Philanthropy Connections

5-YEAR STRATEGIC PLAN (2025-2029)

Philanthropy Connections Foundation

Philanthropy Connections

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PHILANTHROPY CONNECTIONS FOUNDATION

Philanthropy Connections Foundation (PCF) is a non-profit organisation based in Chiang Mai, Thailand and registered in both the Netherlands and Thailand. Our mission is to find, help, and empower people in vulnerable situations to build independent and dignified lives.

We believe that local organisations – rooted in their communities – are best placed to address the social and economic challenges their people face. They understand the local context, speak the language, and are deeply connected to the realities on the ground. This makes them uniquely capable of developing effective, lasting solutions.

However, many of these organisations lack access to the external resources and funding required to maximise their impact. Since our establishment in 2011, PCF has worked to bridge this gap. Each year we support more than 30 projects across Thailand, Cambodia, and Myanmar in areas such as basic needs, education, healthcare, childcare, emergency relief, and housing.

Our growing global network of supporters, volunteers, and donors is at the heart of this impact, ensuring that together we can create real opportunities for change.

MISSION & VISION: THE GUIDING PRINCIPLES

Mission Statement: To support people in vulnerable situations in Thailand, Myanmar, and Cambodia by working in partnership with local organisations, connecting them with sponsors, and facilitating essential help. Our mission is to find, help, and empower as many people as possible, as effectively as possible, and bring others along with us.

Vision Statement: We envision a future where PCF, through strengthened partnerships and innovative approaches, consistently delivers impactful, life-changing aid to vulnerable communities. We work closely with grassroots organisations to reach the people most in need. By partnering with local organisations that speak the language, share the culture, and understand community values, PCF gains deep insight into the genuine needs of the communities we serve. This ensures that our support is relevant, culturally appropriate, and ultimately more effective.

The 2025–2029 Strategic Plan of PCF sets out a clear roadmap to build on the organisational strengthening and strategic investments achieved in 2024. Guided by our mission to support people in vulnerable situations across Thailand, Myanmar, and Cambodia, the plan outlines four strategic priorities:

- Strengthening financial sustainability and operational efficiency
- Enhancing programme impact and reach
- Cultivating and expanding partnerships and community engagement
- Investing in organisational capacity and innovation

Through these pillars, PCF aims to expand its reach, diversify funding streams, and strengthen long-term resilience while remaining transparent and adaptive. This strategy ensures that PCF continues to deliver effective, life-changing support to communities most in need.

ORGANISATION

NGO

We are a non-profit organisation that supports people in vulnerable situations in Thailand, Myanmar, and Cambodia. We provide stepping stones from poverty to opportunity. We make connections that enable people to help themselves and each other

Our portfolio of projects is diverse, but every project we invest in is designed to improve the living conditions of the most vulnerable and underserved individuals. Each one enables impoverished communities to become more self-sufficient and gives its members the tools to lead independent, dignified lives.

We are delighted with our past success record and are committed to continued growth to support more people and expand our treasured community of supporters, donors, volunteers, and partners.

PARTNERSHIP

We work in partnership with local organisations that know the needs of their communities. They are the ideal partners to implement projects that will address their problems. What they often lack are the resources to find help from outside.

CONNECTION

We find the required help for our partners - we connect, we engage, we facilitate. We shine a light on small, effective grassroots organisations.

MESSAGE FROM THE FOUNDER AND EXECUTIVE DIRECTOR

“OUR MISSION REMAINS UNCHANGED: TO HELP AS MANY PEOPLE AS WE CAN, AS EFFECTIVELY AS POSSIBLE, WHILE INSPIRING OTHERS TO JOIN US ON THIS JOURNEY”

2024 was a pivotal year that laid a strong foundation for the future. We grew local support, made tough decisions, and positioned ourselves to respond more effectively to urgent needs.

Throughout 2024, emergencies escalated while we faced difficult choices to secure long-term sustainability. After several years of operating beyond our means to meet urgent demands, we took a necessary pause to strengthen our financial foundation.

Several projects were paused or scaled back, leading to a 22% reduction in project spending compared to 2023. While challenging, these steps were critical to stabilise our future. Concurrently, you will see increased investment in fundraising and administration. Our commitment to building capacity through key hires, improved systems, and infrastructure upgrades that will serve us well in the years ahead.

Looking ahead to 2025 and beyond, we are energised by growing support from the Thai community, boosted notably by our high-profile goodwill ambassador; Mr. Carter Duong. His engagement has helped open new doors and sparked greater local enthusiasm around our work.

This strategic plan covers the period 2025-2029. It outlines how we will capitalise on emerging opportunities: strengthening partnerships, diversifying funding, expanding our reach, and delivering greater impact. It also acknowledges the ongoing challenges we face, from escalating crises in Myanmar to economic uncertainties. Navigating these demands requires flexibility, focus, and collaboration more than ever.

Our priorities include developing a diversified fundraising strategy, building major donor relationships, launching recurring giving programmes, and deepening corporate alliances. With dedicated staff and strengthened systems, we are confident in our path forward.

Above all, our mission remains unchanged: to help as many people as we can, as effectively as possible, while inspiring others to join us on this journey.

Thank you for your continued trust and partnership. Together, we look forward to the next chapter of growth and impact.

With commitment and confidence,
Sallo Polak

PCF TIMELINE

2010

Beginnings
It started with an idea to support small, local and invisible organisations.

2011

Early efforts
Sallo started connecting supporters with several projects.

PCF is established
Officially registered in the Netherlands.

2012

€33K
12 projects supported.

2013

€98K - 190% growth in project spending
Already, 38 volunteers from 17 countries have stepped up.

2014

€73K - 15 Projects supported
Registered for tax deductible donations in EU and USA.

2015

€114K - 16 Projects supported

2016

€100K - 21 Projects supported
Our own office in Thailand and registered as a Thai foundation.

2017

€264K - 31 Projects supported
Received the NTCC "Great Sustainability Projects" award.

2018

3.000 Burmese IDPs supported
3 new projects supported the most vulnerable.

2019

8 years registered in the Netherlands

Our links with our Thailand-based supporters grow.

2020

40.000 hot meals + food packages for 5.000+ people

Emergency food response to COVID-19.

2021

10th anniversary!

€331K funded 35 projects.

2022

€395,5K - 30 Projects supported

Emergency aid now at 16,4% of our budget.

2023

Crisis in Myanmar

We used a large part of our reserves for emergency aid to victims of armed conflict.

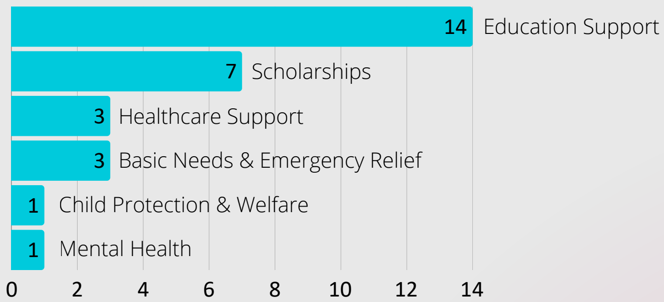
2024

Focused Action, Meaningful Impact

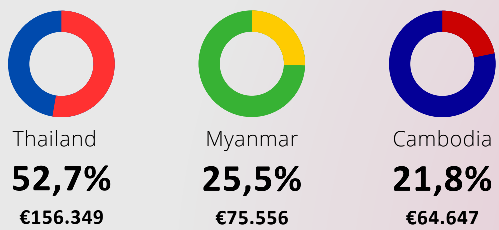
29 projects supported, 13.380 people reached with life-changing aid, across conflