojana Sornjitti who has the important role of developing Viravaidya's ideas so that they become valid projects to be proposed to foreign organizations. Because of his high level of education and his fluency in English, he helps Mechai in foreign affair matters. At present, he takes care of the planning group that is responsible for proposing big projects. Moreover, he controls the Asia Population and Community Development Bureau and Rural Development Bureau III, a new work group consisting of the Community Environment Unit and the Womens' Development Division, and the Upcountry Development Units like those in Nangrong, Ban Pai, and Lumplaimart districts in Buriram province.

Praveen Payapripapong is responsible

for fund raising campaigns. Thanothai Sukatid is responsible for the business and industry groups such as the Business for Society Department and the Rural Industry Office.

In addition, Dr. Kavee Chutikun, a senior adviser, takes care of the research and evaluation department and the computer that used to be under Viravaidya's control. He proudly views this department as important because he used to be the leader of the Development Evaluation Division at the Office of the National Economic and Social Development Board. This department monitors and evaluates projects using qualitative and quantitative methods to measure its degree of success. Viravaidya said, "I understand that the donors want to see results. So, although we monitor each project thoroughly, we let outsiders do the project evaluations. Who will trust in our projects if we evaluate them by ourselves? If we did that we would be like the Thai government who always says that all of their projects are good. No one assesses himself. We distinguish between monitoring work and evaluating work. We monitor projects ourselves to improve our working method, whereas we let outsiders evaluate our projects.

## 2. Strong Staff

No matter how outstanding the leader might be, if there is no strong, responsible and honest staff group, PDA would not have been able to achieve what it has. Mechai Viravaidya, considering this

fact, said, “It’s a team effort. For example, for the award I just received, I did not say ‘I’ got it. I just ‘received’ it on behalf of the staff who worked with me. Whether for the Magsaysay Award or the UN Award, many staff are the recipients. I was the one who formally received those awards. Our work is a team effort. It succeeds because of the efforts of many staff. The team is important. We have to love the team and not overlook it. Do not think I am the knight on a white horse.”

Traitongyoo also said, “Besides having a good leader like Mechai, PDA also has a strong and honest team. PDA executives grow in accordance with their capacity. At the same time, PDA grows rapidly because all benefits stay with PDA.”

PDA is a private organization involved in public health. It has a strong team that has become an example for many other public health organizations. The PDA team has the following unique characteristics:

► **Good teamwork**

Mechai Viravaidya has a close colleague, Tavatchai Tritongyoo. They have been friends since Viravaidya came back to Thailand and worked as a government officer in the Development Evaluation Division, Office of National Economic and Social Development Board. Tavatchai is responsible for PDA’s internal management. He functions like a housewife—taking care of the internal finances and policies. Viravaidya works as the head of the house—taking care of finding financial support. “This couple help each

other.” PDA’s strong teamwork is instrumental in its success.

► **Being honest and loyal to PDA**

Mechai Viravaidya spoke about the principle of working, “We make it clear from the beginning that this is a work of sacrifice. We have to love it. It cannot make us rich. But everyone can earn money. PDA’s salary is higher than government salaries but not as high as that of private companies. Everyone can live his life happily.” Pirojana Sornjitti is another example of a devoted PDA staff: “Formerly I used to work on the 3rd floor, then I moved to the 7th floor. I used the check-in system every Sunday. I checked out on Friday in the evening. I stayed home on Friday and Saturday nights. Later, I had to stop doing this as my health was not good.”

► **Having foreign employees and volunteers**

“Because PDA has to contact foreign organizations, we had to hire foreign employees whose duty was to write or edit proposals, projects, reports and published materials in English. Moreover, PDA also has foreign volunteers. Some do field work and coordinate with donors and visitors, some do English paperwork, etc.”

## Funding Plan in the Future

Although PDA is successful financially, getting funding is still a concern. The organization brings in revenue by doing business. In the future,

it needs to expand its business activities. As Tavatchai Tritongyoo reported in an interview: “Now, our restaurants can make as much money as our clinics. For example, one restaurant in Chiang Rai can make a profit, while others at Vieng Pa Poi and Nong Rong can at least support themselves. In the future, the restaurant business will become our area of expertise. We think we can expand this business. We opened a Thai restaurant in Romania with a partner. At first, the restaurant did not

use our name, ‘Cabbages and Condoms,’ because Romania is a socialist country and quite conservative. We sent some cooks and chefs to manage the restaurant. Romania pays them salaries and gives PDA two percent of the gross income. In Sydney, we are still in the agreement process but we already have a partner. In the USA, we are still in the setting up process. We will bring in our experience in the other countries to make it better.” ■

## Case 3

### Raks Thai Foundation

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DR. SUJITRA THANANUN

The Raks Thai Foundation officially came into existence on August 15, 1998 when the National Cultural Commission granted it legal status as a foundation. Raks Thai Foundation, however, is not an entirely new organization; before the Foundation was formalized, its forerunner was CARE Thailand. As a subsidiary of CARE International, a large and well-known international NGO, CARE Thailand had about 20 years of experience working in different areas of development in Thailand. Funding for CARE Thailand was generally made available through CARE International and CARE USA.

About six to seven years ago, CARE Thailand started to undergo reassessment of its status and future potentials. It had reached a certain level of organizational maturity in terms of its programs, staff development, management skills and know-how, as well as external relations. The challenge then was to take the organization to the next level by transforming it into an independent and autonomous NGO and not a branch or subsidiary of an international or foreign NGO. A concurrent theme then was to not only transform CARE Thailand into an indigenous entity but to make it financially viable and sustainable through its own efforts without having to continually rely on external

(non-Thai sources) funding.

When plans along this line were made, serious discussions and activities were taken to prepare for the indigenization of the organization. The name Raks Thai, which means to “protect and preserve Thai,” was agreed upon. It was seen at the outset that the selection of a strong board was critical to the organization’s successful transformation. The transformation also had to be gradual and non-disruptive. To enable this, both CARE Thailand and the Raks Thai Foundation would co-exist for a period of time, allowing for the transfer of programs, projects, activities and personnel from CARE to the foundation.

The most critical issue identified by all the parties concerned was that the Raks Thai Foundation must learn to raise funds professionally. The CEO of the Raks Thai Foundation sought the advice of the Ford Foundation and CARE USA and was given support by both institutions to hire a person with business skills to focus on raising funds for the organization. Khun Sukich from the business world was hired to undertake this task. Sukich was an architect by training, getting his degree from Chulalongkorn University and MA degree from New York and mini-MBA from Thammasart University. But he did not

practice his profession. Shortly after he returned from the USA, he was persuaded by a relative to join the business world. His dynamic personality and easy interactions with others made him a good candidate as a business executive. He joined a construction materials conglomerate of more than 10 companies. Sukich found that he was quite effective in this field. He represented his company well, gaining the trust and cooperation of his clients through his outgoing and friendly disposition. He also believed that he was effective as a boss. But the good times lasted only until the economic “bubble” burst. His company’s heavy foreign borrowing, which was the industry practice then became a nightmare with the devaluation of the baht. With stagnation in the real estate business, construction materials could not move in the market. The inevitable time came for the employee to depart the company. Sukich was offered a job in one of the conglomerate’s plants in China, but he was reluctant to take it.

While Sukich played golf and enjoyed voluntary early retirement, his wife who was working at the UNICEF as a fund raiser in its greeting cards section, urged him to assist her on a pro bono basis. Khun Sukich was full of ideas, strategies and business plans in helping his wife. She then urged him to apply his ability and talent to socially beneficial work. When she heard of CARE’s plan to recruit a fund raiser, she urged him to apply. She even filled in the application on his behalf. Khun Sukich had an interesting interview

with the CEO of CARE Thailand and was genuinely surprised to be chosen for the job.

Khun Sukich presented to the board of Raks Thai Foundation in 1998 a full range of fund raising activities that he intended to experiment with. The list included activities both known and unfamiliar to the Thai non-profit community. Most NGOs and other civil society organizations in Thailand generally shy away from actively and aggressively seeking public donations; funding tends to come from project activities provided by donor organizations. Hence, writing proposals and negotiating with donor agencies were familiar as they were conventional ways. But raising money from individuals and the public was not frequently resorted to.

Even some members of the board were initially skeptical about the range of activities that Khun Sukich proposed. Some of them were:

- 1) Direct mail
- 2) Donation boxes
- 3) Special events
- 4) Corporate sponsorship
- 5) Media broadcasts
- 6) Telemarketing for fund raising
- 7) Greeting cards and product sales
- 8) Seeking endowment funds
- 9) Use of media personalities for promotion of activities
- 10) Special auctions and donations via

the internet

- 11) Using special projects and special target groups for fund raising, like donation for HIV-AIDS patients or powder milk fund for children with HIV-infected mothers

Initially, it was agreed that the major fund raising activities would be focused in the Bangkok metropolitan area, although Raks Thai has 12 sites or branches throughout Thailand.

The Raks Thai Foundation's goals are both philanthropic and developmental. In addition to assistance to the disadvantaged, the desolate, the poor and the marginalized, it also aims to assist people and communities to learn to help themselves through developmental activities. Its goal is to promote a sustainable environment. Moreover, the foundation seeks to cooperate with other sectors (state and private) in conducting development research and in fostering philanthropic activities that will benefit all parties concerned. The foundation would refrain from political activities.

The foundation's activities include both development work and charitable/assistance work. Hence, it would work with communities and villagers in strengthening their environment, their rights, and their participation in decision making. It would also distribute blankets to the poor in winter, care for HIV-AIDS patients, assist flood victims, and victims of other natural calamities.

The foundation has a good working

relationship with the different agencies of the government both as partners and as contract service providers. It also cooperates with other NGO networks and coalitions in the fight against HIV-AIDS. Of late, Raks Thai Foundation has been partnering with certain corporate members like Starbucks Coffee, DUREX, M-Web, BBDO, EGCO, Caltex, Imax, ABBOT Laboratory, Warner Brothers, Bed&Bath, American Express, etc.

Some of Raks Thai Foundation's donors are:

- AusAID (Australian government)
- CARE International
- JICA-Japanese government
- UNDP
- UNICEF
- WHO
- Ministry of Public Health
- Ministry of Industry
- Ministry of Agriculture and Cooperatives

## Donation Boxes

One of the first experiments with fund raising was to set up donation boxes. Khun Sukich recalled: "The very first set of donation boxes were placed at convenience stores of gas stations in the Bangkok metropolitan area. Outside of Bangkok, we asked some hotels in Chiang Mai to let us try out there as well."

Donation boxes may seem effortless but in reality, Khun Sukich said that they

require some management and monitoring: "It's not where you place the boxes that will matter in terms of the donations that we will get. We must observe the donation pattern of each spot and try to map out an efficient system of collection. To avoid leakage of donation money and to avoid temptation to those who handle the boxes, we tried to design it in such a way that it will not be opened till we get it back to the office."

Khun Sukich mentioned that there were cases of theft of donation boxes, although not at a rate to be alarmed about. The assignment of two collectors as a team was devised to guarantee transparency and accountability. Contrary to the skepticism that since donation boxes appear everywhere, they cannot be a good source of income, Khun Sukich found that there is always room for one more box: "In fact, if one searches diligently and with care and thoroughness, there will always be untapped sites here and there for our boxes."

But a real concern is an efficient management of the collection system. "You would not want to go out of a route to just collect one box as it will not be cost-effective," said Sukich. An annual sum between three to four million baht for Raks Thai now comes from the donation boxes.

Khun Sukich realized that the CARE/Raks Thai staff is composed of wonderful, good-intentioned, conscientious and excellent professionals in development activities. In fact they are so specialized in development work that they would not

fare well as fund raisers, especially working with the private sector. Sukich was permitted to recruit two persons to assist him. One serves as a public relations manager whose main focus is to make the Raks Thai name and activities known as widely as possible.

The second assistant came from an international NGO with fund raising experience. Sukich found his help very useful. Sukich realized that although the Raks Thai staff were friendly and willing to help, they were too busy with their assigned tasks and heavy responsibilities. So Sukich successfully resorted to innovative partnerships with university students and with private companies that lend their employees to assist in short-term campaigns. "Cooperation on ad-hoc basis provided human resources that were much needed in my work," explained Sukich.

It would seem that "innovation" in strategic planning, management and implementation for fund raising is the key word in Sukich's vocabulary and activity. As for the Raks Thai board members, Sukich thinks that the composition has improved. The first board was comprised more of academic and development leaders. The current board has more infusion from the private sector that could be useful to his activities.

Sukich also appreciates certain board members that put him in contact with international civil society resource organizations and with other international level practitioners whom he could work with

and learn from.

Khun Sukich appreciates the Raks Thai CEO and board members' willingness to let him experiment with new ideas and activities.

It is perhaps ironic that Khun Sukich joined Raks Thai and started his campaign to experiment with fund raising at a most inopportune time, which was at the time of the financial crisis in Thailand. Although not deterred by this turn of events, Khun Sukich admitted that all his efforts were made much harder by the economic crisis. "Donations in general seem to have been halved, at the very least," mused Khun Sukich.

Khun Sukich experimented with asking for donations via direct mail whereby requests for donation were sent to individuals and organizations. He faced competition from other groups like World Vision, UNICEF and other well-known foundations. After trying for a while, Khun Sukich decided to suspend this system, at least for a while. "The investment in this method has not paid back yet at its early stage." Because of the economic crisis and the high level of investment (time, effort and money), Raks Thai has decided to suspend direct mail till external forces change for the better.

Undaunted by the economic crisis, Khun Sukich with the support of the Raks Thai management team and the endorsement from its board, strove on with various experiments in fund raising. He contacted business corporations with pa-

tience and persistence. Seemingly unfazed by the cool reception he got from some companies and outright rejection by others, Khun Sukich's efforts yielded success with some companies. Although corporate giving and corporate involvement with Raks Thai are still in the nascent stage, all indications point to a positive outlook because initial contacts have been made and Raks Thai is now "known" to the contacted corporations. Future exchanges and requests will be easier than the initial attempts.

Khun Sukich also experimented with using radio and television programs as to promote the foundation and its activities. The radio programs brought in some money. Likewise, Khun Sukich also tried to organize different kinds of special events like a New Year's Fair, product sale, on-line auction of celebrities' donated personal items and other activities. Each activity/event was meant to be a learning experience and exercise. As fund raising was so new to the Raks Thai Foundation, Khun Sukich's experiments and efforts were put in the proper perspective: a true learning experience. The board did not expect Khun Sukich to immediately raise large sums of money. But the board wished for Khun Sukich to continue trying and learning what types of activities would yield better results and why. Fund raising activities that yielded little result, would be taken out from the list of "future activities." Considering that Khun Sukich is operating under the major constraint of a financial crisis, his effort is highly

commendable. In 1999, he was able to raise a total of 5.43 million baht.

### Future Fund Raising Activities

Sukich believes that Raks Thai should be at the forefront of innovative fund raising ventures. "To think ahead and to do what others have not tried yet will give us an advantage," pronounced Sukich. To this effect, Sukich built a close relationship with M Web, which is a large company. The proposed activity is to hold an art competition by school children on the web to be co-sponsored by the two organizations. To achieve this goal, Sukich has been visiting schools tirelessly to solicit their support by sending their best art pieces to be shown and judged through the web. Financial sponsors will be found for this activity. The names of both Raks Thai Foundation and M Web will be widely known. Eventually, e-commerce with benefits contributed to the foundation may be possible.

Using the internet as a tool for fund raising is a whole area that is still underutilized, so Sukich believes. He is convinced through his research that the future high potential donors in Thai society are the young educated professionals. As such, fund raising must be structured to meet their tastes, requirements, lifestyle and convenience. The internet is an everyday reality and experience of this targeted group. Therefore activities through the internet is appropriate. Sukich is studying to hold

an internet fair which can be accessed 24 hours a day where a corner for the sale of merchandise, services and others could be allocated. The ultimate goal is for all involved to help contribute to the Raks Thai Foundation in the process of their activities and transactions.

Sukich believes that even games played on the web could be a possible fund raising activity, if all players were required to pay a fee.

Furthermore, Sukich is exploring the possibility of doing a magazine on development issues in a soft-sell fashion. It will present, discuss and analyze development issues and problems with interesting examples to educate readers who will hopefully become members of the magazine. This is a longer term aim to persuade and convince the readers to identify with the cause so that they will graduate from readers to participants in promoting development activities. This is especially crucial because most Thai individuals and corporations are still in the "charity" mode which is not exactly the same as giving to development causes. Hence, the educational process will ultimately and hopefully build a corps of loyal supporters.

An organization like the Raks Thai Foundation has a good track record in its development and philanthropic activities. In the foreseeable future, Raks Thai will continue to receive donor funding for its activities. Hence, its immediate survival is not in question or threatened. But taking a long-term view, Raks Thai needs to

be self-reliant and supported by indigenous resources. Having Khun Sukich to experiment with fund raising locally is an important step in preparing itself for the future. ►

## Case 4

### Foundation for the Blind

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DR. KETKANDA JATURONGKACHOK,  
KANOKKAN ANUKANSA

If you mention to most Thai people that somebody is blind, you will probably hear the phrase “*Na Songsarn!*” (What a pity!) Even now, a lot of people still just feel sorry for the blind and think that blind people can only live their lives in dependence on others. Holding any respectable job and earning a regular income are out of the question. Sixty years ago, it would have taken a miracle to convince most Thais that the blind can be taught to read. In 1938, Jeneviv Caulfield, a missionary who was born blind, came to Thailand with a mission to work as a teacher for the blind in Bangkok. Only a few people, such as Dr. Phon Sangsingkeaw and Princess Pindhulekha, realized that blindness did not mean incompetence and that blind people were capable of receiving a normal education and developing skills so that they could live their lives in the same way as people who could see.

#### History

The Foundation for the Blind started as a school for the blind which was opened on January 2, 1938. The two key figures who brought about the establishment of this school were Dr. Phon Sangsingkeaw and Princess Pindhuleka. The first teacher was Jeneviv Caulfield. Being successful at

teaching Her Serene Highness Princess Phaungphaka Disakul, her first blind student, to read Braille, Caulfield's school was established in a small house and gained public support and recognition. On May 10, 1938, the Foundation for the Blind was inaugurated on the school grounds.

Over time, support has come from private citizens, the elite, the royal family and the government. The school was moved to a new location in 1951, and Her Majesty the Queen graciously adopted it as the first foundation under her patronage.

With 138 full-time staff and a good number of volunteers at present, the foundation aims to provide services for the blind population of all nationalities and religions. In terms of education, it has set out to provide both formal and vocational knowledge to enable the blind to independently stand on their own. The foundation also welcomes assistance from the government as well as from local and international organizations. The foundation operates on the principle that to help the blind, giving formal education alone is not adequate. Vocational training must be provided so that the blind can earn a living. This in turn will alleviate the burden on the blind person's family and ultimately on the country.

In addition to the school, the foundation presently has four satellite centers to accommodate the increasing demand for schooling and training. The mission has also branched out to cover services other than just providing formal education. Over the last 60 years, the scope of its activities has expanded. The Bangkok School for the Blind remains a private school where female and male blind students can come for mandatory education from kindergarten to junior high school level. With help from the Ministry of Education, students are taught academic courses, music, choir, physical education, handicrafts and computer skills. They also receive an eye and health checkup annually. As much as possible, the school encourages its students to join regular schools, to go to college, and even to go abroad for advanced education.

In 1959, Lady Samanjai Damrong-phatayakul initiated vocational training centers as she realized that the formal education being given at the school was not enough to enable the blind to make a decent living. They needed vocational skills as well. As a result of her efforts, four satellite centers were established at different times in several parts of Bangkok and in the nearby provinces. With cooperation from the Department of Public Welfare, the Skills Development Center for the Blind in Nonthaburi came into existence in 1963. Its mission was to teach the blind survival skills (safety skills, daily life skills, and personality improvement) and health education. Vocational training given at

this center includes traditional massage, agriculture, housework, cooking, typing, computers, classical and modern music. Only male students ages 15 to 35 are admitted. They must be free of serious illness and contagious diseases.

The second center was established in 1977. The Educational Technology for the Blind Center functions as a resource center for the blind throughout the country. Rather than provide training, this center, which started out as Caulfield Braille Library, produces Braille and audio books. The original Caulfield library is housed at the center's facility. All correspondence and the foundation's quarterly Braille journal *Mitsanit* (Close Friends) come from this center.

In 1982, twenty years after the Skills Development Center for the Blind in Nonthaburi was established, the foundation opened the Sampran Rehabilitation and Training Center for Blind Women. By then, the foundation had realized the need for a female vocational training center. Together with these students, the center accepted blind women in general. Any blind woman from the ages of 16 to 30 could enroll in this school. The training given was in handicrafts.

The last center began its operation in 1994. The Light House for the Blind serves the blind population who have received formal education but cannot find a job. All kinds of training such as carpentry, massage techniques, and operator skills, are offered. This center is special,

however, in that it also operates as a job placement service.

## Administration

The heart of the foundation is the executive board which hires professional managers to run the administrative office and each of the five activity centers. However, the board retains sole authority to make decisions on all matters. It determines what activities the foundation will involve itself in, what fund raising to do and when to do it. All administrative decisions come from the board. The board consists of 28 members, all of whom are high-ranking government officials, members of the royal family, or those well connected with the royalty (see Appendix I for the list of the board members).

Ever since the foundation was first conceived, no board member has received remuneration or compensation of any kind. The time, energy, and money devoted to the foundation comes from their charitable spirit. Should the board feel that it needs advice, an advisory board is available to render consultation. The foundation, with influential board members, has been highly successful in bringing in revenue.

The board exercises its administrative power through the administrative office which is managed by the director who is also a board member. As indicated, a professional manager is appointed to work with a team which includes a bookkeeper, teachers, trainers, social workers, and

other support staff. On average, the board meets once a month. They do meet informally and sometimes the members talk to each other on the phone to discuss, for example, salary raises.

In addition to running the five centers, there are three major tasks which are crucial: monitoring box donations, public relations, and fund raising. Each task is managed and supervised by a chairperson who is also member of the executive board.

## The Need for Fund Raising

"Before, we did not have to do fund raising events. The interest generated by our saving was sufficient. We also received donation. Some donors gave us stocks from which we received dividends," said Khun Nuanchan Boonpojjanasoontorn, director of the administration office.

The Foundation of the Blind is a big organization. Its operation requires over one hundred staff members and many more volunteers. Its expenses are approximately 30 million baht a year. The budget allocated by government, one million baht, is far from adequate. The foundation, as a result, has to rely on its own income to sustain itself. Interests from its 39 million baht saving comprises only about eight percent of the foundation's total revenues. The remainder, about 91 percent comes from donation boxes and donors who give money on a regular basis. This revenue is approximately one million baht a month (see Appendix J for the

foundation's revenues figures).

"Some people donate because they know a blind person or have a blind family member who uses the services of the foundation," Khun Nuanchan explained. Thousands of donors give money regularly. Some send money orders while some personally bring in cash.

"Most normal Thais consider themselves lucky for not being born handicapped. They have sympathy towards the blind. Some make merit by donating money to the foundation instead of going to make merit at the temple. These people come on special occasions such as birthdays or religious holidays," Nuanchan added. A staff member is assigned the task of keeping records of donors. Greeting cards are mailed to them at New Year's. Those who give a large amount will receive a certificate of merit signed by the foundation's president.

But the days when money came pouring in from all sectors are gone. "Looking at our accounts from 1999 to July 2000, our expense came to 10 million baht," said Professor Thongsri Kamphu Na Ayuthaya, the president of the foundation. "The interest rate is very low now and is getting lower. Stocks we own are good for nothing. Getting dividends from them is out of the question," the president added.

The economic crisis which started in 1997 has greatly affected the foundation. The revenue has dropped by 50 percent and the executive board realizes that something needs to be done so that the foun-

dation can stay in operation. They now have to do what was not necessary in the past—conduct fund raising events.

## Raffle Tickets

With fixed expenses waiting to be paid, the foundation had to find quick ways to come up with money. "We could have decided on an art auction. We could ask famous artists for their paintings but that would give us just 20 percent of the profit made," Khun Nuanchan explained. In the midst of the discussion, the idea of raffle tickets came up.

"We tried to solicit monetary contributions from other organizations, but were unsuccessful most of the time. The State Lottery Office, instead of giving money, gave us lottery tickets for the blind to sell," Khun Nuanchan recalled.

The executive board was then quick to see that raffle tickets would allow them to determine how much money they wanted to bring in. Put simply, they only needed to issue the number of tickets required for the expected income.

"We want to earn 10 million baht from the raffle. Therefore, we need to sell 100,000 tickets at 100 baht a ticket. The operational expenses would be about three million baht so we would have a net income of seven million baht," said Khun Nuanchan.

"Would other kinds of events bring in money? Yes, but we cannot easily estimate how much they will bring. We need

to know this because we have fixed expenses that we have to meet,” she stated.

The foundation was tapping into the Thais’ love of gambling. Raffle tickets would sell well.

### Planning for Fund Raising

“Our president has excellent management skills. Other board members bring in their experiences. They know what needs to be done. I myself keep track of what has been done and keep everybody informed. This way they know what has been done and what still needs to be done,” Khun Nuanchan said.

Once the board decided on raffle tickets, the members brainstormed to find ideas as to what to do and agreements were reached among them. Questions began to pop up. What were the prizes? Who would sell the tickets? When would the draw take place? Did it need to be a big event? How could the whole thing be advertised? Would the public trust us? The answers to all of these were summarized into two key elements: integrity and the connections of the board members.

“Our board members are well known. Our foundation is also well thought of. People know that we make good use of the money we earn. We take care of over 400 blind people and we have 200 students,” said Khun Nuanchan.

In addition, the executive board also decided to have an event, “Light of the Blind 2000,” on the prize-drawing night.

HRH Mahachakri Sirindhorn graciously agreed to preside over the opening of the prize-drawing. Several work groups were formed to handle different tasks: advertising the raffle and the event; welcoming HRH, issuing the raffle tickets, putting out exhibits, selling food and products made by the blind, soliciting contributions in kind (to use as raffle prizes), among others. These work groups were formed on the basis of the member’s experience and expertise. Each task was carefully planned by a board member who was assigned the task. Every board member had a specific job. “We did not need any kind of voting or election,” added Khun Nuanchan. All task groups were closely supervised by the president of the foundation. The president called for a board meeting at least twice a week before the event which was scheduled for November 11, 2000.

As mentioned earlier, under the current administrative structure, fund raising is one of the tasks crucial to the existence of the foundation. A very dedicated board member, Khun Pornsan Kamlangake has devoted her time and energy to heading the fund raising team. A well-known businesswoman in Thailand, Khun Pornsan is one of the founders of Nissan Yamaha Group-Thailand. “Raffle tickets would not have been possible without her,” said Professor Thongsri. “Being the person who heads the fund raising team makes it inevitable for Khun Pornsan not to find sponsors for the raffle sales and the Light for the Blind event,” added Professor Thongsri.

The group dedicated to finding sponsors had done a good job. Two hundred and eighty three tickets would win prizes. The amount of money required for the prizes was 1,588,570 baht. A lot of the prizes were given by sponsors (see Appendix C for the list of prizes). Through Khun Pornsan's connections, the first prize (a Nissan Cefiro) and the second prizes (two motorcycles) were sold to the foundation at cost. As for the smaller prizes, other board members solicited contributions from sponsors with whom they had connections.

As to how the tickets were to be sold, the president looked around for people who could sell them. A public relations person was appointed and anyone who wanted to sell tickets was to contact this person. A special telephone line was established for this purpose. While the foundation welcomed anyone to help with the tickets, it was concerned about the honesty and integrity of the sellers. "Most of the people who help now know the president," Khun Nuanchan said. Big corporations as well as a few commercial banks and department stores were asked to help. Giffarine, one of the largest direct-sales cosmetics companies, volunteered to be a ticket outlet. The operational plan and due dates for certain activities were determined. Ticket sales were checked from time to time and remittances were due two weeks before the event.

There were advertising spots on TV and in the newspapers. In addition, posters promoting the raffle were posted

throughout Bangkok. The foundation asked quiz shows and talk shows to allow the president to appear for a few minutes to speak to the public about the event. "We are asking for as much help as we can. The president will also hold a press conference around mid-October, two weeks before the event. We will invite celebrities and public figures to join us at the prize-drawing ceremony," Khun Nuanchan explained.

To promote the raffle sale and the Light of the Blind event, thousands of greeting cards for New Year signed by the president were sent out to former donors since early November. In the card, the foundation expressed its gratitude towards donors as well as invited them to the event.

### Light for the Blind 2000

On the "Light for the Blind 2000" event, the major event was the prize drawing. The foundation asked the State Lottery Office for help. The State Lottery Office sent officials to help with the drawing process. The event itself brought money. There was an exhibit of products made by the blind. Food (such as noodles from donations) was sold.

Donation through the royal family is a customary practice of the Thais. The institution of monarchy and the Thai people have been inseparable for more than 700 years. The Thai people uphold the monarch as the lord of the land. Thus, deep loyalty is bestowed on the monarch. Thais are eager for the opportunity to donate through the royal family as an ex-

pression of loyalty and faith to the monarch. Therefore, the foundation also expected to get cash donations of one million baht from donors through HRH Princess Mahachakri. The board members coordinated with the Crown Property Bureau to get the names of potential donors who might be able to give cash contributions in the name of HRH Princess Mahachakri. These people were expected to give at least 50,000 baht to Her Royal Highness but the money would come to the foundation.

### The Day After: Figuring out How Much Money the Event Brought

From the sale of raffle tickets and “Light for the Blind 2000” event, the foundation generated 13 million baht, excluding expenses. (See balance sheet

below.)

While it was expected that money from raffle tickets would be higher than money donated through HRH, the outcome was the opposite. About 98,000 raffle tickets out of 100,000 were sold until the last minute. The board members learned that they could not rely on big business to sell tickets because a week before the event, Giffarine, the biggest direct sales company, as well as other big department stores and commercial banks, returned more than half the tickets they had promised to sell for the foundation. As a result, the board members and staff had to struggle for sales.

“We did everything to sell tickets. We called and talked to people. Our teachers at the school of the blind sold about a hun-

<b>Balance sheet from raffle tickets and "Light for the Blind"</b>	
<b>Revenues</b>	
Raffles tickets	9,691,590
Special donations	4,852,920
<b>Activities in "Light for the Blind"</b>	
Wishing well	47,430
Horoscope	2,150
Thai traditional massage (Sampran center)	2,200
Thai traditional massage (Capability Development Center)	1,500
Life tunnel	2,270
<b>Total revenues</b>	<b>14,868,547.25</b>
<b>Expenses</b>	
Nissan Sefiro	1,085,000
2 motorcycles	74,000
Ticket printings	100,000
Other expenses	101,407
<b>Total expenses</b>	<b>1,360,407</b>
<b>Net Revenues</b>	<b>13,508,140.25</b>

dred tickets a day to just about everybody they came across. I myself called friends, cousins and whoever I know for help,” the president recalled.

The board members held a postmortem to discuss and reflect on what had happened. They also took a look at the financial report.

“Every member was tired but fully satisfied with the outcome. However, we must think it over if we want to do this kind of fund raising activity again next year. It was so energy and time consuming. We were all so tired afterwards,” said the president.

### Transparency and Accountability

“Our executive board is very efficient. We summarize our income and our expenses every month. This way we know how much we have, how much we spend, and what special income we receive each month. We try our best to keep our expenses low,” said Khun Nuanchan.

The foundation makes certain that every baht is accounted for and every action is transparent. Everyone who donates will get a receipt and certification. With the receipt, donors can avail of a tax deduction. All donations are deposited into the foundation account directly and immediately and is reported to the executive board and the Office of Bangkok Metropolitan Administration every month. At the end of the fiscal year the accounts are audited by a certified accountant (see Ap-

pendix D for the foundation’s annual budget 1999-2000).

“People know that we are honest. We never lie to anybody. The money is well spent. Our foundation has a good reputation,” Khun Nuanchan affirmed. ▀

# Case 5

## Foundation for Women Development

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DR. RUJIRA ROJANAPRAPAYON

### The Beginning

In 1948, a group of female university graduates got together for the first time at the Sateevithaya School (one of the most famous girl schools in Bangkok) to establish the Foundation for Women Development.

Describing the situation in 1948, Khun Nilubon, the president of the Foundation for Women Development said, "There were not very many women who had university degrees. We thought that, although few, we should get together to do something useful for the society."

Khun Nilubon recalled: "Then only women from the elite class could go to college." The founding members of the Association for Women Development were 47 graduates of Chulalongkorn University, Thammasart University and some overseas universities. An ad hoc committee made up of 11 members formed the first committee.

### The Mission

"Our first task was to draft the association's charter. We thought carefully about our goals. We thought that the association should basically be responsible for promoting better relations and understanding between university women who were very few at the time," Khun Nilubon said.

After several meetings, the association's charter included the following goals and activities:

1. To promote better relations and understanding between university women
2. To give assistance to members and female students at university
3. To provide fellowship information and select successful candidates for fellowships offered by the association's networks
4. To create relations and friendships with associations of university women in other countries, to exchange knowledge and ideas and to promote understanding and cooperation
5. To arrange programs for the dissemination of knowledge and information through lectures and panel discussions on topics of current public interest, and to cooperate on occasion with the programs of the National Council of Women of Thailand

## Foundation for Women Development

“Nothing could be accomplished without money, even then when the cost of living in Bangkok was very low,” another current board member said. “Our chairperson of the committee at that time was fascinated by the idea of building a dormitory for students who came from upcountry to go to school in Bangkok. She got this idea from a girl’s hostel from her time in England. She told us that this dorm would bring in regular money and with it, the association would not have to do fund raising.”

The first dorm building was lent to the association, free of charge, by one of the board members. It was in Soi Aree, a popular location in Bangkok. In 1965, the owner asked for the property back and the dorm ceased operations.

“We could not keep on moving our dorm to here and there every now and then. We needed a permanent location. We needed to do this professionally. There was definitely a need to set up a special task force to take care of the matter, so a team was set up,” Khun Nilubon said.

Building a dorm on a permanent site required a big budget. The task force needed to solicit contributions from several sources. The law stated that any group aiming at soliciting funds for property of any kind must be registered as a legal entity. The task force then became the Foundation for Women Development.

On September 9, 1965, the

foundation was established. “The first mission was to raise funds for the association’s office and dormitory,” one of the committee members stated. The Foundation for Women Development’s mission expanded to include:

1. Provision of residence for female students from upcountry
2. Promotion of education for women
3. Provision of scholarships and fellowships for female scholars
4. Cooperation with other philanthropic organizations

## The Dorm

On March 13, 1964, before the foundation was established, the special task force officially approved the dorm project. A former president of the foundation donated land in Soi On-nut as the dorm site. The foundation began its fund raising activities in 1965. All kinds of contributions (cash and kind) were welcome. The foundation then launched three strategies for fund raising activities.

“We saw that the nearest source was our members,” Khun Nilubon said. The members of the association each contributed 1,000 baht, which at that time was a significant sum (the average salary for a university graduate was 700 baht). Those who contributed up to 10,000 baht would have their names inscribed on the plaque on the wall of the entry hall. At that time, there were 1,863 members.

The second way of raising funds was

to put out special events such as a gala dinner at which HRH Princess Kalayaniwattana was the guest of honor. “We raised quite a lot,” Khun Nilubon said without being able to recall the exact amount. “Friends and families of our members bought tickets to our gala dinner. We did not have difficulty selling the tickets at all.”

The third way was to solicit contributions from the general public. No specific plan was made. Committee members just asked people whom they knew for a contribution. Even trees and grass to be planted on the grounds were donated. Contributors did not need much convincing to make a donation. They were willing to contribute because they knew Khun Nilubon and the other board members.

The money needed for the project was estimated at 1,500,000 baht. The committee members worked for free.

“It did not take long to come up with the money for the dorm project,” Khun Nilubon recalled. Finally on September 30, 1972, HRH Princess Kalayaniwattana officially inaugurated the two-story dorm. The first story held the living room, dining room, kitchen, laundry facility and library. Upstairs were seven bedrooms, six of them double rooms, the seventh a big hall with 16 beds.

## The Operations

“To operate this dorm, we needed money to cover the expenses, especially in the early days,” Khun Nilubon pointed out.

Money came from all sources. The association supported the dorm by selling products such as “Yah Dom,” a fragrant medicinal inhaler popular in Thailand, greeting cards, and other things. Friends and families of the members bought these products and donated cash as well (see appendix B for the list of contributions in cash and kind). HRH also donated from her personal money.

“We did not have to be aggressive in selling the products at all. It was like buying and selling among ourselves,” recalled Khun Nilubon. “The dorm needed the money at the beginning, but it would soon be able not only to support itself but also the association.”

A committee member managed the dorm. “We aimed to make our dorm known as a safe place for female students. Parents should not have to worry about their daughters if they are put under our care. They could rest assured that their children would be safe. We also gave our tenants chores to do.”

The foundation and the association came up with rules and regulations for its tenants. The rules were:

1. Tenants have to be back before 8:00 p.m.
2. Everybody must perform assigned chores.
3. Tenants are to learn to live with each other harmoniously.
4. A teacher is assigned to oversee the dorm and to make sure that the tenants behave properly.

5. Visitors must sign in before entering the dorm, with the teacher's approval.

"We really hoped and expected that our dorm would be popular because parents would want to put their daughters under our care," Khun Nilubon stated.

## Running the Business

"Not very many students came. It could be because we did not advertise. It could also be because On-nut then was quite far from downtown Bangkok," Khun Nilubon said. When it first opened, the association just expected that business would come. Nobody worried. They believed that word would spread around that the dorm was a good place for girls. Not realizing that many private apartments were being built, no professional business consultant was brought in to help plan the business. The strict rules became a two-edged sword. While parents saw the benefits of sending their daughters to live at the dorm, children preferred to stay in places where they had more freedom. Money did not come in, but expenses such as lawn maintenance, electricity, water, security guard, maid, among others, had to be paid every month.

By 1975, only seven tenants lived in the dorm. By 1976, only one person lived there. Instead of being an income generator, the dorm became a burden for the foundation. The foundation used part of its revenue to support the dorm.

Khun Nilubon said, "We could not squeeze our own pocket to subsidize a

business which did not bring in any money. Something needed to be done about it. We thought about our future. The dorm which was supposed to support us could not do what it should do."

At this point, the foundation and the association had two options. They could either revive the business or let it go. Reviving it would require having the members put more time and energy into it. They had to be more businesslike. The reality was that there were only a few active members. The rest would donate money but not their time. "I am an old woman and could not make any changes if I lack support," Khun Nilubon said. Khun Nilubon thought of the association's original mission. It was service for women's communities, not business. Time and energy should not be invested in reviving the business. "If the dorm does not bring in money, we will find money elsewhere," she concluded.

The dormitory was officially closed in 1998. The building deteriorated over the years. Since the association did not need it, it has been left as a monument to disappointment.

## Khun Nilubon, Professor Juthamart, and the Foundation's Vitality

"We need to remind ourselves that our mission is to promote education for women. This mission has to continue. The dorm did not generate money as we expected, but money came from other

sources," Khun Nilubon said.

By the time the dorm was closed, the foundation had a program: "Time is Valuable." Money used for operating this program came from contributions from Prof. Juthamart's mother. She donated one million baht. The amount was put in a savings account and only the earned interest was used. In 1998, as a result of the economic crisis, the interest rate dropped to three percent. The total revenue of the association, as a result, dropped drastically. "The old philosophy always works. If we have little, we spend little," both Khun Nilubon and Prof. Juthamart agreed.

Khun Nilubon said that the Foundation for Women Development did not actively raise funds from outside sources for a long time. It mainly received donations from people closely associated with the foundation, such as friends and non-active members willing to give money but not their time. By 1998, the only members who were devoting their time and energy were Khun Nilubon and Prof. Juthamart. At the end of 1998, the foundation's total funds were 2,987,034 baht, while its annual expenditures were 566,751.78 baht. Many times Khun Nilubon had to use her own money to cover the expenses of the foundation.

"I am in my eighties. This is as much as I can do. Actually, there was talk of closing down the foundation. But I think we can do good things for the community at least," Khun Nilubon said.

## Time Is Valuable Program

The Foundation for Women Development did not have its own general members, just the 13-member board of trustees. Khun Nilubon became active in the foundation by initiating several new programs such as "Time Is Valuable." This program included several activities such as discussions on hot social issues and a child care center. This was an effort to make the board members and the general public more involved with the foundation. Although this program and its activities were held on the weekends, not many people came to participate. The activities were held on Sundays only. Books in the project's library came from donations. Khun Nilubon's former students, after hearing about the project, brought in books. Khun Nilubon was, for 48 years, editor-in-chief of *Satrisarn*, the classic magazine for women. She was widely known among scholars as well as people in general. Discussions and courses offered were run by scholars and teachers who volunteered their time. Many times those people also donated money. They indicated that they did it for Khun Nilubon.

Khun Nilubon reasoned that there was little support for the new programs because people were too busy these days and had more choices regarding the use of their time. It was not because they were ignorant or lazy. She pointed out that the foundation's activities were not different from those available at department stores or provided by public/community centers throughout Bangkok.

## The Last Breath

Times changed. Not very many people participated in the “Time is Valuable” program. Near the foundation were department stores where people could find bookstores, amusement parks, restaurants, movie theaters, supermarkets, and other things. There were times when there were only two participants in the courses. Some said very few people knew about the program. Some said they asked their friends to come along but they were not interested, they would rather go to shopping malls. “I do not blame anyone. Maybe my idea is too old. People nowadays have other things to do,” Khun Nilubon lamented.

Prof. Juthamart confirmed that the involvement of the board members resulted from Khun Nilubon’s reputation and charisma. But these were not enough to make the new programs popular.

When asked why she got involved with the Foundation for Women Development, she answered, “I did it because I think I can do good things for society. I have been involved in many activities over the last 48 years.” She has been active in social services since she graduated from Chulalongkorn University in the 1940s.

Prof. Juthamart implied that the foundation was only able to survive because of Khun Nilubon. The support from other board members and volunteers was mainly due to Khun Nilubon’s personal connections and her reputation in Thai society. For example, scholars from uni-

versities and institutes joined in the foundation activities (particularly “Time is Valuable”) because they knew Khun Nilubon personally and had faith in her. As stated by Prof. Juthamart, “Without Khun Nilubon I don’t think the foundation could be run.”

The fact that some activities were not well received by the public forced the foundation to give them up. With few activities, not much money was needed. As the dorm was no longer in business, there was no need to hire anybody to take care of it. “We only need to pay for water and electricity and the bills are never too high. The foundation cannot afford to pay the bills but as the amount is not very much, Khun Nilubon and I are happy to pay them,” Professor Juthamart stated. Nothing was done to increase revenue. “We’re sort of letting the foundation fade away. If you ask the majority of Thai people, they probably have never heard of this foundation. The members who used to be active are too old to come up with something new. Our mode of thinking no longer fits the trend.” With such a sad ending to the foundation, Professor Juthamart warned: “Other organizations should learn from us. Don’t rely solely on volunteers. For an organization to be successful, the members must be willing to run it professionally. There is nothing wrong with a business approach if it brings about success.” ▀

## Case 6

### The Amateur Sports Association of Thailand

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PROF. THONGSRI KAMBHU NA AYUTHAYA

#### The History

“Why make a big deal out of sports? If you need to win, you only need to find big people to play in the game.” This was the idea that most Thais had many years ago. Seventy years ago sports events were held only for very limited groups in Thailand. People in general “played” using makeshift grounds. Gradually, high-ranking military officials came to see the importance of physical education. The government then established the Physical Education Department as part of the Ministry of Education in 1933.

The first director general was Major Supatchalasai whose name became the name of Thailand’s first national stadium. The department had five areas of responsibility, namely: physical education, sports events, Boy Scouts, Girl Guides, and school hygiene. When sports events became more popular, the department established a special independent unit called the Amateur Sports Promotion Organization of Thailand in 1964. The events ranged from local tournaments of different sports to international events such as the Asian Games. The Sports Promotion Organization of Thailand (SPOT) in 1984 became a state enterprise unit called the Sports Authority of Thailand (SAT) and was put under the Office of the Prime

#### Minister.

Under the vigorous promotion of SPOT and SAT, many different kinds of sports were popularized. Many sports associations sprang up and one of these is the Amateur Sports Association of Thailand (ASAT).

The ASAT was established in 1959 when Thailand was host to the first South-east Asian Peninsula Games (SEAP Games), as a result of the requirement of the International Sports Union. Granted permission by the National Cultural Council, ASAT was registered on July 28, 1959. Determined to stay out of political matters, the organizing committee established its mission and focused on amateur sports promotion and organization. It basically aimed at: 1) promoting amateur sports in Thailand, 2) organizing championship amateur sports competitions in Thailand, 3) organizing international amateur competitions in Thailand; and 4) entering international amateur sports competitions in other countries.

#### Sports Associations and Thai Society

Some sports associations act like business enterprises where transactions of cash, favors, and goods take place regularly. But

legally, they are non-profit organizations run by volunteers who serve on the boards. Paid staff members are not policy makers. Social norms are such that board members serve on a pro bono basis as volunteers, as a service to society. To make sports available and accessible to all segments of society is a challenge in a society with a highly stratified social structure. To build up and groom athletes professionally is an even greater challenge where resources are not readily available. Hence the Amateur Sports Association of Thailand came into existence, not only to promote sports but to provide opportunities for poorer youngsters to fulfill their potentials as athletes. It is also the association's goal to train star athletes for Thailand.

The ASAT faithfully follows this philosophy to fulfill the mission of lessening the gap between rich and poor youth where sports is concerned. The ASAT organizes youth camps regularly. Poor but talented youngsters are supported via subsidy to the local teams. Tournaments are organized on a regular basis at different levels to provide an incentive for young players to stay interested in sports. There are coaching services as well as public relations tours to schools to get students interested. In the recent past, sports associations remunerated winners especially in national competitions with cash awards. This extra incentive was another measure to motivate players to become winners. But it was also money for a "nest egg" for the athletes. Increasingly, excellence in

sports has become an avenue for upward mobility for young people from humble backgrounds.

Although budgetary support in part came from official channels, it did not cover all the expenses involved in running all the activities of the sports associations. Certain characteristics of philanthropy in Thai sports evolved over the past few decades:

- 1) Leaders in philanthropy in sports are mostly men.
- 2) Military administrative and political leaders have a larger share in this leadership structure.
- 3) The mutually beneficial relationship between sports associations and sports companies is a big source of funding for sports.
- 4) Sports associations increasingly look to media for cooperation because sponsoring by companies view media exposure as an advertising opportunity.

In fact, ASAT's numerous regular sponsors have their company logos surrounding the sites of competition, especially when the event is televised.

## The Administration

The association has a committee consisting of a president, a secretary, a treasurer, a registrar, and others who help in the office. Should the president need help, he can appoint an assistant. The committee intends not to exceed 19 members and

at least two-thirds have to be members of the association.

“We are very democratic,” said a member. “For the election of each committee member, the names of suitable candidates are nominated in a general meeting. We do everything in the open.” Both the existing committee and the association’s members must accept the nominated member. If one side does not think the person suitable, the searching process starts over again. A new committee has to be nominated, “We need to find a new committee often since the term is only for two years. This is to make sure that two powers do not stay in one person for too long.”

“We have to ascertain that our president is a person of high caliber since everything about the association is in the hands of this person,” remarked another member of the committee.

The president of the committee is chosen from among its members. The president allocates positions and functions to the remaining members. The president presides over administrative meetings. If the president cannot be present at the meeting, the vice-president takes the president’s place.

The secretary handles routine work, such as general communications, member’s registration and meeting arrangements. As far as financial matters are concerned, the secretary cannot act alone. All payments made from the association’s funds have to be approved by the admin-

istrative committee. “We are very straightforward, and try not to give a single person the power to use our funds,” one member stated. According to the rules, the president, or a person he authorizes, could make payments up to only 10,000 baht. The whole committee must approve any higher amount.

The administrative committee is responsible for all the affairs of the association, including fund raising. The funds of the association basically come from four sources: annual membership fees, subsidies from the Sports Authority of Thailand, admission fees for competitions and other events, and donations.

The ASAT budget clearly indicates what activities will be carried out. Funding from the government and other sources support the regular budget. ASAT finds sponsors for some projects, while certain projects totally lack support from both private and government sectors. In such cases, ASAT uses its own funds to carry out these projects. If the project involves a sports tournament, money comes from admission fees and application fees from participating teams.

The money from these sources are also used to fund non-income generating projects. “This can be done. We only need to justify that such project is related to the tournament,” a member stated.

“We have done well so far in terms of finding sponsors,” a key member of the committee proudly said. The ASAT quickly cashed in on its athletic success stories.

When the Thai female team won three consecutive SEA Games championships, the association pointed out to its potential sponsors that their support would not be a waste of money.

“We put our heads together to come up with the list of potential sponsors. For the year 2001, we decided to have 17 events. So far, we have found 13 sponsors. Each has pledged to contribute significantly. I would say that we are successful,” the same member continued.

### Behind the Successful Strategies

Every member of the association generally agreed that the president of the administrative committee is a key figure. A former committee member recalled: “For almost 20 years, many Permanent Secretaries of the Ministry of Interior were nominated as presidents of the ASAT. This began with Mr. Pisarn Mulasartsathorn who was known as a great sportsman. Khun Pisarn was an amateur boxer when he was in college. As a Permanent Secretary of the Ministry of Interior, he was well connected within the government, business circle, financial institutes, the media, and many other sectors. It was easy for him to ask these people to assist ASAT. His requests were very effective.”

Upon the death of Khun Pisarn, ASAT nominated the Permanent Secretary of the Ministry of Interior to the position. This tradition continues up to the present. It is now automatic for the Permanent Secretary to be nominated when the post be-

comes available. The same member indicated that, “We have been successful in making it the tradition that the Permanent Secretary of Interior accept the presidency if asked by the association. So far no Permanent Secretary has turned down the position.”

The president and the treasurer work without any monetary compensation.

The total budget for the year 2001 of the Amateur Sports Association of Thailand was 29,150,000 baht. Of this amount 21,250,000 baht came from sponsors. Still, the committee needed to raise 7,900,000 baht (see Appendix for the list of activities). “I think we have done very well under this economic situation. We did what we had to do. We know our targets and hit right on them,” the same member indicated.

### Raising Funds Amid the Economic Crisis

“So many people asked how we manage to solicit financial contribution under this hard circumstances,” another committee member said. “All we did was think systematically. All of our plans are well thought out.”

Having to rely heavily on sponsors, the committee needs strategies to convince potential sponsors to donate money.

“We usually submit to these potential donors our list of activities. We give them all the details which include a number and type of expected spectators, the

level of popularity of the tournaments, the venue, the possible channels of broadcasting. Our donors can be an association, a state enterprise, a bank, and a province. We are open to anything," the same member stated.

Different donors had different perspectives. The province of Songkla, for example, agreed to sponsor a beach sport tournament because they wanted to bring in tourists. The association allowed the sponsor to name the tournament and the venue. The committee was open to any suggestion.

The tournament was named Samila Asian Beach Sport Circuit and took place on Samila Beach in Songkla. The expense of 1,500,000 baht came from the province.

"We only need to keep our eyes open," said a member. "If anyone knows about an organization which can be a potential donor, that person will report it to the committee. The committee will take it from there. Normally, our president will do the initial approaching. Informal talks can tell us a great deal about our potential sponsor's agenda. We then draft up our proposal to fit such agenda. In most cases, we get something. We hardly come out empty-handed."

## The Targets

Many supporters of ASAT are from the business sector. The committee zeroes in on businesses that might benefit from being sponsors. Grand Sport Group Co., one of the largest sports-related equipment

distributors of Thailand, is the main target. Other sports-related businesses are listed as potential sponsors. Among them are Serm Suk (Pepsi Thailand) Co., Ltd., Bata Shoes of Thailand Public Co., Ltd., Thai Airways International Public Co., Ltd. These companies have used the projects to advertise their institutions. The committee needs a key person to approach them. This, according to a member, is not difficult to do.

The president and other committee members hold high-level positions in government enterprises and, consequently, have many connections with people of various professions. The association relies on these people's prestige to make direct requests for sponsorship from affluent individuals and organizations.

"But this alone is never enough. As I said the people I ask for help always want something in return. We have to find some way to bring them some returns," one member said.

With this in mind, ASAT always maintains good relations with the media which normally do not broadcast competitions.

The association urges the media to broadcast every tournament held by ASAT. The broadcasts enable the sponsors to advertise their products to the larger audience at low cost. At the same time, it promotes the sport itself. One member indicated that convincing the media to broadcast tournaments is not as difficult as it used to be now that sports has be-

come popular and after the Thai female sport team won many championships.

“We always look for channels to bring in money. The committee, though having done well, is never content with its level of accomplishment. Other than those big sponsors, we look for other sources of income. We even look outside Thailand,” the same member stated.

ASAT hosts international tournaments every year, such as the Women’s World Championship. When hosting these tournaments, the association automatically receives financial support from the Federation Internationale De Sport and the Asian Sport Federation. “The money we receive from these two associa-

tions is always enough. If we manage it well, we will have enough to spend on other events,” the member said.

ASAT has so far effectively managed its income. The extra money is used to develop Thailand’s sport teams, so that they can be competitive in international tournaments. The association strongly believes that winning championships is the basis for everything. It makes the sport popular and sponsors come.

“We know what we are doing. We keep our eyes and our mind open. We take from our sponsors while trying to make them benefit from us. Everything has to be symbiotic, and success will come,” the same member proudly concluded. ■

# Case 7

## Rung Arun School

DR. NISADA WEDCHAYANON

### History

Rung Arun, meaning “dawn” in English, is the name of a unique school in Thailand, founded by a group of seven activists who, after graduating from college, ran a real estate, construction, and publishing business under the name of Plan Group. The school was originally known as Rak Look (“Love Children”) Kindergarten. These activists believe that business should not only be concerned with making a profit but with also giving back to society. Saya Hemarat, one of the founders and an executive of the school, recalled: “All of us graduated from the Faculty of Architecture, Chulalongkorn University. When we were students, we were activists doing activities for the betterment of the society. After graduation, we started our business together and still continue activities for social benefits.”

The seven founders were actively involved in the historic students’ movement for democracy in 1973. They were imbued with the ideology of freedom and social justice. “We fought not only against dictators but also against poverty and injustice which detract from the well-being of the country,” Hemarat said.

Being social-minded since their student days, when they started their career

in the business world, Hemarat and her friends continued their philanthropic activities and implanted a culture of giving in the organization.

In the beginning, these young people did not have any specific plan as to what area of social work they wanted to involve in. Fund raising for a social cause happened spontaneously. Hemarat recalled: “We worked together and considered ourselves as members of a small, friendly community. Our staff donated their money for different charities. For example, when one of our staff had kidney failure, we all put in money for dialysis and later for his kidney transplant. Several occasions called for fund raising of this sort, both for our staff and for the public in general. When the big flood hit southern Thailand, we did impromptu fund raising also.”

After a few fund raising activities, the founders and all the staff members of the Plan Group reflected on their charitable acts. All agreed that mobilizing funds for good causes refreshed their spirits. It helped them take their minds off business. They came to the conclusion that a permanent, philanthropic project was needed. They considered several possibilities. The main criterion was that the project needed to be one in which every single staff member, regardless of his or

her status and educational background, could be involved. After several informal meetings, the idea of a youth camp came up.

After agreeing on a youth camp, the group selected the site for the project. A board was set up to elicit ideas as to what direction the camp was to take. After the camp was started, it was overwhelmingly popular in the community. Confident that the camp could sustain itself, the group left it in the hands of the community where it was located and moved on to set up a school in Bangkok. Only the first three years of education are offered. Each class has 25 students. Almost all of them are children of the staff. This school is known as Anuban Rak Look (Rak Look Kindergarten). The philosophy of the school is to educate children in the most natural and informal way; they are not forced to keep up with the fast pace of class work required at other schools in Thailand. There had been concern that the first batch of Rak Look students might suffer greatly in regular elementary schools, which had a different teaching and learning philosophy. The school organizers decided to expand the school and provide elementary and secondary levels.

Coincidentally, the Plan Group at that point was in the process of relocating its office. They bought a plot of 50 rai and decided 10 rai would be allocated to the school. The new school was officially founded in 1997 and was given the name "Rung Arun."

## Organizational Structure

Since its inception in 1997, the Rung Arun School has had two boards: the advisory board and the administrative board. Members of both boards are well-known figures in the Thai educational field. Among them are Phra Prayuth Payutho, a revered monk who has received an honorary award for best world citizen from UNESCO; Dr. Prawes Wasi, one of "Thailand's Model Citizens" awardees; and Dr. Akawit Na Thalang, a former Permanent Secretary of the Ministry of Education.

More important in terms of management is the administrative board consisting of a chairperson, five board members and the school director. Three administrative departments were set up. The Communication and Interaction Department is responsible for instructional media including printed and electronic materials. The Writing Department concerns itself with writing the contents of the teaching materials. The Cultural Resources Management Department procures cultural resources.

## Funding

Rung Arun School is a private, non-profit school. Buildings, materials, and operations require a large sum of money. The makeshift strategy of people making contributions in an ad hoc manner was no longer adequate. Fund raising needed to be taken seriously if the school was to continue to operate in accordance with its phi-

losophy. Since its establishment, the school has paid serious attention to fund raising on three major occasions: the initial stage of setting up Rak Look Kindergarten, the transitional stage from Rak Look to Rung Arun, and the educational bond selling. "If we are to do something seriously, we cannot simply ask for money from here and there. Specific fund raising strategies became essential."

The boards decided that they would raise funds by selling 700 shares. These were sold to staff interested in contributing to the founding of the school. Dividends would be given if the activity generated a profit. However, shareholders were not interested in dividends. They bought the shares as a form of charity. The dividends were given to the school so that the money could be used for materials and staff development, building maintenance, etc. At the end of each fiscal year, a financial report was sent to every shareholder. There were a few shareholders who encountered financial difficulties and had to sell their shares back to the school. But these were very few in number. The total amount raised from selling shares at that time was 1,000,000 baht.

"It was the most difficult time. We had too big a plan at the worst time," according to Hemarat.

The plan for the Rung Arun School was conceived in 1997, shortly before the economic crisis hit Thailand. After the crisis hit, several divisions of the Plan Group had to close. The group ran into financial problems as it had invested a

great deal of money in its real estate division. The building of the new school required at least five million baht. To sell more shares was impossible since people throughout Thailand were short of cash. The board turned to the Ministry of Education to avail of a fund set up by the government to assist private schools. However, many conditions had to be met. For example, the school had to find people to be its guarantors. The Ministry of Education also required the school to use their property as collateral for the loan. The amount of the loan was not to exceed 60 percent of the value of the collateral. The board came to the conclusion that a loan from the government was to be their last recourse. A loan from a commercial bank was also an option but the loan entailed high interest rates as the banks considered the school a business enterprise. Possibly more disconcerting was the fact that most banks considered the school a high-risk business and were not too keen to approve the loan. These banks that were willing to lend wanted to charge high interest. A loan from a commercial bank, then, was obviously not the answer. The school, fearing the high interest payments, took out only a small loan.

"We have never been totally out of luck. During the economic crisis and through one dilemma after another, many well-to-do parents offered to loan us money. All the school needed to do was to give them an IOU and pay the interest. Some did not even want interest," Hemarat recalled.

The parents loaned the school a total of 10 million baht. Rung Arun School thereby came into existence.

The success of Rung Arun, however, did not come only from this 10 million baht. Parents who could not provide loans tried their best to help. Contributions in kind came pouring in.

“Parents who sell lumber brought wood for the school building; others provided bricks, cement, nails, mirrors, window frames, screen doors, and loads of other things,” Hemarath explained.

Many things were bought at cost. Some parents sponsored the installation of electricity and plumbing. Those who lacked material resources contributed their labor. Some brought food or helped cook food for teachers. Parents often joined them for lunch. These people helped because they had faith in the kind of education the school was offering their children. The school has been very well accepted by the public and has been able to sustain itself throughout the continuing economic crisis.

### Selling Bonds

The money borrowed from parents was enough to build two buildings to house the kindergarten and the elementary levels. The school still needed a building for its secondary level classes. It was able to squeeze all of the classes into a limited number of classrooms, but such conditions were not conducive to teaching and learning. More funds were needed.

The economic crisis caused many parents to be laid off from work and to receive lump sum payments as compensation for their termination. Some of them thought of setting aside this amount for their children's education. One parent said, “I talked to my husband about planning our future. We needed to set aside an amount of money for our son's education. He has six more years of school. We thought of paying the school the total amount for the next six years or putting the amount in the bank. We knew also that the school had to take out loans from here and there, so I asked the board to come up with a program where parents could pay tuition in advance and either be paid interest in return or receive waivers on tuition fee increases. In this way, both sides could benefit.”

The school decided to sell school bonds and raised a total of 24 million baht, enough to expand the school. It was now capable of admitting 1,500 students. Profit making was not the main concern of the school but more enrollments meant more profit. The 24 million baht enabled the school to pay back every loan it took out from the bank. Many parents bought school bonds.

### Behind the Success

“We have gone through hard times. Every time we found the way out. It all comes down to doing things with sincerity and clear motives. The commodity we trade is education. We need to keep our

commodity at its highest quality. If this is achieved, other things will follow,” Hemarat reflected.

Rung Arun School has kept to its original mission. Through thick and thin, it holds fast to its philosophy of education. Children are to learn in natural ways at their own pace. Classes are never overcrowded. The teacher-student ratio remains at 1:10 to 15. With high quality of education, parents, who want their children to have the best, will do as much as they can for the school. The cooperation shown by the parents confirms this. As one board member reflected, “Parents of our students are always involved with the school in one way or another. We also solicit their ideas. Some come to help. The board, the teachers, the administrators, and the parents, all have good rapport. When something is decided we make sure to communicate with all parties. When the school is in trouble, be it financial or whatever, parents will get involved. They always know what is going on. The word spreads very fast among them and help comes almost instantly every time.”

The parents’ support is essential for the school. The school attempts in many ways to solicit cooperation, coordination and support from the parents. One means of communication between the school and parents is through the school quarterly journal *San Chumchon*. The journal has two sections, one for parents and one for students. The parents’ section has messages from the school principal, reports of class activities, and some articles about

childhood and family. The other half for the children consists of stories, games, cartoons, social life in the school, and so on. One student said, “Everybody can’t wait for the journal, and my parents love to read it. They’d like to know what happens in the school.”

The journal is not aimed at profit making but to help parents keep up with school activities. Hemarat said: “The journal is not for sale and we never asked for contributions for the journal. But many parents donate money for publishing it anyway.”

In addition to the journal, the school provides a space for parents to conduct their own activities with teachers and students. As a result, the school set up a Parents’ Club in a room in the school, without paid staff. The club acts as a forum for parents to discuss their opinions on raising children and on school activities. In the meantime, this forum automatically helps to build and strengthen ties among parents and teachers. Many times, when the school launches a project, even though it does not need help, parents are willing to give support. One parent mentioned: “I am waiting to hear what the school wants. One time the school planned to relandscape its garden and I heard about it from another parent. So I sent many kinds of flower plants to help out.”

Another parent said: “Last time, the school organized Wai Krue ritual (a yearly Thai traditional ceremony to express students’ respect and gratitude to teachers). Friends and I came voluntarily to help the

students organize it.”

And sometimes, the parents initiate the support: “The school has a class on bamboo weaving. I have an idea to collect all kinds of bamboo found in Thailand and grow them at the school. I came to talk to the principal, now we’re working on it.”

Another example of parents’ support was a project of The Parents’ Club. It initiated the program for students’ learning process. Many parents came to demonstrate and teach in classes on topics beyond textbooks such as “sky observatory,” “flower decoration,” among others.

The continuity of parents’ support is important for the school to survive. The support is both in cash and in kind, including volunteer work. Fortunately for Rung Arun School, most parents are middle and upper income people. Their willingness to support and work with the school seems continuous. The school believes that as long as it keeps its reputation and its philosophy of student-centered education, parents who support this type of learning will keep the school afloat for the benefit of their children.

One parent said: “Though my kids will finish their school some day, I convinced everybody around me, relatives and friends, to send their children to this school.”

Rung Arun School, though experiencing financial difficulties, has never had to campaign strenuously for funds. Once the board members come up with an idea,

it is implemented quickly with a minimum of fuss. The school, for example, never had to work to gain parents’ trust. When selling bonds, they never had to assure parents that the bond was guaranteed by the government. Parents were willing to buy without checking the school’s credit. The school always operates completely in the open. Parents are informed of all school expenses and of its financial situation. All in all, the quality of education remains excellent and students remain the school’s paramount concern. Parents’ trust come from their confidence in what the school gives to their children.   ►

## Case 8

### Suan Kaew Foundation

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PROF. SUTANNEE KEESIRI

#### History

Thailand has many highly revered monks. Many of them are renowned for their motivational sermons. These monks encourage people to lead modest lives and to develop good qualities of mind. Some of them remain in one place while others travel around the country, not remaining very long in any one place. Phra Phisanthammawathee (generally known as Phra Phayom) is a well-known and highly respected monk who has many outstanding characteristics. In addition to teaching Buddhism, he involves himself in many kinds of philanthropic works. If you ask a Thai person about Phra Phayom, they will probably say something like this: “Phra Phayom is a good speaker. Every sermon of his is always thought provoking. He teaches Buddhist philosophy using simple language and humor. What he says stays in our mind. His sermon is never boring. People of all ages and all walks of life enjoy his teaching and learn a great deal from him.”

Phra Phayom gives sermons all over Thailand and has traveled to almost all parts of the country. A result of this is that he has seen how much Thais suffer from poverty. Phra Phayom saw many social problems—drug abuse, poor health, prostitution, gang fighting, corruption, among

others. He believes that people need not live this way. He himself came from a poor family with a drunken father who constantly beat his mother. He recalled: “I could have followed most of the boys in our community—growing up to be a labor worker, drinking and gambling. But fortunately, we had an old radio at home and my older brother tuned in to a channel which had a Buddhist teaching program every day. I listened to it and absorbed those teachings. By the time I was a teenager, I knew that secular life was not my path. On top of that, I saw that monastic life did not have to be idle and isolated from society. I could be a monk who taught people and also do social work.”

When the right time came—when he had a strong enough reputation—Phra Phayom kept his original determination to both improve people’s living conditions and rehabilitate their sense of morality. He started the Suan Kaew Foundation.

The Suan Kaew Foundation was registered on July 29, 1986 with its main office at Suan Kaew Temple in Nonthaburi Province. The board which consists of 11 people runs the foundation. Together on the board are Phra Phayom, who is the chairman, Duangchai Thitayarak, the secretary, and Sombat Chatreepchiwan, the

manager. The foundation calls two meetings a year but when small matters need to be decided an informal meeting of three to four members can take place. The board has a four-year term.

## Objectives

Phra Phayom stated its objectives as follows:

1. To spread the Buddha's teaching
2. To support and encourage people who intend to do good deeds
3. To see that good people have good jobs

In accordance with the objectives, the specific activities of the foundation are:

1. Spreading Buddhist teaching
2. Helping those who do good deeds on a case to case basis
3. Sponsoring novice ordination every summer
4. Hosting a Children's Day Fair every year. The fair has activities that enable the children to see the value of Buddhist teaching.
5. Giving education scholarships to poor children
6. Cooperating with other non-profit organizations

These activities are subsumed under different projects, each project having a different number of sub-activities depending on the nature of the activity. The projects of Suan Keaw Foundation fall into three categories—non-income gen-

erating projects, self-supporting projects, and income generating projects.

## Non-Income Generating Projects

These are activities that have only expenses but no income and must be funded. Phra Phayom solicits financial support from the public, the business sector, and from other organizations. Among the popular projects are: the summer novice ordination project which has about 200 to 250 boys joining every summer, and the youth camp project which has 9,000 to 10,000 boys and girls attending each year. Parents and the public see the value of these projects and do not hesitate to give support.

In addition, there are projects to help adults and the elderly. The Rom Poh Keaw Project aims to help people who are unemployed, especially migrant workers from upcountry. To help these people, the foundation works with government units to give job training. It also helps these people find jobs by contacting potential employers. About 2,500 to 3,000 people have gotten help from this project.

The Nursing Home project was set up to help senior citizens who have nobody to take care of them. There are about 20 to 25 elderly people who come to the nursing home each year. The home provides physical as well as mental health care for these people.

The Drug Rehabilitation Project was established to help drug addicts of all types, even those addicted to nicotine.

Phra Phayom uses the Buddha's teaching and medication to help these people. The Health Department also helps with this project. The people have a place to stay and the monks in the temple supervise them closely. When they are rehabilitated, they can work for the foundation in different capacities. After being fully rehabilitated, the foundation helps them get back to a normal life. There are many people who come to get help and the foundation has not turned a single person away, though the expenses are very high.

The funding for these projects come solely from contributions given to Phra Phayom when he gives sermons. So far, Phra Phayom has not run out of people who want to contribute. However, the amount of money gained from this source varies over time. The foundation had a lot of contributions when the economy was good. But when the crisis hit, the amount dropped significantly. Phra Phayom gives sermons outside the temple from Monday to Saturday. He gives four to five sermons a day. Sunday is reserved for his regular sermon at Suan Keaw temple. Previously, when he gave a sermon outside the temple, the cash donations to the foundation were often around 100,000 baht per day. But these days, the amount has dropped to 30,000 to 40,000 baht daily. One board member said, "Our expenses are fixed but our income fluctuates. Our foundation needs to have projects of different kinds. While these projects continue to be sponsored by the foundation, we need to have projects

which are financially self-supporting. At the same time, we need projects which can generate income to support other projects."

### Self-Supporting Projects

Phra Phayom saw that there were many poor students in Thailand. These students went to school in worn-out uniforms. They lacked textbooks and, worse yet, they had no money to pay lunch. In 1991, the Suan Keaw Foundation set up a project called Helping the Younger Ones Who are Hungry project. The basic aim is to provide needy school children with a small allowance and lunch and give them an opportunity to learn about Buddhist teachings. The foundation asks schools from all over Thailand to send good but poor students who wanted to earn income during the summer break. These children would do chores in exchange for money. The jobs offered are cleaning, selling fruit, planting trees, and assisting people who come to the temple. The foundation gives some of them a small amount of capital to set up a small food business. The children keep the profits and return the capital to the foundation. The children can earn enough to pay for their lunch during the school year, and more importantly, according to Phra Phayom, they learn how to be responsible. Many children get to know people who offer to become their sponsor. Each year, 1,300 students are selected to join this project.

Another successful project is the

Making Myself Useful project. The foundation set up this project in 1988 to give skills training to people who come to the temple. There are those who need skills so as to obtain employment and there are those who are just interested in the training. Among the courses given are carpentry, masonry, welding, sewing, making food or consumer products from herbs, traditional massage, and English. The foundation contacts different government units and asks for help with the training. The products made by the trainees are sold at the foundation's supermarket. The trainees earn income from what they make, the foundation provides a venue for the training. Many trainees now make a living by selling the products they learned to make at the temple. There are 1,000 to 2,000 people who participate in this project each year. A board member reflected: "These projects are almost expense-free. The cost is low while the benefit is great. What the foundation really provides is opportunities for these participants. They learn skills. All of them are proud of themselves. These projects are very popular and we do not have to worry much about keeping them alive since they basically support themselves."

### Income Generating Projects

Though some projects can stand on their own, many projects demand a large amount of "seed money." This means that fund raising is inevitable. Phra Phayom himself brings in a lot of donations. Some

people, out of sincere respect for him, send in donations on a regular basis. Some send in money after hearing one of his sermons. Phra Phayom is in good health and goes around giving sermons tirelessly. He does not give sermons to bring in income. Rather he gives them to teach Buddhism to people. However, instead of generating income, sometimes these sermons indirectly create more expenses for the foundation. When he is invited to give a sermon at rehabilitation centers, he tells the listeners about the foundation and its works. These people, as a result, learn of the projects from which they can obtain help. The increased number of people who come for help translate into increased expenses for the foundation. Phra Phayom and the foundation's executives then decided that projects should involve both training and income generation. Phra Phayom emphasized: "People who are constantly in trouble and cause social problems have not been taught to be focused. Their parents did not teach them to realize their great potential. If you notice, all of them lack discipline and have short concentration. It is not right that society condemn these people. We need to redirect them onto the right path. This does not involve teaching them complex philosophy. Just some simple activities will keep these people occupied and make them feel a sense of achievement. One has to keep in mind that the sense of achievement does not have to come from a complex task."

## The Recycling Project

### *The Materials*

While a lot of people donate cash, others donate household items they no longer use. Phra Phayom is a great proponent of the environmental protection movement. He realizes that used furniture, appliances, construction materials, even leaves and mown grass, and so on, can be recycled. To Phra Phayom, “both people and materials can be brought back into use and we need to make the best use of what we have.”

With this basic concept, the Bridge of Merit project was conceived in 1993. The foundation announced through different media channels that it would accept whatever people wished to donate. For those without transportation, the foundation provided a pick-up service, much like that found in the US. At this point, the foundation, in addition to raising cash contributions, also received contributions of other kinds. Phra Phayom reflected: “We had so much coming to our foundation. Something needed to be done, otherwise we would end up being a dumping site. We needed a plan to make the best use of the donated things. As our main mission is charity, we agreed that we should give away these things to needy people. We see ourselves as distributors. But then not everything could be given away. We need people to sort the things. We have a lot of labor. The people in our drug rehabilitation center, our students who come to work for the summer, the

elderly, all volunteer to sort this stuff. We pay them a little. In turn, they learn how to do inventory.”

The materials that can be used right away are donated to needy people. For example, construction materials such as cement, sand, paint, window frames, doorknobs, go to those whose houses were burnt down or destroyed. Used books are given to poor schools in remote areas. Clothes and shoes are sent to children in poverty-stricken areas.

### *Labor*

There are, however, things that cannot be used right away. Broken furniture and appliances need to be fixed. Mown grass needs to be turned into compost. Phra Phayom was quick to see the double benefits of these materials. People can use these things during their training. The Skills Development Department sent trainers to teach people how to fix appliances, do carpentry, use agricultural techniques, and do dressmaking and handicrafts, and so on. After the materials are transformed into products, they are donated. Though the basic mission is to give, giving cannot be done without a cause. Phra Phayom emphasizes all the time that people need to be self-sufficient. They cannot live their lives as beggars. When they need something, they must work for it. It needs to help them help themselves in the future. This idea of partially helping the poor gave rise to the Supermarket for the Poor.

## Supermarket for the Poor: Outlet for Donated Materials

The things produced from donated materials are sent to this outlet so that they can be sold to the poor. In addition to these products, Phra Phayom sends personal items such as soap and toothpaste, that people give to him to be sold here at cost. The poor can purchase merchandise with money or by bringing something to exchange it with. The premise is that nothing is for free. Those who do not have anything can exchange their labor for merchandise. They register at the temple. The temple assigns them work and gives them vouchers to exchange for what they need at the supermarket. The foundation makes sure that the store is managed professionally even though it relies solely on volunteers. There are inventory checking and bookkeeping procedures. They also keep a record of the customers and the revenues. Each year, it is reported, 36,000 customers buy things from the supermarket and the average daily income is 30,000 baht.

As word got around that this supermarket sold used merchandise, people who like antiques came to search for collectible items. Some customers said that they found a lot of treasures here: rare books, old records, and old-style furniture occasionally appear. A lot of people simply come to browse. They do not always buy something but they make cash donations to the foundation and attend Phra Phayom's sermon. The Supermarket for the Poor has come to be known as one of

the major "junk yards" of Thailand.

## Flea Markets: More Outlets for Merchandise

Phra Phayom knows that there are degrees of poverty. There are poor people who need inexpensive merchandise but who cannot afford to come to the Supermarket for the Poor because they lack transportation. With the help of the government, the foundation sells goods in government flea markets. There is no rent to pay and the sales people are volunteers. There are no expenses and the foundation is able to make a slight profit.

## Expanding the Income Generating Projects

### *Herb Garden*

The fact that the foundation sells products at low cost by no means implies that the products have to be of low quality. In the supermarket, management teams are divided according to the type of merchandise they handle. Each department is responsible for its own merchandise acquisition, inventory, price setting, etc. Phra Phayom himself gave some useful input. Any activity of the supermarket has to be in accord with the mission of the foundation. As more training in different areas developed, and space at the temple became available, Phra Phayom came up with the idea of giving training in agriculture. As he saw it, most migrant workers who come from upcountry and

cannot find jobs eventually have to return to their agricultural heritage. Before, they worked in a traditional way without technology. Phra Phayom had an idea about a herb garden. He saw that herbs could be turned into medicine and other consumer products such as soap, shampoo, and body lotion. The temple had a large land area, some of which could be used as a garden. Labor was readily available. The people who come to the foundation for skills training would have the opportunity to receive agricultural training. The Ministry of Agriculture was happy to send experts to be trainers and consultants. The foundation set up the Herb Garden project in 1997. Since then, a lot of people have been trained in herb growing and consumer products manufacturing (soap, shampoo, etc.). This project is very successful. Some of the trainees have turned their knowledge into small businesses and are now able to support themselves. The products from the garden also sell very well at the supermarket.

### *Publications*

Phra Phayom's first priority is to spread Buddhist teaching, but not everybody can come to his sermons. Phra Phayom knows that there are many monks who write very well and reading is a channel by which people can learn. A lot of good books on Buddhism are left unpublished since most publishers want only to publish marketable books. Phra Phayom sees that the market for these books is right in front of him. He said: "Those who

come to listen to my sermons are interested in the Buddha's teaching. A lot of them said they wanted to bring friends but those friends live too far away. They asked if we sell books. It then occurred to me that there are so many good writings around. We should publish them and bring them along when I go to give sermons. A lot of people also want to know what is going on at our temple, what events our foundation plan, and they want to know news on Buddhist events in general. There are also a lot of good Buddhist scholars who write articles which, I think, are very good. All of these should reach the public."

For these reasons, the Suan Keaw Foundation puts out six Rom Poh Keaw journals a year. In it, the readers can find several types of articles. There are articles on culture, entertainment, and miscellany. Many monks and scholars send their writings to be published. In addition to selling at the supermarket, Phra Phayom takes them with him and sells them at his sermon locations. Those who want to can subscribe to the journal for 250 baht a year. At present, there are 2,000 subscriptions in Thailand and 300 from other countries.

In addition to the journal, the foundation also publishes many Buddhist books. This, however, is not meant to be a profit making enterprise. The aim is for people to have access to the Buddha's teachings.

Tapes of Phra Phayom's sermons are also produced and sold at low cost, for

the people who cannot read due to old age or illiteracy. A lot of people also like listening to his sermons while driving. Phra Phayom's sermons, according to these people, are entertaining and full of good advice.

Sometimes, special fund raising is needed. For example, when the economy crashed, the foundation worked the whole year on fund raising events to solicit funds to help the government. Phra Phayom was able to solicit 7,719,106.54 baht and a certain amount of gold for the government. When a natural disaster hit, the foundation carried out a special event. With the leadership of Phra Phayom, things are never too difficult. He has the power to move people.

### Without Phra Phayom

Relatively speaking, Phra Phayom is still young. With him around, the foundation and its programs can run without any problems. The foundation is aware, however, that no one lives forever and it is trying to set up everything so that the foundation will not fall when its charismatic leader is gone. The foundation, according to one board member, should exist because of its mission, not because of its leader. All attempts have been made to run the foundation professionally. The supermarket, for instance, is professionally managed. The projects are transparent. All aspects of all projects are open to audit. Each department takes turns auditing each other. Outside auditors are also

brought in. When there is a complaint of any kind, the executive members see to it that the matter gets investigated. Despite all of these efforts, many members still feel that the foundation lacks public relations strategies. As of now, it is only Phra Phayom who does the public relations work. A professional public relations unit should be set up if the foundation is to continue its popularity. ▶

## Case 9

### Bodin Decha Parents and Teachers Associations

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DR. NISADA WEDCHAYANON

The most common question asked among Thai parents particularly among the urban middle class is, "What schools do your children go to?" A sense of pride accompanies the answer when the children are enrolled in a famous school.

Bodin Decha School is a government school under the Ministry of Education. It is well known among Thai people since its establishment in 1974. It has been honored by His Majesty the King and is one of five schools in Thailand which was bestowed the "Phra keaw," a royal symbol to be used as the school emblem. The school has a good reputation for academic excellence. Most of its teachers have strong academic backgrounds and teaching experiences. Educational facilities for students such as a library, computers, computer laboratory, sound laboratory and other educational equipment are in place. In the year 2000, almost 80 percent of its students successfully passed the university entrance examination and enrolled in leading universities. Besides academic excellence, the school also promotes other activities such as music and sports. It also provides a good environment for studying. The general public perceives students of Bodin Decha as smart and strong academically and also of high integrity and dignity. The stake holders involved also

share this positive feelings about the school, as do its Parents and Teachers Associations (PTA).

#### Organizational Structure and Mission of the Bodin Decha PTA

In the beginning, the school was set up in an outer area of Bangkok which was then far from the inner city. The land for the school was donated by descendents of a late nobleman. It was an old paddy field called "Thung Bangkapi" and there were no facilities. The school administrator at that time called a parents' meeting and proposed to establish the school's PTA in 1974; the school had just come into existence. The PTA had 720 founding members with the first mission to help find support for the school's facilities. It was recognized that government funding alone would not be adequate to install good facilities at the school.

Currently, the PTA has 21 administrative board members who are elected every two years. Board members divide their responsibilities into various positions as president, vice presidents, secretary, treasurer, assistant treasurer, registrar, reception, public relations, academic, activities, recreation, project relation, coordinator, and so on. In addition, nine advisory

board members were set up to be a consultative unit for the administrative board (see Appendix N).

There have been five presidents since the PTA was established. All of them were in their positions for more than one term. Voravit Nguensiri, current president, has held that position since 1995 or about four terms. Nguensiri said: "We're here for a long time because we're transparent. We work for the school and our children, not for personal interests."

The PTA organizes an annual general meeting every year. The president and other board members report all activities of the PTA to the assembly.

Under the current administrative structure, seven board members are teachers. Teachers play a significant role in fund raising activities. First, teachers are the major tools for approaching donors. Since teachers know the students' family backgrounds, they are able to identify potential donors and approach the right target. With the teachers' assistance, information concerning the needs of the PTA for supporting the school as well as requests for donation is delivered to potential donors who are generally the students' parents. In some cases, teachers know the students' parents and request the parents directly for their support. Second, in each fund raising activity, teachers are assigned as members of a specific committee.

## Fund Raising for Supporting the School

The PTA's continued support for the school continues unabated. Voravit Nguensiri, the president of the PTA, said: "Although the government allocates its budget for the school every year, the school still needs more money for reaching academic excellence."

Every year, the school proposes an annual plan and budget to get support from the PTA. The board of the PTA members then holds a meeting and invites the school administrators to answer all questions about the proposed plan and budget. As seen in the year 2000, the PTA approved 9,933,810 baht to support school activities. These funds focused on human resource development, student activities, teaching activities and improvement of school buildings and its setting.

In order to be able to support the school's activities, the PTA's major mission is "to raise funds for the school." The major funding source comes from donations, particularly from students' parents, as seen from the figures in the 1999 balance sheet (see Appendix O).

The first parents' meeting of each academic year is often the best day for large donations. The school principal and the PTA president co-chair the meeting. After the introduction of the PTA board, school administrators and school policies, the next item on the agenda are donations. The PTA then presents the school's annual plan and budget. The president em-

phasizes the need of the school for PTA support and requests parents for donation. Nguensiri said: "I speak at the meeting on our roles in supporting the school. I showed them a number of projects that the school has and how important they are as well the required budget."

In the meeting, the PTA distributes donation forms to the parents, which they are asked to fill in and return to the PTA staff at the end of the meeting. The PTA requests parents to give them a certain date on when they would make good on their pledges.

Parents or donors are eager to contribute because they perceive that their contributions would return benefits to their children. One parent who is a businessman said: "Bodin Decha is the best school in town and we're proud that my son is in it. Supporting the school means supporting my son's education. Just tell me what I can do for the school and my son."

There is no enforcement or any rigid ceilings for donations. Parents donate voluntarily depending on their economic status and willingness. "We've never forced parents to donate. Giving is up to how prosperous they are. Those who have more would give more than those who have less. Those who have not would not have to donate."

In addition to direct giving, the PTA also organizes special events for fund raising, for example a charity bowling competition. After reaching a consensus on

this initiative, the board appointed a special task force consisting of PTA board members and teachers. Contributions from a regular team was set at a minimum of 2,000 baht per team and those from honorary teams pay a minimum of 10,000 baht per team. The number of regular teams was targeted at 200 teams and that of honorary team was targeted at 50. From this event the PTA netted about 600,000 baht.

In addition to these funding techniques, a significant amount of donations come from parents who want their children to enroll in the school under a special quota of the PTA. With a set of guidelines, the PTA recruits potential students under its quota every year. At least a six-digit donation is required for a student to be included in the quota. "Before an announcement for students' enrollment, the school will have a meeting with the PTA and make an agreement on the quota. This year we have 25 seats for the PTA."

For all kinds of contributions, the PTA gives donors a variety of souvenirs, depending on the amount of the donation. For example, the PTA gives a gold pin for those who donate more than 50,000 baht and a silver pin for those who donate more than 25,000 baht.

The PTA plans to organize a soccer event called the Bodin Cup between Liverpool, a world famous soccer team from the English Premier League, and the Thai national soccer team. This project is

encouraged by the president himself since he is widely known in the soccer community in Thailand and has close connections with Tawatchai Sajjakun, the former team manager of the Thai team.

These two projects are only at the beginning stage. Nguensiri said: “These two projects are in the planning stage. We have put them in our annual plan already. We have also assigned a special task force for each project. I am the chairperson on both projects.”

### The School’s 30th Anniversary— A Special Event for Fund Raising

The president and committee members of the PTA never let go of a good occasion to raise funds. When the school’s 30th anniversary was approaching, the board contemplated a special celebration cum fund raising event. The president of the PTA urged everyone to consider doing it in a big way. “To go public,” so to speak. Instead of celebrating it privately as an internal affair, the president called for publicity and public exposure via television. It was difficult to get television air time, particularly on a weekend night. But due to his wide network of people from different segments of society, President Nguensiri was able to buy air time at a much discounted price. With the most difficult part (reserving air time) out of the way, the PTA proceeded to get organized for the big event. For three months, the PTA committee and subcommittees worked hard. There was

so much to prepare for the special event. Programs for the televised night included the following:

1. A video introduction of the school, its museum, school compound and student life
2. A short dramatic portrayal of the life of the nobleman who donated land for the founding of the school
3. Song numbers by PTA committee members who sang school songs and special songs composed for the event on television
4. Performances by Bodin Decha alumni who had become professional singers, movie stars, emcees and other entertainment personalities
5. Interviews of former and current directors of the school
6. Musical, singing and dancing performances by gifted and talented current students; traditional Thai and western musical numbers were featured

This rich program consisting of drama, variety shows, musical performances and interviews of former school directors, was considered a good mix. Students’ parents and former students supported the drama production and other features in the entertainment. “Many of our students’ parents and both former and current students themselves are actors and directors. They are willing to help the school free of charge. With their connection with other famous actors, we will have

more actors to help us out.”

Funding sources were targeted—students’ parents, former students and the general public. Before the event, the PTA sent request letters to former donors, former students and current students’ parents. Some of those special targets were former big donors or potential donors who were directly requested by board members. Donations could be made before and during the event via phone. Actors and some famous Thai people would answer the phones and keep the records. The names of donors would be announced and shown on the air.

Major income from the television campaign came from the commercial advertisements. Nguensiri said: “Think about it: we have two hours of air time for which we have to pay three to four hundred thousand baht. During that period, we have commercial time of about 24 minutes which we would sell for 150 thousand baht per minute. Revenues from commercial time alone will give us 3.6 million baht.”

In addition, solicitation was made to honorary singers—talents who wanted to sing on TV—and those who want to show their support for the honorary singers. As an honorary singer, a minimum donation was required. To find these potential funding sources, board members approached tentative honorary singers.

Alumni and committee members who appeared on television to sing were requested to contribute money to the pro-

gram. Since everyone had a good time and it was for a good cause, the donors were quite content to participate in the fund raising event. Independent viewers not related to the school contributed very little to the event compared to those related to the school in one way or another.

The entire process of organizing the special event required a lot of time, work and management skills. Many subcommittees were formed in the process, comprising teachers, parents and alumni of the school. Parents were sent letters via the students to request their support either in cash, in kind or in labor and time. Some of the subcommittees were in charge of stage directing, music, performance, logistics, publicity, and so on. Many donors were parents whose sons and daughters had recently entered the school and they pledged to help the PTA to support school activities.

In-kind support included food and drinks for the many rehearsals for the event. To stage such a big event, many persons were involved. Consequently, more effort and attention were needed to manage the whole process. In terms of actual cash expenses, this special event cost around 800,000 baht, which also included the discounted airtime. The total sum of money raised exceeded six million baht.

## The Future of the PTA

As a non-profit association, the PTA continues to raise money for the school. Looking back at their past deeds and ac-

complishments, committee members felt proud to help enhance the quality of education of the school. One committee member commented, “We do everything with the best of intention in the interest of education with transparency. Our constituency trusts us.” ▶

# Case 10

## Thai Holistic Health Foundation

DR. NARONG KOOJAROENPRASERT

The Thai government has long recognized that the health of its population is essential to its well being. For more than 20 years, the government has promoted and supported people in both the rural and urban areas as a way to maintain good physical and mental health. Most urban Thais turn to modern or western medicine. In rural areas, where coverage of health services are limited, the majority still use traditional Thai medicine (phaet phaen thai) or folk medicine. Only a few “modern” people, such as Khun Suphot Attasawapuntanakul and Khun Rosana Tositrakul, urge Thai people to utilize traditional medicine for self-reliance in primary health care.

### History

Founded in 1995, the Thai Holistic Health Foundation has four objectives:

1. To develop knowledge, provide service, and offer scholarship in holistic health
2. To support traditional medicine research for protecting general health, looking for cures including for HIV/AIDS
3. To promote the traditional medicine industry and to promote the production of food without chemicals
4. To protect the public health of consumers

In 1979, before the birth of the Thai Holistic Health Foundation, its forerunner was the Traditional Medicine for Self-Reliance Project. This project was placed under the patronage and subsidy of the Komol Keemthong Foundation. The Komol Keemthong Foundation encouraged this project to get funds from abroad.

This project was intended to help people in rural areas use herbs for self-curing and health care. At that time, only 30 percent of Thai people could avail of western medication. Most Thai people in rural areas were on their own when they became ill. But they were not interested in using herbs; they thought that using herbs for healing was out-of-date and unsafe. Also, the government did not encourage traditional medicine. When one became ill and needed medical treatment, one had to turn to government health providers who subscribed to western medicine.

However, the World Health Organization (WHO) realized that western medication was not enough to solve health problems. It was also expensive. The WHO encouraged member states to use traditional medicine for basic health care.

In Thailand, the practice of tradi-

tional medicine was revived in part by Khun Suphot Attawapuntanakul, who graduated in pharmacy from Mahidol University, and Khun Rosana Tositrakul, who graduated in mass communication from Thammasart University. They established the Traditional Medicine for Self-reliance Project in 1979. Later, this project became the Thai Holistic Health Foundation in 1995. Now, Khun Rosana Tositrakul is the secretary general of the foundation.

During this period, the Ministry of Public Health received financial support from UNICEF to promote traditional medicine in Thailand. The attention paid by the Ministry of Public Health to the use of traditional medicine increased considerably. The Ministry of Public Health invited Khun Suphot and Khun Rosana to be subcommittee members of the Primary Public Health Office. The ministry started a program to promote the use of traditional medicine for self-reliance. The government received further donations from the Gesellschaft für Technische Zusammenarbeit (GTZ) of the Federal Republic of Germany.

The concept of traditional medicine became popular in the 1980s. Some people called this concept “the local wisdom for self-reliance” (withee thai). Later, the foundation enlarged this idea of local wisdom for self-reliance to cover food, environment, society, physical and mental health, not only traditional medicine.

This idea was also influenced by Masanobu Fukuoka’s book, *The One*

*Straw Revolution* and Fritjof Capra’s book, *The Turning Point*. Khun Rosana Tositrakul went to Japan to see Fukuoka’s farm. Later, she invited Fukuoka to demonstrate the concept of natural farming in Thailand. The concept was embraced by many and has spread wide. For instance, people concerned with their health would like to consume pesticide-free products. The foundation realized that it had to do fund raising to sustain itself and set up the Friends of Nature Club in 1991. The club generated income from activities such as distributing natural products for commercial sale. As a profit making arm of the foundation, surplus from the club was donated to the foundation.

After 16 years, the health situation in Thailand changed and became quite complex. The Traditional Medicine for Self-reliance needed to evolve and change as well. After consulting well-known intellectuals such as Professor Dr. Sem Pringpaungkaew, Professor Dr. Prawase Wasi, Prapot Petrakaj, Dr. Sanguan Nittayarumpong and Dr. Kittisak Prokrati, the Traditional Medicine for Self-reliance project became the Thai Holistic Foundation in 1995. The foundation would focus on public health activities in new and broader ways concerned with the health, mind, society and environment. The foundation also encouraged income generating activities between rural producers and consumers to create a better society and environment for most people.

To that end, the foundation established the following activities:

### 1. Holistic Health Center

It disseminates knowledge and service to people by introducing the use of herbal therapy and natural therapy. It perceives curing in an integrated manner, that health care must necessarily link mind, society and environment for the better health of consumers.

### 2. Information Center

The center keeps and collects the knowledge of traditional medicine by using modern information technology. It also links with other sources of information and disseminates this information.

### 3. Research about Drug Law and Medical License Law

The foundation is researching about drug laws and medical license laws in cooperation with the Law Faculty of Thammasat University and other law experts from various well-known institutions to create suitable laws in this area.

### 4. Natural Organic Agriculture

The foundation encourages pesticide-free foods for a better environment on the production side and better health on the consumer side.

### 5. Promotion for Chemical-free Products and Traditional Medicine Movement

It recognizes that consumer power is most important. The Friends of Nature Club was designed to be the center for meeting between consumers and producers in order to encourage consumers to use chemical-free products and herbs for

better health and a better environment.

## Administration

The board of the THH foundation has 12 committees (see Appendix P for the list of board members). All committees have remained unchanged since the foundation was organized in 1995. The foundation has seven full-time staff and six volunteers. Khun Rosana Tositrakul is the foundation general secretary and is also responsible for all operational matters. The general secretary takes care of the budget. The committees hold one meeting annually. The committee members and general secretary do not get any salary. Board members receive gasoline compensation but they return the compensation because of their charitable spirit. Most of the foundation board committees are well-known people and high-ranking government officials. For example, Professor Dr. Sem Pringpaungkaew and Dr. Mongkol Na Songkhla were former Minister of Public Health and Permanent Secretary of Public Health respectively. The foundation can take advantage of the committee members' connections to get subsidies from the Ministry of Public Health and the Ministry of Science, Technology and Environment. It also enhances the image of the foundation to disseminate the concept of holistic health.

The foundation is divided into four divisions: Training and Dissemination, Health Care Special Activity, Rural, and

Administration Center Division. There are two subcommittees: Administration and Academic. Some subcommittee members are also board members. These subcommittee members meet four times annually. The foundation is trying to form the Rural Subcommittees as well. The foundation has a five-year plan and evaluates its performance every five years. The foundation also has a balanced budget policy.

### Fund Raising Strategies

In 1998, the foundation expenses and revenues were 1,500,788.13 baht and 1,528,901.92 baht respectively (see Appendix Q for the income statement of the THHF). From the past to the present, the foundation revenues has come from many sources, as described below.

#### Grants from Local and International Organizations

In the past, the Thai Holistic Health Foundation received financial support from local organizations: the Komol Keemthong Foundation, the Ministry of Public Health, and the Ministry of Science Technology and Environment. International organizations (the Canadian Friends Service Committee, and the Committee Catholic Conpre La Faim Pour Development) donated to the Thai Holistic Health Foundation.

In 1998, the Ministry of Public Health, the Ministry of Science Technol-

ogy and Environment, the Canadian Friends Service Committee (CFSC), and the Committee Catholic Conpre La Faim Pour Development (CCFD) donated 509,000 baht (40 percent), 51,960 baht (4 percent) 340,479.15 baht (28 percent), and 303,656.25 baht (25 percent) respectively. Khun Rosana Tositrakul said: "We have to do fund raising because local and international organizations will not support us forever."

### Examples of International Organization's Support

The CFSC has supported the foundation from the time that it was the Traditional Medicine for Self-reliance Project. In the past, contributions from the CFSC were small but it provided moral support. There was also a matching fund: for every 100,000 baht of CFSC's contribution, 200,000 baht was contributed by the Canadian International Development Agency (CIDA) to the Thai Holistic Health Foundation. In 1998, the foundation revenue was 1,528,901.92 baht. Donations from CFSC was 340,479.15 baht or around 22 percent of total donations. At present, only CFSC gives financial support to the foundation.

### Funding for Other Projects of the THHF

Examples of projects are the Holistic Health Care Project, the Project of Non-Governmental Organizations for Philan-

thropy (1998), and the Compost Project of the Fourth Period (Northeastern Region). The Ministry of Public Health donated 364,000 baht for the Holistic Health Care Project, and 145,000 baht for the Project of Non-governmental Organizations for Philanthropy (1998). The Ministry of Science, Technology and Environment donated 51,960 baht for the Compost Project of the Fourth Period (Northeastern Region).

Khun Rosana Tositrakul added, "With idea and dedication by all staff, the foundation received the above financial support."

#### Friends of Nature Club

The Thai Holistic Health Foundation uses the Friends of Nature Club for generating income. The Friends of Nature Club was established principally to act as a link between producers and consumers. At present, FNC has 12 full-time staff and 2,100 members. Membership fees are: 100 baht for one year, 200 baht for two years, and 300 baht for three years. Members of FNC receive newsletters that provide knowledge on holistic health, published by the foundation four times a year in January, April, July and October. In addition, members of FNC are entitled to a discount of 5 to 10 percent on general merchandise or services subject to conditions set forth by the club regulations. The products of FNC are herb medicine, herb tea and natural foods (see Appendix R for the product list). FNC do-

nates its profit to the foundation.

#### Thai Holistic Health Center (Putamontol Sai 4)

The Thai Holistic Health Center (Putamontol Sai 4) was organized on May 31, 2000, with funding provided by the Japan Consular Office. The Thai Holistic Health Foundation constructed the center. The Children Foundation is letting the THHF use the land (one rai) for 30 years. Asahi Company and Duraflore Company gave materials to construct the center. Administratively, the Holistic Health Center operates under the THHF. At present, there is no manager for this center. It has three full-time staff.

Khun Rosana explained: "Due to limited budget, it is difficult to find a land (one rai) in the city area. Thus, the center is located in a suburb." The center is the traditional health service unit. It provides health services only. At the center, traditional practitioners treat patients with traditional medicine. It uses the Ayurvedic system prevalent in India. For instance, health services provided by the center are aromatherapy, massage, sauna, and essential oils shower. The center charges for these services, e.g., 240 baht for a one-hour massage, 300 baht for a two-hour massage, and 100 baht for herbal sauna. The center also offers training and knowledge of holistic health care to the public.

## Health Center (Saun Plu)

The Health Center (Saun Plu) was established in October 2000. Located in the heart of Bangkok, the center serves as a new center for alternative health care. Khun Nantana Klongchaocharn is the manager. The center has three full-time staff. The Friends of Nature Club is responsible for this center. Revenue from the center is part of the fund raising activities of FNC. At present, FNC does not own the center's building but rents it at an almost giveaway rate.

The center provides a variety of health services such as foot reflexology, aromatherapy massage, and Thai massage. The center also sells chemical-free health products such as coarse rice, herb tea, herb extract beverage, fresh and dry foods. It also sells health care books and native clothes. These products come from the FNC and other non-governmental organizations (NGOs).

## Financial Situation

During the 1998 fiscal year, the foundation generated 1,528,901.92 baht in revenues. Its expenses were 1,500,788.13 baht. Due to the economic crisis in 1997, the foundation now receives less money from the government, as well as from local and international organizations. CFSC is the only international organization which continues to support the foundation. The Ministry of Public Health might also cut financial support to the foundation because of the movement of 30 NGOs

that fought against the medical procurement corruption in the ministry.

Their strategy to stay afloat in the midst of financial crisis, the loss of international support, and the cutback of government funding, was to become entrepreneurial in selling natural products and medicine, and in providing services in the alternative health care method/system. Since these profit centers are relatively new, their performances remain to be seen. What is readily evident for now is that the lower fees it charges for different types of massages relative to the standard commercial rates makes the center competitive. If lower overhead costs could be maintained, perhaps profits could still be made. At least, the initial investment capital outlay in these profit centers do not seem high (borrowed land, donated inputs for construction, low/friendship rent, and so on.).

Khun Rosana's strategy is to diversify the organization by creating profit centers to help sustain a good cause for society. Starting out with traditional herbal medicine as its cause for crusade, the foundation has now diversified its mission and activities. The foundation has developed a comprehensive package of advocacy related to good health via traditional medicine. The foundation also developed health foods that are organic and natural and sustain a clean and healthy environment. The holistic health care system includes different types of massages including foot massages to restore and maintain a healthy body, mind and spirit.

Should the profit centers work out as intended, the Thai Holistic Health Foundation might go on without grants from external sources. ▶

# Case 11

## Foundation for Thailand Rural Reconstruction Movement

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KANOKKAN ANUKANSAI

Thirty years ago, giving cash contributions for development activities went beyond the simple idea of “making merit, giving alms,” which is the focus for Thai Buddhists. Then, conducting development activities by non-government organizations was very new in Thailand since all development tasks were monopolized by government agencies. Working in rural development was considered a mission of the government, not of NGOs and private agencies.

In 1967, at a time when Thai people were not familiar with the idea of giving to development-oriented organizations, the Foundation for Thailand Rural Reconstruction Movement (TRRM) was established. It had the support of some technocrats, scholars and business people. Its activities over the past 34 years has influenced and inspired many other NGOs to pursue development activities.

### A Pioneer of Development Activities

“Go to the people  
Live among them, Learn from  
them  
Plan with them, Work with them  
Start with what they know, Build  
on what they have

Teach by showing, Learn by  
doing  
Not a showcase but a pattern  
Not odds and ends but a system  
Not piecemeal but integrated  
approach  
Not to conform but to transform  
*Not relief but release.*”

That was the *Credo of Rural Reconstruction*, delivered by Dr. Y. C. James Yen, a former president of the International Institute of Rural Reconstruction (IIRR) during his first visit to Thailand. This influenced the thinking of Dr. Puey Ungpakorn, a former president of the Bank of Thailand, in his development concepts and later inspired him to establish TRRM in 1967.

Prior to Dr. Yen's arrival in Thailand and to the establishment of the foundation, Dr. Ungpakorn and others were already interested in development. They agreed that Thailand needed an alternative development plan since the plan put out by the government focused only on economic development while the poverty issue was considered a secondary problem. Many problems such as health care, inequality and labor exploitation were not dealt with. As a result, academics as well as people in development began discuss-

ing alternative directions for development. Many people then involved in development work lacked confidence in development that focused heavily on economic growth.

The perspective proposed by Dr. Yen thus gained the interest of Thai academics, especially since the Philippines Rural Reconstruction Movement was available as model. These Thai academics invited Dr. Yen and Dr. Feliciano, chairpersons of the Rural Development Organization, to visit Thailand. “Dr. Yen came to spread the idea of establishing rural development organizations to people from different walks of life. Khun Kasem Chatikawanit and Dr. Chek Thanasiri tried to get him to meet with important people in both the Thai public and private sectors.”

Some of the key figures involved in inviting him were Surathin Bunnag and Thanphuying Maneerat, one of the ladies-in-waiting of His Majesty the King. Dr. Yen was granted an audience and a group of Thai people (Dr. Ungpakorn and other famous people in Thai society such as Kukrit Promoj, Pantip Borepat, Nilawan Pintnong) were invited to join him.

Dr. Ungpakorn and Dr. Yen shared the same perspective of focusing on developing human resources which, to them, was fundamental to the development of the country as a whole. Dr. Ungpakorn then recruited people in various fields—academics, banking, business, as well as members of the royal family, to set up the Foundation for Thailand Rural Reconstruction Movement. The foundation was

officially inaugurated on December 14, 1967, just a few months after Dr. Yen's first visit to Thailand. “Because of Dr. Puey's reputation as a ‘Seri-Thai’ during World War II, and because of his position as the governor of the Bank of Thailand, many people did not hesitate to join him. People donated their money and agreed that development was needed.”

The foundation, under the leadership of Dr. Ungpakorn, who was elected the first chairperson, began its work using the area-oriented development approach. A few people went to IIRR to study. One of Dr. Ungpakorn's wartime comrades donated his land in Chainart province to be used as a model area for development. Sanoh Nilkamheang left his business to work full-time as the first director of the foundation.

The operation of the foundation started in 1969 under the motto “*go to, stay with, help coordinate*” to underscore the belief that development meant learning about the area and promoting self-reliance among the people. The foundation acted as a coordinator to link the government with the people. Activities focused on skills training, education, health care, and organization building. In that year, the board asked HM the King to take the foundation under his royal patronage.

### Political Crisis and the Foundation's Closure

Nine years after its establishment, the foundation was placed under heavy scru-

tiny by the government which at that time was active in suppressing communist insurgency. The nature of the foundation's operations, which was directly involved with rural development, led the government to suspect that it was performing activities for political purposes. At that time, students were suspended from doing extracurricular activities, some were accused of being communists, and several were killed. Dr. Ungpakorn, who was then president of Thammasart University, finally had to go into exile. He went to England in 1976.

After the 1976 uprising and the doctor's exile, the work of the foundation stagnated, as it came under attack from the government.

The Communist Suppression Act was used to subdue communist insurgency and many people who had not committed crimes were put in jail. Many students fled to the jungles and joined the Communist Party of Thailand. They turned to fighting, while trying to develop the remote rural areas that they lived in. The work of the foundation, which was similar to those of the communist party, inevitably came under suspicion. Investigations and inspections were carried out and all staff were investigated by the police and the Office of National Security. "Our office was searched over and over again. They interrogated us almost on a daily basis. Our books and documents were burnt."

Being suspected by the government inhibited operations a great deal. Some

board members proposed the closure of the foundation and the handing over of property to the Office of Rural Development which worked under the Ministry of Interior. However, some members objected to this idea. "Though Khun Sanoh proposed shutting down, some members said that the foundation should endure the misfortune. Shutting down was easy, but setting it up again would be next to impossible."

Finally, they opted to keep the foundation in existence but without performing any activity. The office in Bangkok was closed and the activities of the Training Center at Chainart stopped until 1986.

### TRRM in the New Era

The foundation stayed alive throughout the political crisis until 1986 when Paiboon Watanasiritham joined the foundation to bring it back to life. Regarding the official joining of Khun Paiboon, Siriwan Jenkarn, a board member, said, "The board wanted to revive the foundation so it asked Khun Paiboon who was familiar with its operations to chair the foundation."

Khun Paiboon was a former banker at the Bank of Thailand. As a former student of Dr. Ungpakorn, he shared the idea that development should not solely focus on economic growth. Since the foundation's inception, he has been involved in its operation in ad hoc capacities, but he did not take an active role until he came in as a board member and was

later made chairman of the board in 1986. Khun Paiboon recalled his early days at the foundation: “When the foundation was first founded, I had just returned from my studies in England. Khunying Suparp Yotsunthorn, one of the senior officials who looked after students who got scholarships from the Bank of Thailand, asked that I help the foundation. I gladly accepted the task since I was highly interested in rural development. It was also like helping the senior officials who had been very kind to me. The work itself required traveling which was difficult for them.”

When Khun Paiboon became more involved, he switched from doing routine work and took an active role as fund raiser. He said: “First, I helped with the documents and writing. Later I went into the field and solicited contributions from people at the Bank of Thailand. I asked them to give monthly contributions so that the foundation could carry on a holistic development plan in one district. We took the money off the paychecks of those who pledged their contribution every month.”

At the time Sanoh Nilkamheang asked Khun Paiboon to take on a major role in the foundation, it was inactive. Staff members were dispersed. Khun Paiboon called them back and gave them moral support and encouragement. They brainstormed and adjusted their existing strategies by emphasizing hands-on field work. They brought in the concept of community business, which they believed would spearhead rural development. The

foundation aimed to strengthen the capacity of the poor by giving them training in community enterprises; income did not have to come only from family. As a result of Khun Paiboon’s leadership, the foundation was brought back to life.

At present, the foundation’s activities focus on five major areas.

#### 1. Policy Making

The foundation contributes to development policy making by analyzing, planning and supporting the implementation of policies at the national level. It helps assess policies that have been implemented if they were effective and suitable to the situation in Thailand. To do this, the foundation works hand in hand with the government agencies involved.

#### 2. Capacity Building

The foundation helps communities increase their capability, effectiveness and self-sufficiency, by giving training and doing research.

#### 3. Building a Business Network for Communities

The foundation acts as an information center linking consumers to community businesses. It also provides data on potential markets to communities.

#### 4. On-site Development

Together with the government, the foundation sends its staff members to communities to help with business or to set up projects.

## 5. Training Center

The foundation has turned its Chainart office into a training center for difficult-to-master skills.

To ensure that the foundation's activities go smoothly, Khun Paiboon obtained funding from both the government and the private sector. One member said, "When the revitalization first began, Khun Paiboon, who is well-connected with all kinds of people, simply asked for financial contributions. There were no fund raising strategies used at all."

Later, in 1989, Khun Paiboon took the directorship of the foundation and fund raising was put on the agenda.

### Funding for the Foundation and Income Generating Activities

Starting with himself, as a person experienced in finance and business, Khun Paiboon brought in consulting jobs and began giving advice to different organizations. The consulting fee was given to the foundation. One member told us: "Actually Khun Paiboon had done a lot of consulting jobs before coming to direct our foundation. For example, when he worked for CIDA, he did not charge them, but asked that they contribute to the foundation. When more organizations came, the money added up. He then thought of setting up a consulting unit."

Khun Paiboon established the Rural and Social Management Institute (RASMI) in 1994 to handle fund raising, do re-

search, and give training programs. RASMI has become the major income generator for the foundation. It brings in 26 percent of the foundation's total income.



### The Works of RASMI

Though RASMI performs multiple income generating tasks, it is more famous as a competent research institute. Its original activity as a consultancy eventually faded and its work in training brought in a decreasing proportion of income.

As word spread that staff members of RASMI were highly competent in research, different clients contracted the institute to do research, to write all kinds of proposals, and to manage different projects. All of these jobs did not come without effort. In addition to having capable staff, the foundation undertook a great deal of public relations work to get the public to know about RASMI. Khun Paiboon's reputation also contributed a great deal to RASMI's prosperity. Siriwan said: "A lot of projects that came to us started as informal tasks. We talked to people about our work in development. They thought our projects were interest-

ing and asked that we write a grant proposal for them. For example, the Office of National Economic and Social Development Board told us that they had three million baht to do research on revitalization of rural communities using the 'sufficiency economy.' They asked us to do it. Our clients come from different backgrounds. We make sure to talk to people about our work. Contracts come in as people know more about us."

Doing academic types of work require competent staff members and experts. The foundation approached those who it thought could carry out the tasks. The experts receive a fee and the foundation receives only a certain amount as a coordinating fee. In the year 2000, the income generated by this kind of work was 2.4 million baht.

As far as recruiting experts was concerned, Siriwan Jenkarn said, "We know academics from all kinds of disciplines. We know which one is expert in which area. When a project comes in, we approach the person appropriate to the job. The client signs a contract with us. We pay the expenses in advance and then clear the book when the client pays the amount due."

As for training and workshops, RASMI focuses on the AIC technique (appreciation-influence-control) which is very popular among community organizations. This technique maximizes the cooperation of people in an organization. Workshops and training go to two types of clients: private organizations (e.g., hos-

pitals) and rural development organizations. The revenue brought in by workshops and training in the year 2000 was 631,680 baht. There were 30 workshops. Siriwan emphasized, "As said earlier, works come in because people know what we can do. We work for the government and for NGOs. They know Khun Phaiboon well."

The trainers are all staff members of RASMI. They are paid a salary. Sometimes guest speakers are invited. The rate for workshops is estimated on a per head basis.

The Chainart office was turned into a training center. It brings in a significant amount of income. In the year 2000, it generated 1.8 million baht. At that center, the foundation built a housing facility, convention hall and meeting rooms. People who come for training can rent rooms to stay in. The public can also rent the convention hall for big events. The rentals increased when Khun Paiboon came in. To him, the foundation should fully benefit from its existing resources. The foundation then began publicizing its convention hall and other facilities. At present, the convention hall has a capacity of 80 to 120 people. There are 120 airconditioned rooms. The foundation also caters for the people who rent its facilities. To publicize its services, the foundation produced brochures to be distributed to the public. Jenkarn said, "People know about us and come to rent our facilities. When there is a meeting in which the participants are people in the

central region, our center is a suitable venue. Participants do not have to travel to Bangkok and the rental fee is much less expensive and, relatively speaking, the service is good.”

### Funds from Other Sources

In the year 2000, ten percent of the foundation’s income came from grant money given by an agency called NOVIB. A grant proposal to NOVIB was written and submitted when Khun Paiboon first became director. Thereafter, NOVIB has continued to support TRRM. The money is for the organization’s capacity building. Khun Siriwan said, “NOVIB realizes that we are new. We need a lot of money to revive our organization in all aspects.”

TRRM maintains a list of regular donors. In the year 2000, cash contributions from these regular donors amounted to only 94,419 baht or one percent of the total revenue. There was no attempt to increase the pool of donors, who had been giving for a long time.

### The Future in Development Works and in Fund Raising

In the future, the foundation aims to generate income by providing academic services such as research, consultations and trainings. These activities require a good number of competent staff. There was a time, however, when it had focused too much on generating income, making the foundation pay less attention to develop-

ment work. Siriwan Jenkarn is well aware of this. She said, “We have to make some adjustments. We cannot abandon our mission for the sake of income generation. We go less and less into the field than we used to. In Chainart, we only have the Herb and the Senior Citizen Projects.”

The foundation copes with this problem by putting out projects that make use of volunteers. One popular project has volunteers from the Kellogg Corp. and from Northwestern University coming in the summer to give business advice to community organizations. Another well accepted project is the Thammasart volunteer student project.

The foundation also tries to use its staff to generate income that simultaneously relates to development work. For example, the foundation gives agricultural training to a group of farmers, sponsored by the Ministry of Agriculture. Jenkarn concluded, “Performing income generating activities while doing development work at the same time gives our staff opportunities to develop their training skills. Competent staff is our strength and we can sell our services because of them. These people adhere to the foundation’s original mission. At the same time, they generate income so that the foundation can sustain itself.” ■

# Case 12

## Foundation for Slum Child Care

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DR. CHIRAWAN BHAKDIBUTR

### The Roots

*"A good beginning is the most important part in a child's life. What the Foundation for Slum Child Care has done is very good,"* thus spoke Her Royal Highness Princess Galyani Vadhana, elder sister of His Majesty the King. The Foundation for Slum Child Care started out as a "one baht a day" school in the Klong Toey slums. In 1968, Prateep Ungsongtham first opened this school for slum dwellers. Born and raised in the slums herself, Ungsongtham well understood the difficulties slum children faced. Ten years into the school's operation, Ungsongtham was awarded the Ramon Magsaysay Award. She used the funds received from this award to establish the Duang Prateep (Guiding Light) Foundation to further her mission. In 1981 she received the Outstanding Youth award from the Rockefeller Foundation. She used the money from this to establish the Foundation for Slum Child Care. The foundation was officially inaugurated on June 22, 1981. Four additional founders contributed funds to establish the foundation and its first project was the Klong Day Care Center.

In 1983 HRH Princess Galyani Vadhana, out of her desire to improve the quality of life of slum children, graciously

placed the foundation under her royal patronage. The foundation flourished and expanded the scope of its program to include services in child care provision, public health, research on slum issues, mental health, and other civic matters.

### Programs and Activities

Among the foundation's major programs are: the child care center program, the milk and food program, the mother and child health program, the youth development program, the family relationships program, the child care training program, the media for unprivileged children program, and the emergency fund and special aid program.

The Child Care Center Program was created to help slum parents cope with the dilemma of having to make a living and having to take care of their young children. Having to go out to earn a living, most parents often leave their children unattended at a very young age. Older siblings often had to leave school to care for their younger brother or sister. Many of these children also suffer, as a result of poverty, from malnutrition, slow mental and physical development, or chronic illness. To address the needs of child caring, the foundation established five child care

centers for infants from four months to children up to five years of age. Infants and children from low-income families are entitled to the service. In addition, the centers take in children who are physically abused. Mothers who are unable to breast-feed can bring their infants to the centers for care and assistance with their feeding. Together, the centers provide care for about 200 children a day.

The Milk and Food Program was established to address the immediate need for baby formula. The foundation provides infant milk formula to low income families at cost. Being aware of the parents' lack of educational background, the foundation also provides instructions on the use of baby formula. Though it provides baby formula, the foundation follows a "Breast Milk is Best" policy and actively promotes breast-feeding for babies. However, there are cases where babies cannot be breast-fed. Uneducated parents often turn to condensed or sweetened milk that do not provide adequate nutrition for babies. HRH Princess Galyani Vadhana and the late Princess Mother established a fund for the foundation to operate the Milk and Food Program.

The Mother and Child Health Program was created to provide health care for children and pregnant women and mothers. Children receive regular check-ups, health care and vaccinations. Women receive pre- and post-natal care, family planning and general health care. In addition to physicians, the health centers use volunteers to conduct home visits to pro-

mote good nutrition, disease prevention, hygiene, pre-natal care and family planning. Due to the high demand for its services and with a lot of people unable to travel to the centers, the foundation set up a mobile health clinic in 1995 to serve distant slum communities. The services provided are similar to those provided at the centers and the unit travels to different slum areas on a regular basis.

The Youth Development Program focuses on solving social problems experienced by the youth in slum areas. Youth in slums have limited access to education and are exposed to violence and drug abuse. They are vulnerable to child labor exploitation. The foundation networks with other organizations to provide consultations to over 500 youths in five major slums in Bangkok. The foundation also coordinates with the Non-formal Education Department to make education accessible to slum youths. It promotes leadership and social skills through youth camps and encourages self-development and creativity at arts camps.

The Family Relationships Program tries to create a healthy family environment for children. The foundation recognizes the importance of families and tries to involve all family members in child rearing. Basically, this program promotes communication, caring and warmth in families through home visits, training, and family relationships camps. At the camp, families spend quality time together in a relaxing environment. Parents and children participate in workshops as well as

recreational activities like arts, games and sports. Meal times, bathing and quiet time create a sense of togetherness.

The Child Care Training Program provides training for the centers' own child-care providers, for parents and for members of the communities to promote quality child care. Providing training for parents raises the standard of child care they could provide their own children. Topics for training address the many concerns of parents, such as maintaining nutrition using inexpensive food, playing methods for child development, child safety, health care and birth control. Public education workshops are conducted using interactive learning techniques with practical, hands-on training. Volunteer trainers also visit homes to provide training to meet the specific needs of a family.

Training members of the public to be child care providers is a vital step towards its goal of promoting self-help in the slums. Women who take the foundation's training program receive certification and can open small child care centers in their own neighborhoods. The training includes study trips and practical experience at nurseries. These women help meet the huge demand for quality child care in the slums and provide valuable information about child care to their neighborhood. They form a vital link between the foundation and the slum communities.

Media for Unprivileged Children Program is an arts project for children of the slum areas whose artworks are sold to

raise funds for the foundation. At campuses and workshops children produce batik, ceramics and cards. The children develop their creativity, learn skills and feel pride in their ability. They recognize their role in contributing to their family and their community. The crafts are sold along with books, T-shirts, cards and calendars. These funds are used to purchase educational materials such as books, games and toys for children and youths.

HRH Princess Galyani Vadhana personally supports the Emergency Fund and Special Aid Program. HRH the late Princess Mother also provided funds for emergency use. The funds assist families after disasters such as fires, accidents and chemical explosions. The special aid program is a discretionary fund set aside for assisting families with medical expenses, food, baby needs and other necessities, and to help people with disabilities and aged people.

## Operations

The foundation is run by a board consisting of 18 members. At the top is the honorary chairperson who chairs the executive committee. The secretary general oversees the operation while the manager and the assistant manager take care of administrative matters. There are three subcommittees. The fund raising subcommittee is responsible for fund raising activities. The academic affairs subcommittee takes care of research while the public relations subcommittee concerns

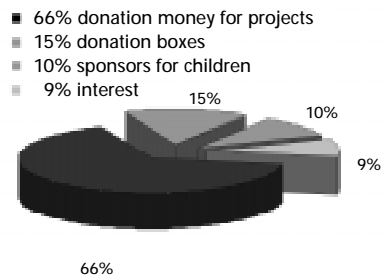
itself with making the foundation and its projects known to the public. There is an administrative division responsible for office work and record keeping.

While the foundation has some volunteers, it still needs to hire permanent staff so as to ensure that its projects run smoothly. At present, there are 90 staff members, hired on a one-year contract basis. These people receive salaries and fringe benefits like those working in the private sector. Each year, the foundation pays expenses up to 10 million baht. Salaries for staff are 490,000 baht. Each month the fixed expense is 800,000 baht. This amount does not include materials, foods, among others, which if translated into baht value, can add up to 500,000 baht per month. Funds for all these items are donated.

While the total monthly expense is approximately 800,000 baht per month, the revenue of the foundation is about half the amount. From donation boxes, the foundation collects 150,000 baht each month. Sponsors send in about 100,000 baht while interest money at this point amounts to only 65,000 baht. Other ad hoc donations average 170,000 baht a month. What this means is that fund raising is needed more than ever. One member of the executive committee stated, "Since 1998 the interest money has decreased substantially. By the year 2000, we had reached the point where the operation almost could not go on. The expense was 695,272.81 baht over the income." The board members gathered to

plan fund raising strategies to cope with the situation. Though very successful in its endeavors, the foundation hopes to at least keep itself above water.

The income in 2001 was 10,669,421.54 baht and the expense was 9,065,557.66. The charts below show the details.



The income exceeded the expense by 1,603,854.88 baht.

### Funding Sources

HRH Princess Galyani Vadhana donates 500,000 baht every year. On her birthday each year, HRH gives an audience to the people who would like to donate money to the foundation in her name. This year the amount of money was

2,426,348 baht. In addition, the princess established the Princess Mother's Fund by donating 500,000 baht every year on the Princess Mother's birthday, October 21.

Very often companies donate money in the name of HRH. Among them have been Big C Supercenter, Thai Airways International, Jim Thomson Thai Silk, The Royal Orchid Sheraton Hotel, Thanachart Finance and Securities, Amway Thailand, Tupperware Thailand, the Government Lottery Office, and others.

Several fund raising techniques are employed to solicit contributions from the general public. The foundation publicizes its existing projects and allows the donors to state which project they specifically want their money to go to. To make donations convenient, the foundation provides the forms and the donors only have to check the boxes in that form. Also to make donation accessible, the foundation asks different business organizations for help. Several department stores and the Don Maung Airport provide eye-catching spots for donation boxes.

The foundation usually gets 200,000 baht revenue a year from selling donated products. Sometimes, companies do not want to donate cash. Instead they give the foundation their goods. The foundation can sell these products below their original cost.

The foundation ensures that it has good rapport and cooperation with governmental units. Six projects are funded by the Department of Public Welfare. The

total amount is 840,000 baht. The Ministry of Public Health also sponsors three projects that provide up to 1,450,000 baht. In addition, the Bangkok Metropolitan Administration gives 203,758 baht to support the Bangkok Understands AIDS program.

In the year 2000 the foundation put out two major fund raising events. On HRH's birthday, the foundation hosted a concert called *The Best of Pops* at the Thailand National Culture Center. HRH came as the guest of honor. The foundation's staff members and board members joined hands in selling as many tickets as possible. Those who donated 100,000 baht each got to donate their money in the name of HRH. After expenses, the foundation did not get as much money as it had earlier hoped. One board member concluded that "considering that we put a lot of energy and time into it, it was not worth it, and events like this will never take place again."

The second event was a movie. The United Artists Group allowed the foundation to have one movie show free of expense. The foundation was responsible for selling the tickets, inviting guests of honor, printing the tickets and advertisements. After expenses, the profit was 210,000 baht. The conclusion, again, was "It was not worth it." One member added, "We didn't even have a full house."

In 1986, Belgian physician Anne-Marie Van den Bossche Trongthiang, who used to work in the Aranya Pratet Refu-

gee Camp and worked with the foundation in Bangkok's slum area for more than 10 years, saw the condition under which children in On Nut slum lived. She obtained funding from international organizations to help these children. When the foundation set up the child care centers, Dr. Anne-Marie Trongthiang solicited more funds from an organization in the Netherlands which donated 9,600,000 baht to be used for a four-year project.

Aside from these sources, the foundation uses direct mail to solicit contributions. However, the mail is sent only to regular donors. The cost of direct mail is relatively high and the foundation cannot afford uncertain results. Direct mail is sent only within the country. Fund raising is also conducted among Thai people who live in the US. The problem encountered with international donations is that the foundation has to incur the wiring expense. Small donations then are not worth the wiring cost. Every fund raising move has to be carefully thought out. The foundation has its reputation to protect. There have been people who wanted to help but ended up using the foundation's name to make a profit. "We cannot be careful enough," one board member cautioned.

### Being Able to Stay Alive

In the current economic crisis, funding from different sources seem to have dried up simultaneously. The foundation is therefore happy just to maintain its cur-

rent operations. Expansion is at the moment out of the question. Every board member is proud of the fact that the foundation is able to keep up with its mission. People still see that the projects are a great contribution to society. With HRH placing the foundation under her patronage, the foundation feels secure and the staff members are willing to work tirelessly. "People who work here work from their hearts. We all share the same conviction that children are the most invaluable resources to our society, No matter how hard we have to work, we will not give up. The foundation will have its twentieth anniversary this year. Everybody wants to raise up to 10 million baht," a board member said on behalf of everybody. ▀

# Case 13

## The Satree Foundation

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DR. SUJITRA THANANUN

In a society where men traditionally dominate politics, elected public offices, public policy formulation, budgetary allocations and legislation of laws, the need to have women's participation and involvement in these areas is critical. Male politicians undermine and under-emphasize public issues of interest to women, such as the quality of the environment, education and health. Having women in position and power to champion social development issues will add to a balanced and sustainable society.

To encourage women to go into public office is not an easy quest in view of the obstacles and barriers (implicit or explicit, obvious or tacit) against women's participation in politics. Since 1932, when Thailand instituted the constitutional monarchy and democratic politics, women have been allowed to exercise voting rights and to stand for election. However, the percentage of women members of parliament has never exceeded 8 percent. The length of the women's political careers seems to be much shorter than men's. Not being seasoned in politics and not having seniority in the political arena further keeps the few women politicians from attaining a high profile and political stature within the political party hierarchy.

About eight years ago, a foreign women's NGO contacted a woman politician to initiate training for women to enter political office. This woman politician was young and well-educated and projected an image of the "new politics." Her good looks and pleasant personality helped to endear her to the public. Given the disgust that the public felt with old-style politics, the presence of this politician was like a breath of fresh air. Understandably her popularity with the public catapulted her into a position of prominence within her own party and subsequently in the coalition government. She became deputy minister more than once. It is easy to understand why this foreign NGO approached this woman politician, because she was popular and publicly advocated for more women in politics. The woman politician seized the opportunity as she herself was well aware of the need to increase the number of women politicians. Hence, the woman politician and the foreign NGO agreed to help support the creation of a new organization.

The Satree Foundation came into existence to act as an umbrella for activities to encourage and put women into political office. The founders and board members were mostly women of social standing

and close associates of the women politician. Satee decided from the beginning that the politician would serve as the foundation's adviser and not its chair because the foundation should not be perceived as partisan or as the tool of a political party or of certain politicians. The Satee Foundation hoped to attract women of different political leanings and persuasions. A very prominent, capable and respectable woman leader was recruited to chair the foundation. Subsequently, a subsidiary organization was created under the umbrella of the foundation to implement policies, activities and training programs. The founders agreed that the foundation would only focus on fund raising but the subsidiary organization would be its operating arm.

Things seemed to be on track and off to a good start. The initial funding for activities came from the foreign donor organization whose eagerness to help transport its experiences and know-how in preparing women to be elected was perhaps somewhat overwhelming for the local counterpart. Although funding was much appreciated, it became apparent that the contextual issue was so important and not all methods from the foreign experience and context could be replicated in Thailand.

The Satee Foundation is meant to be a policy making body with no permanent staff. It includes a chairperson, board members and advisers. The board members are persons who are committed to the cause and would volunteer their time and

possibly resources to help advance the cause. The founding members stated clearly that its operating arm under a different name would implement all its policies such as doing training and other activities to promote the entry of women into politics. The operating arm has a director, an associate director and a few staff members. From the very beginning, the staffing budget came from the foreign NGO. Not long afterwards, the implementing arm rented an office and started its work.

No one in the foundation is assigned the task of fund raising, although it is tacitly understood that the wealthier businesspersons as well as the chairperson would be the leaders in this venture. The woman politician, as its founder, is expected to assist in fund raising. There is no systematic plan to fundraise on a regular basis. But the chairperson tries to think of ways to raise funds for the organization. She also instructed others to help find ways and means to do it.

The first major fund raising event was a big dinner talk where one of Thailand's national leaders, who was also one of the region's most popular leaders, was invited to be the speaker. This event took place within a year of the foundation's formation. With this star attraction, over a hundred tables, each consisting of ten seats, were sold. The price tag for the tables varied from VIP tables that were priced at 30,000 baht to regular tables for 10,000 baht. The problem was how to sell the tables (about 100 in all). All the board

members and advisers were activated to help sell the tables. The adviser/founder with her connections and clout was responsible for convincing her friends and allies in the corporate world to help out. The event was held at the time when the “economic bubbles” had not yet burst. The grand ballroom of a local hotel was jam-packed. After deducting sizeable expenses, the proceeds of over a million and a half baht went to the foundation that subsequently went to its operating subsidiary.

No such attempt to raise funds was made again. It was difficult to find a star attraction for every event. Selling so many tables was not an easy task. Also, only a couple of years later, the economy took a downturn. Gala charity events were suspended by all parties in Thai society.

The second fund raising event was organized in conjunction with a gymnastic show from a foreign country, a year after the dinner talk-gala event. From the different performances, the foundation was allotted one performance for its fund raising mission. All presale tickets by the foundation were given to the foundation. Again, board members, advisers and friends with connections with businesses, schools and factories tried hard to prevail upon these establishments to sell tickets to their members or to buy tickets as special benefits for their employees.

The most expensive ticket fetched only a small sum (a hundred bahts); to make a lot of money meant having to sell

a lot of tickets. Since the board members, advisers and staff of the entire foundation numbered less than one hundred persons, it was understandable why selling the tickets was not an easy task. After the event, some board members became reluctant to participate as they were embarrassed that they could not sell a lot of tickets. The feeling among some board members was that raising money through low-priced tickets was as difficult as selling expensive tickets. Some members concluded: “Perhaps it was not cost-effective to spend energy on low-end activities as it did not fetch enough money but required as much time and effort as raising money from the high-end target groups.”

After much effort, the proceeds from this event yielded less than half a million baht.

Meanwhile, the operating arm carried on its activities of training women around the country, with money from the donor agency and the Satree Foundation. Acting almost as an independent organization, the subsidiary also sought projects and funding on its own. Details of the subsidiary’s activities and the costs for these activities were set by the director of the subsidiary. It also took money from the Satree Foundation. So the subsidiary had numerous sources of funding, while the Satree Foundation itself had no other mission but to help raise money for the activities of the subsidiary.

The third fund raising effort made by the Satree Foundation was to “piggy-

back” on a public agency’s rental of space for exhibition. This happened after the “bubble” had burst in 1998. This public agency’s customary practice was to allow for a part of the proceeds from rent to be distributed to charitable groups. The Satee Foundation applied to be a recipient and was allocated a small sum of 70,000 baht.

As the board members and the chair were all busy people, they were especially reluctant to carry on fund raising during the economic crisis. The economic crisis hit Thai society quite hard. As businesses retrenched, employees were laid off. Most surviving businesses went on a “belt tightening” campaign. All unnecessary expenses were cut. Austerity and “no frills” were adopted by most companies. Under these conditions, it was very difficult to solicit money from the private sector. Local fund raising effort was kept to a minimum from 1997 to 2000. The board members of the Satee Foundation remained dormant during this difficult period.

A fourth and last attempt involved a political event—to listen to women candidates before an important election. That event met with dismal failure as far as fund raising was concerned. The foundation made nothing monetarily and lost some money because expenses exceeded income. This event was held while the economic crisis was going on. Its failure was attributed to the way the event was organized. Professional event organizers volunteered to help organize the entire event where

women candidates were invited to speak and debate with one another and also with male candidates for the upcoming election. It was also an event where tickets would be sold. Since the tickets were priced moderately, expenses for the event had to be kept down. But there were complaints that the event organizers had charged high rental fees for all equipment and everything else. There was a cost overrun. Other unforeseen expenses also took the committee members by surprise. In the end, skepticism arose as to the authenticity and competence of the volunteer event organizers. Were they actual volunteers? Or were they enterprising opportunists who preyed on non-profit organizations? All told, the event was a drain on the already meager resources of the foundation.

At this juncture, the Satee Foundation changed its leadership because the former board’s term had ended. The new board included some of the former members as advisers. The new board faced a foundation with no money. Its operating arm had virtually depleted the funds from the foundation as well as from its own sources. The original foreign donor was not happy with its working relationship with the implementing arm of the foundation and terminated its support. It was difficult for the new chairperson and her board to determine why the foreign donor was unhappy with the implementing subsidiary. Different persons offered different explanations. However, according to a mutual agreement, the foreign donor

would indeed depart after a few more years' assistance. Others mentioned that the operating subsidiary became unmindful of the donor, and there were alleged problems regarding transparency and accountability, not fraud as such but different interpretations of what constituted proper expenditures and accounting.

The chair and new board agreed not to probe into the past. It wanted to focus on the present and on the future. Chief among the challenges was how to revive and sustain the foundation that had lost its resources. The new board intended to re-strategize and rethink the role and mis-

sion of the foundation, in particular its role and relationship with its operating unit. The board believes that new ways and methods are needed to revitalize the foundation and its operating unit. The new chair said: "Our top priority for the moment is to convince possible donors to contribute to an emergency fund for the foundation. After that we will be very focused on how to proceed in the longer term. We will not incur unnecessary expenses for now. Hence, there will be neither expenses nor activities till we pull ourselves together." ▸

# Case 14

## Friends of Elephants Foundation

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DR. CHINDALAK VADHANASINDHU

Elephants have been closely associated with Thai people from time immemorial. The elephant is a symbol of monarchical power. In the past, Thai people used elephants as mounts in battle. In times of peace, elephants work laboriously for them. With the coming of advanced technology, machines and motors have replaced human and animal labor. Elephants are needed less and less. They have become unessential to livelihood, and owners have neglected their domestic elephants. Worse yet was the encroachment on forests. New settlers took over existing forest areas which were the natural home of wild elephants. With vegetation destroyed, wild elephants were forced to come out to plantations to gather food. Some were trapped and injured. The living conditions of most elephants are appalling. Commonly seen on the streets of Bangkok these days is an elephant walking with the owner on its back begging for food. Seeing this, Sorida Salvala, an elephant lover, founded the Friends of Asian Elephants Foundation. The foundation was officially established in 1993. Its missions are:

- ▶ To improve the living conditions of elephants, to prevent them from becoming extinct and to enable them to cope with a deteriorating environment;

- ▶ To support people whose professions are involved with elephants (elephant owners, elephant researchers, veterinarians, etc.);
- ▶ To publicize facts and data about elephants to the public;
- ▶ To gather data on all aspects of elephants;
- ▶ To perform philanthropic activities and to coordinate with other non-profit organizations;
- ▶ To stay out of any political activities.

The Friends of Asian Elephants Foundation aims to improve the living conditions of domestic elephants so as to allow the species to stay alive and to adjust to the changing environment.

Nowadays, elephants in Thailand can be classified as elephants for labor, elephants in the tour business, nomadic elephants, zoo elephants, and elephants with owners. The foundation has 10 projects to help elephants in all of these categories. These 10 projects are:

1. **Elephant Hospital.** This project was created in 1994. The hospital is situated in Lampang province. It provides health care for all elephants that are sick and injured. The hospital is

well equipped and has competent veterinarians.

2. **Mobile Veterinarian Project.** This project began in 1993. It was created to help injured and sick elephants in remote areas since transporting elephants is a very difficult task. The unit began working in the northern region but the foundation intends to have a unit in all regions.
3. **Elephant Census Project.** The foundation began taking a census of elephants in 1995 to determine the elephant population in Thailand. The data will be used in the planning of elephant conservation projects.
4. **Rampaging Elephant Prevention Project.** The project was set up in 1993, first in the northern region. The foundation works with a government unit to send experts to places where an elephant is going on a rampage. When handled by non-experts, an elephant on a rampage is usually killed.
5. **Elephants Employment Project.** This project was set up in 1993 to find appropriate employment for unemployed elephants so as to enable their owners to make a living and provide elephants with good living conditions. The project also ensures that employers give elephants a fair deal.
6. **Newsletter Project.** This project was set up to act as a medium of

communication between the foundation and the public. The public, the foundation members, and the press are informed of any news about elephants and of research findings about elephants.

7. **The Book Project.** This project works on gathering and publishing data on Thai elephants.
8. **The Coordination Project.** This project started in 1993 to coordinate and exchange ideas about elephant problem solving with similar organizations in different countries.
9. **Homes for Elephants Project.** This project was set up to find homes for abandoned elephants.
10. **The Fund Raising Project.** This project was set up to raise funds for management expenses. Good management is essential if other projects are to be successful.

In addition to these projects, the foundation has other projects related to elephant research and elephant owner training. There are also seminars to exchange ideas about elephant conservation. These projects are supported by different governmental units such as the Department of Forestry, the Department of Animal Husbandry, Chiang Mai University, and the Tourism Authority of Thailand.

## Organizational Structure

The Friends of Asian Elephant Foundation is run by a board which consists

of:

Professor Arun Chaiseree – Chair

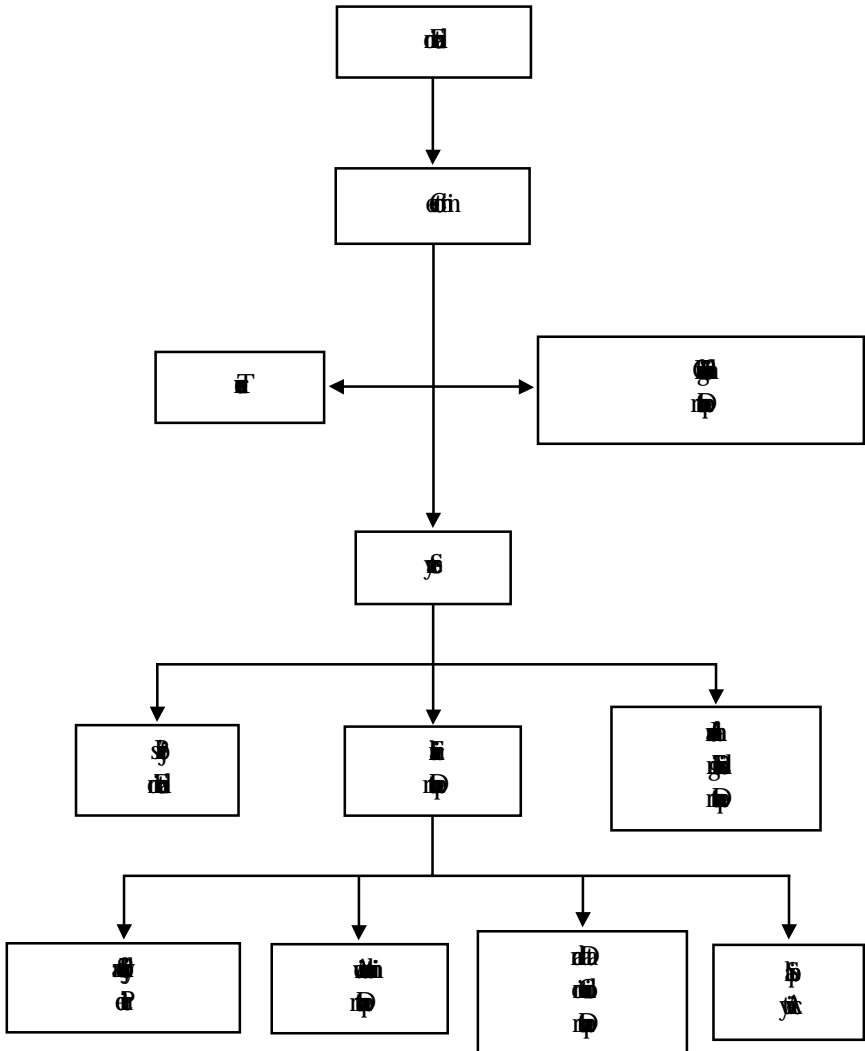
Siam Arunrimorakot – Vice Chair

Surasak Swangruj – Member

Premsak Jiraphat – Member  
and Treasurer

Sorida Salvala – Member  
and Secretary

In addition to this board, there is a subcommittee which is responsible for fund raising. This subcommittee is chaired by Ruangthong Thongrantom, a famous singer and entertainer in Thailand.



## Financial Situation

When it was first founded, 99 percent of the foundation's financial support came from within the country. Later, when the economic crisis hit Thailand, contributions decreased greatly. The foundation solved the problem by running vigorous public relations campaigns to make the foundation known to foreigners. With the devaluation of the baht, donations from foreign countries increased in value. Contributions within Thailand decreased to 93 percent and contributions from abroad increased to seven percent.

The foundation seems financially secure. That is, total funds as of March 31, 2001 was 16,817,212.23 baht. Details of income and expenses are as follows:

	December 31, 1999 (Baht)	December 31, 2000 (Baht)	December 31, 2001 (Baht)
Balance carried over	9,871,306.81	15,038,230.04	17,135,022.06
Revenues	16,882,710.14	9,216,101.16	803,739.59
Expenses	11,715,786.91	8,150,123.93	121,549.42
Remainder	15,038,203.41	15,963,418.37	16,817,212.23

Cash contributions increased substantially in 1999, to 16,882,710.14 baht. This was because of the few cases of injured elephants that were widely publicized in the media and captured the public's sympathy. Donations came pouring in. Among the well-publicized cases was that of Motala, who incurred a serious injury to her leg, which had to be amputated. Motala was a female elephant, a loyal and hard working animal. When she stepped on a landmine and had one leg

blown off, press reports jolted the Thai public from its complacency about the elephant's plight in a rapidly changing society. The immediate reaction then was to let her die quickly to ease her pain and suffering, as working for such a large animal was not only difficult but risky. Should she live, how would a three-legged elephant survive? How would she walk? How could she be self-reliant and independent? These questions tormented all parties concerned. As the case became a public issue, suggestions, voluntary assistance, and donations followed. Motala's injured leg was amputated and a first-ever prosthesis made for elephant was put on.

Media closely covered Motala's treatment, recovery and fitting of the leg prosthesis.

The public took her to its heart. Motala became the ultimate symbol of Thailand's elephant problem.

Other major elephant "incidents" reinforced public participation and involvement in the elephant issue as when elephants led by their mahouts/owners got into accidents (such as falling into manholes, being hit by cars or trucks) while trudging the busy Bangkok streets begging for money and food by perform-

ing small tricks.

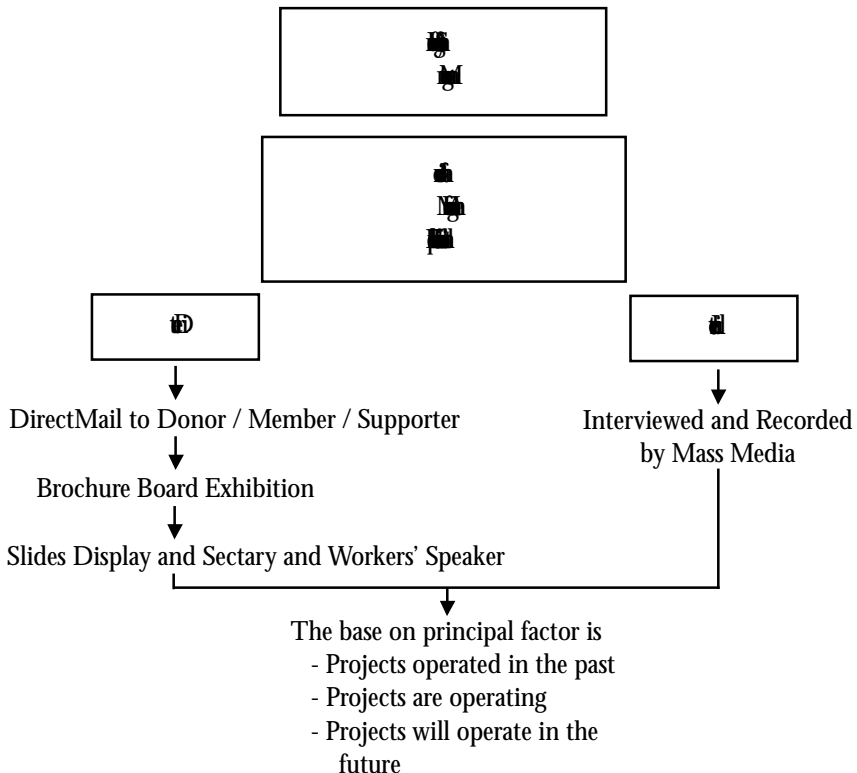
There were donations of 5,215,551 baht in 1999 for the elephant Motala. In 2000, the foundation received 242,639.98 baht for the same elephant.

However much money is received by the foundation, income from interest is extremely low. In one year (from 1999 to 2000), income from interest dropped from 542,450.73 baht to 323,036.15 baht. To sustain itself and keep its projects in operation, the foundation must raise at least 10 million baht a year. This amount would be used to pay staff salaries and for projects.

## Fund Raising

Raising funds is the main activity of the foundation. Since the foundation is involved in so many activities and carries out many projects, money is needed to cover all expenses. The foundation uses the following fund raising strategies:

1. **Public Relations.** The foundation emphasizes public relations. The public relations unit is under the subcommittee for fund raising so that they can work hand in hand. Both units raise funds by reaching out to people from all walks of life. What they emphasize to the public is the



foundation's transparency in handling donations. Every baht can be accounted for. The chart (see previous page) details the public relations strategies employed by the foundation.

Sometimes, there is news about the foundation helping an elephant that has run amok. Or news about an injured or sick elephant is sustaining the public's interest. People who want to help elephants in distress know that the foundation is the appropriate channel.

2. **Varieties of Projects.** The foundation has many projects and gives people options as to how they want their donations spent. Those interested in the elephant hospital give their money specifically to the hospital project. With several options, people do not feel that their money is being used without a specific purpose. The elephant hospital receives donations from a lot of people, up to five million baht a year. The foundation makes certain that it runs a variety of projects to attract the interest of all kinds of people.
3. **Membership.** The foundation allows people to become members. These people receive a newsletter and books published by the foundation. Donors can have their names published in the newsletters and books. Business organizations also advertise their products and services in the newsletters

and books.

4. **Special Events.** The foundation organizes an annual concert, *Sympathy for Elephants*. Ruangthong Thongranthom, who chairs the fund raising subcommittee, is responsible for this concert.
5. **Direct Mail.** The foundation sends letters directly to business organizations that might be potential donors. It does not send letters to individuals since direct mail costs a lot of money. In these economic hard times, the foundation needs to minimize costs. The foundation avoids anything involving substantial financial risk.
6. **Other Kinds of Fund Raising Activities.** The foundation places donation boxes where permission is granted. At times, it sells souvenirs such as T-shirts with the foundation's logo on it.

Factors contributing to its success in fund raising:

1. **Clear Objectives.** The mission of the foundation is to touch the hearts of the public. Pictures of elephants wandering the streets of Bangkok at night get people's sympathy. Misfortune befalling elephants which is publicized by the mass media also encourage the giving of donations.
2. **The Fund Raising Capability of its Founder Sorida Salvala.** She is highly competent in giving news briefs. She is always available for television and radio interviews. Her words are con-

vincing and touching.

3. **Cooperation Among Staff Members.**

All staff members work for the foundation wholeheartedly. These people do not see their work as a job, but as a mission. All of them love elephants and want to help them.

4. **Public Relations Strategies.** The foundation keeps on finding new public relations techniques so that it can reach out to the public.

5. **Transparency.** The annual financial report of the foundation is available for audit at any time.

lic relations work needs to be done to convince the public that donating to the foundation is a form of gaining merit.

- ▶ The foundation cannot undertake fund raising campaigns vigorously because it does not have enough staff. At present, the staff works both the projects and administrative work.

Currently, the foundation is sustained by the charisma of its secretary, Salvala. To survive, it has to reengineer its administrative system so that it does not rely too much on a few charismatic figures. ▶

## Problems in Operations

The Friends of Asian Elephants Foundation has encountered problems similar to other organizations. The problems were in the following areas:

- ▶ There are other organizations that help elephants. Each is an independent unit. Though attempts have been made to coordinate with one other, these organizations tend to see each other as rivals. They compete for donations and sponsors.
- ▶ The foundation has many projects, all of which require a large amount of money. The projects sometimes do not receive the full attention of the staff because too much of their time is taken up with fund raising.
- ▶ Thai people are still attached to the idea of gaining merit by donating to religious organizations. A lot of pub-

# Case 15

## Foundation for Children

DR. CHIRAWAN BHAKDIBUTR

Children are our future but there are many children in our country facing difficulties. Too many of them lack basic necessities, proper nutrition, family warmth and education. Some of them aimlessly wander the streets and some have been forced into prostitution. As a result of this situation, the Foundation for Children was founded in 1978 by a group of people who wanted to help these children. The foundation is concerned about the children's education, about malnutrition, about the children's rights, and about the arts and culture of poor children in Thailand. The foundation's objectives are:

1. To provide basic necessities and welfare so as to ensure the proper growth of children both physically and mentally;
2. To explore educational alternatives that are suitable for underprivileged children and to provide a channel for them to freely express their opinions;
3. To explore artistic works, music and tales, which help to promote imagination and creativity in children;
4. To relieve the suffering of abused children and enable them to have a better chance in the future. To rescue them from being maltreated, abandoned, illegally employed, or forced into prostitution;
5. To promote the role of the family as a basis for children's growth and well-being;
6. To arouse the public's concern for children's rights and children's problems.

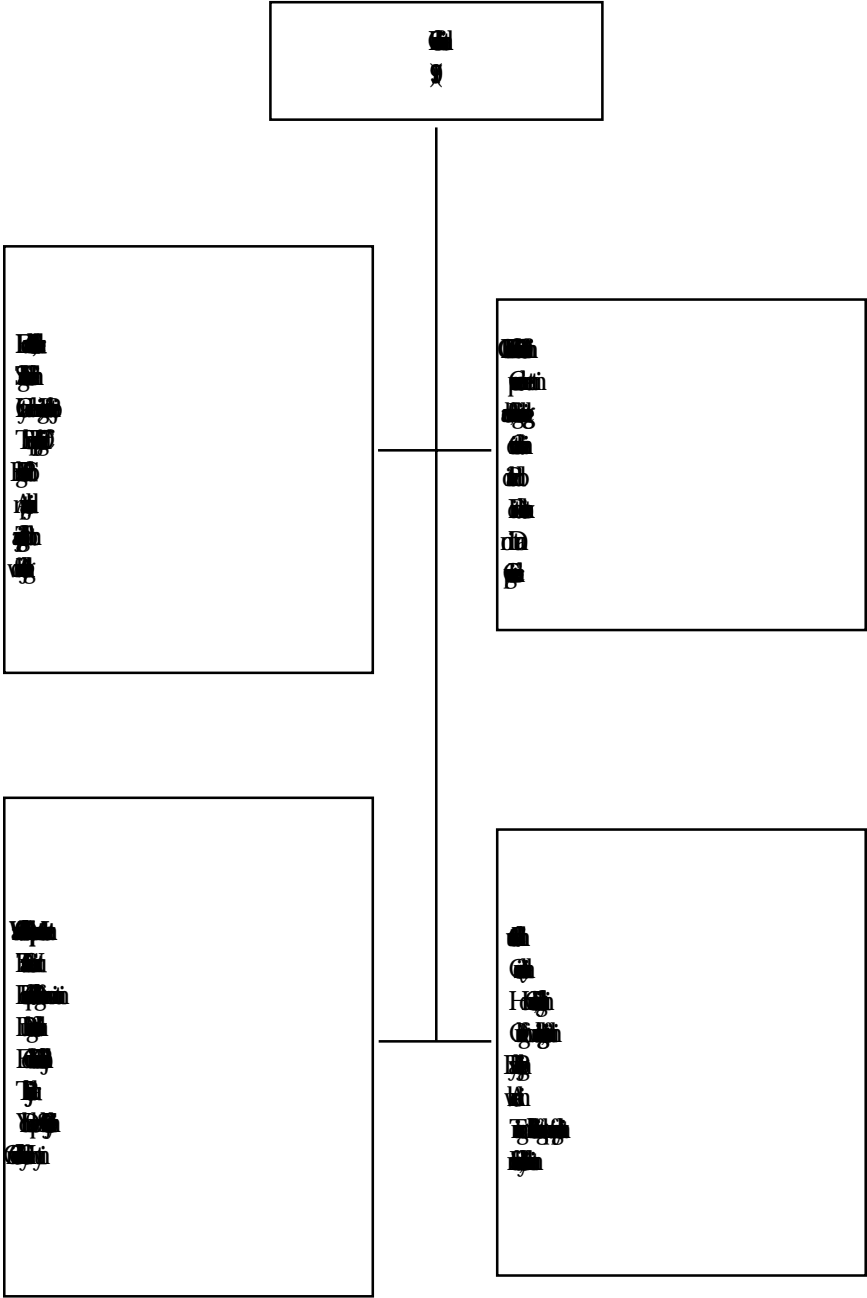
All FFC projects start with the principle of enabling children to have good health, both physically and mentally. If this is achieved, it is believed that children will be able to develop intelligence and a social life. All activities aim at preventing children's problems and providing an alternative society in which they can fully develop.

The project structure of FFC consists of four parts: Education, Art and Culture Institute; the Office of FFC's Committee; Social Welfare and Child Development Institute; and Child Institute (see chart on next page).

**The Education, Art and Culture Institute** is headed by Pibhop Dhongchai. It consists of:

- The Children's Village School.

Founded in 1979 in Khanchanaburi province, the Children's Village School provides alternative education and free care for poor orphans. Operation costs are covered by donations from within Thailand and from abroad. It takes care of 150



children ages two to 20 years old. The education system is designed to suit poor children who are mostly from broken families. The community emphasizes a warm and loving atmosphere for the children so that they can, in turn, learn to love themselves and society. The community tries to give the children sufficient self-confidence and awareness before they re-enter the society at large.

After the children finish grade 6, at the age of 12, they can choose to enter any of a number of vocational training workshops.

- ▶ Latya Garden Home and Community for Natural Education and Self-reliance Project. Agriculture is the community's way of life. The projects, besides emphasizing community self-reliance, tries to make children aware of the relationship between human beings and nature. The project was inspired by the *One Straw Revolution* by Masanobu Fukuoka.
- ▶ The Supporting Office was founded to facilitate FFC's works through fund raising and information dissemination via various media and activities, including the FFC Publishing House (established in 1982) which has publicized FFC's beliefs through various printed works.
- ▶ Art, Music and Tales Project. The first activity in this project was in 1991 and stemmed from the belief that "nature and the

creative arts are important factors to help reduce the aggressive and violent nature in our contemporary materialistic society." Activities include musical performances, tales, contests, tales to community and tales brochures.

- ▶ The Project for Wandering Children was founded in 1997 as a continuation of a former project named Kum Keur Kuun. It attempts to promote public awareness of the problem of homeless children and to explore ways in which this problem can be solved. Also, to protect the children's rights in accordance with the convention on children's rights.

**The Social Welfare and Child Development Institute** is headed by Ruangsakdi Pinprateep, the managing director. It consists of:

- ▶ The Food Development Program for Children and Communities. This was founded in 1981. Formerly, the project helped poor children by providing funds for school lunch. But it has since expanded its role to help relieve community problems by encouraging families and communities to cultivate their own food. Revolving funds and the promotion of independent farming have been introduced to help villagers achieve self-sufficiency and to ensure that children will also have food at home.

- ▶ The Baan Tantawan Project was founded in 1978 to encourage parents to take proper care of their children by giving them advice, continuous education and encouraging them to be self-reliant. The work was later expanded into the Home Friendly Project.
    - ▶ The Lunch Program for Buddhist Novices was founded in 1989 to help poor boys become ordained as Buddhist novices. Being Buddhist novices, children can acquire an education, both spiritual and secular. This is often the last resort for poor children who want to acquire education.
    - ▶ The Media Center for Child and Community Development was founded in 1995 to disseminate information and knowledge through various media. The center provided mixed media for children in remote areas so that they can integrate with the forces in charge in the outside world. Moreover, the Media Center launched the *White Ambassador* program to raise the awareness of rural children about the threat of drugs.
    - ▶ The Promotion of Elders' Roles in Child and Community Development was founded in 1999 to bridge the gap between the old and new generations and to tap the elders' potential to creatively address problems surrounding children.
    - ▶ Educational Core Funds for Poor Children Project was founded in 1995 to promote the importance of having concern for each other in communities.
  - ▶ Eye Health Care for Children in Community was founded in 1994 to provide eye care services and related education to disadvantaged children in rural areas.
  - ▶ The Youth Development Center; School-Factory Project was founded in 1994 to provide vocational training and care for local young people. It provides children with non-formal education and the essential knowledge for living in communities.
- The Child Institute** was founded in 1997 to develop children's quality of life in both operational and academic ways. It follows the beliefs that "*Children today will become adults tomorrow*" and "*Children are the nation's future.*" The institute carries out many activities as follows:
- ▶ Home Friendly Project takes care of newborn babies up to the age of six whose families are facing lack of nutrition or other immediate problems. Some of the babies do not have families to take care of them or are maltreated.
  - ▶ Mother to Community Project. Mothers who are educated on how to take good care of their children will become good councilors and will be able to encourage children's nutritional development and intelligence readiness.

- ▶ Career and Family Economy Development operates according to the belief that families should be self-reliant. It organizes vocational workshops for mothers so that they can earn more income for families and provide backup funds for poor families with children.

In addition, FFC founded the Center for the Protection of Children's Rights in 1981 to rescue and protect children from being traumatized and abused both physically and psychologically. In 1996, the center was chosen as the recipient of the 1996 C. Henry Kempe Award from the International Society for Child Abuse and Neglect (ISPCAN).

In 1997 the center expanded its works, and became the Foundation for the Protection of Children's Rights. Its secretary general is Sapasit Kumprapan.

FFC has 120 staff members with estimated expenses of 40 million baht per year, including operational costs, staff salaries, cost of premises, among others. There are some, but not many, volunteers. Most of the staff need a salary. Every year there are five to six people who volunteer to work without pay. Some receive very low salaries but ask for accommodations. Most of the staff are young people who want to have experience in social work.

## Budgeting

FFC was founded by people who love social work. It does not, however, have a

budget. During the first few years of its operation (1978-1980), FFC was given donations by friends and acquaintances abroad. It started sharing the idea about taking proper care of children and giving them an alternative education, non-government-run, such as the Children's Village School. The staff of FFC consulted with representatives of Terre des Hommes in Thailand and in Germany funds were raised for social welfare work. Thus, "we have to mainly do two jobs together. For Baan Tantawan, we emphasized social welfare, which was revolutionary at that time. We gave families advice and helped construction workers' children."

In 1981 the foundation stopped accepting donations from abroad because "*Thai people have to realize Thailand's problems.*" Thus, the foundation campaigned about social welfare and informed people about the problems, as well as the solutions and alternatives. For example, the foundation established models for education and for helping malnourished children and proposed these to the Thai people. They understood and participated in fund raising and made donations. "Thai people came to know the problems." Moreover, mass media, including TV, radio, and newspapers gave assistance by publicizing its information. At the same time, many committees also did campaigns to make people understand and realize the problems and donate.

Now FFC relies on charitable contributions. Eighty-five percent of its funds come from Thai citizens or companies,

while 15 percent comes from abroad.

FFC has about 40 million baht in its fund. The fund raising operates on the principles of “centralization and collaboration.” Each person in every project has to help find funds and then keep them in a common fund and draw what they need each month. This includes donations which are given for a specific project. The committee distributes funds to institutes, departments, sectors, projects and activities which request funds. Committee meetings are held two to three times a year to consider fund distribution for projects and the intention of donors. The foundation has a principle that, “We do not just keep the money. Rather we want to relieve the people’s difficulties. At the same time, we have to consider the survival of our foundation. The committee does not want to keep too much money in the common fund but it is necessary to keep some so that, in case there are no or few donations, we still have enough to run our foundation for about two to three years. It is enough for us to adjust ourselves.”

Recently, the foundation has not been relying on donations from abroad. Before the economic crisis, it rarely got donations from international sources. The foreign donations were kept in the common fund. “One hundred percent of our expense are covered by domestic donations.” But after the economic crisis, it started to use the foreign funds, “but not much, just 10 percent,” because interest rates decreased and its income decreased. “Mostly, we spent as much as we gained.”

Generally, all projects have to find their own budgets. If they cannot, the common fund can be called upon by proposing a project to the committee. FFC evaluates the proposal and determines how much money is needed. The committee checks the projects and considers which parts should be modified. “We don’t allow them to expand the project unless they can find alternative funding.” However, the budgets are still controlled. Even during the economic crisis, “we believe that we can still run our foundation because donations have decreased less than 10 percent.”

## Fund Raising

FFC raises funds from both national and international sources. In the beginning, FFC raised funds from abroad. Then, it raised funds in Thailand by using the following national fund raising methods:

### 1. Direct contact with donors

When donors visit a particular project such as the Children’s Village, FFC shows them how the FFC components including the Children’s Village, Baan Tanawan, Center for the Protection of Children’s Rights, and the children themselves, work together. Staff members inform students, instructors and foreigners who visit the village at the Center for the Protection of Children’s Rights. “We believe that some problems are caused by foreign countries like big fish eating small fish. We try to make people understand these problems. Sometimes, it works and we get donations, but they are usually not

regular donors. Mostly, they are casual donors.” Some international foundations regularly donate to FFC, such as PARTAGE Ave les Enfants Du Tiers-Monde from France and a Japanese organization. However, most donations are from individual donors. Baan Tanawan gets donations from a French organization while the Center for the Protection of Children’s Rights, which is now the Foundation for the Protection of Children’s Rights, receives donations from the Thai-American Project in the USA.

Fund raising in Thailand is tough work because Thai people are just starting to be aware of children’s rights. “Thus, we emphasize finding funds from abroad. Many foreign organizations and citizens donate to the Children’s Village.

Sometimes, donors give money only for a particular activity not including management costs. Most donors now demand to know how much a child needs. Though they cannot fully support one child, they want to know how much of their donation goes directly to the child and how much goes to managing cost.

## **2. Making brochures to introduce its projects and activities**

All documents and brochures, in English or Thai language, always have a donation form to facilitate donors. There are six bank accounts in Thailand under the names of FFC committee members. The brochures allow donors to choose which projects or activities they prefer to donate to. Today, besides donating by check or

money transfer, donors can donate through credit cards such as VISA card and through the Internet via [www.echarity.com](http://www.echarity.com). FFC has been given tax-exempt status by the Ministry of Finance. Donations are tax deductible.

## **3. Selling products and souvenirs such as Tale books and diaries**

This is not a major source of income but helps reduce use of the common funds. “It is the circulating budget for operation next year.” However, selling products is an important public relations technique for the projects. “If we only distribute our brochures, people will feel that we do not reciprocate.” Selling books and diaries or products from the children make people feel that they have something in return. Though the benefit is not great, the income at least can be used to pay for tools and wages. Part of the income is kept to pay children’s college tuition fees because the village only provides for education up to that level.

FFC has its own publishing house. It launches activities which help students use their imagination, such as drawing or writing poems about themselves or nature. All drawings and poems, which reflect the children’s suffering, happiness, innocence and sadness, are published in books which are distributed to donors. Tales which are submitted to the National Tale Contest were compiled and published. To make the book attractive, artists are hired to draw illustrations. The tale books are published annually. The back cover provides

information on the foundation's projects with the hope of motivating readers to give financial support.

On New Year's Day, Tale Books are sent to 20,000 to 30,000 donors. Each donor is very important for the foundation, regardless of how much they donate. In 2001, FFC published *Tau Noi Oang Kam, 2001 Tales Diary* and *Tales Book IX*. They went on sale for 60 baht each. Tale books are used to publicize FFC's projects and as presents to donors. At the same time, they can be sold to generate income for the foundation and its projects.

#### **4. Creating projects that appeal to donors.**

For example, the birthday meal program of Moo Baan Dek. One of its donors said, "Thai people love to make merit." Thus, there should be a program in which people could make merit on their birthdays. "Your money will be used to buy a meal for children and you will receive a picture of the child eating your sponsored food. The child will know whose money bought the meal because we will post your name on the board." There are 6,000 members in the birthday meal program. Throughout the three years of this project, FFC and Moo Baan Dek have given donors presents which were made by the children, such as drawings and batik, to show that "because of your money, the children can not only become literate but can also do other things. This is what we tell our donors every year."

#### **5. Sending direct mail to ask for donations for some projects**

For example, in the Moo Baan Dek program, FFC sends about 20,000 letters by direct mail once or twice a year. The addresses are those of potential new donors, not the addresses of those who have donated already. Sometimes, the addresses are taken from university-graduation books. Some regular donors contact the foundation regularly. FFC has evaluated the effectiveness of using direct mail for donations. "There is only a 3 to 5 percent return but it is worth it because some donors give as much as 100,000 baht."

#### **6. Creating special events for fund raising**

FFC does not hold many special events, only when donors give FFC a grant to do so. "These donors see our progress and want us to continue our work." The donors normally are the event operators while FFC is the co-operator. For example, the company U&I raised funds for the foundation. "The company donated to FFC and provided us with a forum to speak. After finishing our speech, the company gave us donations." Some companies provide long-term funding but normally the amount reduces over time.

There have, however, been problems with these special events. For example, some organizations held fund raising events for FFC, but after the donations were received, they disappeared. They did not even pay for the food and accommodation costs. These had to be

paid from individual donations. Thus, FFC has become more careful. When an organization asks for the foundation's permission to hold a special event on its behalf, the FCC sees to it that it controls the event. All of the details have to be approved by the central committee.

In the case of the Tales diary, some companies that gave funds requested to have their names published in the diary, but "we decided that if we advertised their company and our costs were more than what they donated, we would not agree to their request."

### Factors that Make for Fund Raising Success

#### 1. Clear objectives

FFC focuses on problems encountered by children such as malnutrition, bad upbringing, and emotional and physical abuse. All of these problems affect the school performance of children. Each human being is different but the education system makes them think and do the same thing. FFC projects started with social welfare work and moved on to educational work and then went back to social welfare work. It has gone full-circle. FFC helps children from birth until two years of age and then helps children who are mistreated and try to relieve their suffering. Afterwards, they are sent to Moo Baan Dek where they are educated and provided with vocational training. The children leave Moo Baan Dek when they are 20 years old and they can already look after

themselves. When FFC informs people of its activities, they support and donate to the foundation.

#### 2. "Good, clean, honest and respectful committee members"

The committees are very important for fund raising. "When we told people who FFC committees were, we got good participation." The committees work hard at fund raising. Besides their reputation as being good and capable, they have "power" which makes people in Thailand and abroad respect them.

#### 3. A management system that can be audited, especially the financial system

"We have a fine audit system to prevent mistakes and give confidence to the donors." Moreover, the staff feel more comfortable.

#### 4. The positive results

Anyone who has visited the FCC's projects such as Moo Baan Dek, the Children's Village School, is always impressed. The FFC's reputation for good work is spread by word-of-mouth

#### 5. The cooperation of the staff

Projects are not managed top-down. The committees are broad-minded and encourage young people to propose projects. If the committees think that the project is worth doing, they will do it. People working here feel that they are "the owners of the projects," like Moo Baan Dek, Baan Tantawan, Center for the Protection of Children's Rights. This belief

makes the staff feel that they have to take care of their work. "We have to think of a system which could make our work run properly and make all staff, either in high level or the operational level, work together and care for each other." This is the way to make young staff "put their hearts" into their work, which helps children and society.

Before the economic crisis, many projects expanded but "even after the crisis we did not reduce or abandon any project." For example, some projects in Moo Baan Dek provided help as much as they could. If the project managers wanted to expand their responsibility, they had to find their own funding. FFC only provided printed brochures. Moreover, the financial system and the program expenses have "to be well controlled, otherwise all of us would collapse. All money became the common budget and then it was distributed. This system is "the way to stimulate staff to be hard working and enthusiastic in finding money and make them feel that they are the owners of the projects instead of passively waiting for orders." Some staff raised funds and "they got wages from that money." For expenses relating to the children, the school take on this responsibility.

### Our future

If there are problems in fund raising in the future, FFC will have to think about new projects. FFC needs to identify the problems and develop fund raising techniques in accordance with such problems.

"We have to change our staff's ways of thinking, even ways of life. What we are doing now is concurrent with the social trend which emphasizes 'self-sufficient economy.'" The economic sufficiency projects emphasize self-reliance, alternative education, and vocational training. FFC has not created any new projects because that would make it too big and inflexible, and the adjustment would be slower than in the past. FFC's management emphasizes decentralization by dividing work into departments in which a committee is a consultant. The management depends on the director of a particular department.

FFC provides two types of alternative education, formal school and home school. Most students are from middle class families. For poor people, the foundation emphasizes education by their local communities. It encourages them to create their own courses of study and manage their education. The objective is that when children graduate, they could develop their own communities. They do not have to move to big cities.

FFC has a role in the educational revolution. "From the beginning, The Children's Village School, alias Moo Baan Dek, was against the old education system. When the National Educational Bill was approved, the project became the model for others." Decentralization has both advantages and disadvantages. The advantage is that it can work with the local communities and manage education in the communities by cooperating with village

committees. The disadvantage is that village committees are mostly concerned about other things, not with education. It has to make them understand that “education is not just making people literate. It is about life.” Success in their work and in fund raising, as well as the belief in full-circled work for children has

enabled FFC to continue receiving support, either in the form of money, materials, or human resources. “We help children to grow up properly, take care of themselves, have a career and relate to their own communities. We continue making an effort, even amidst the economic crisis.” ▶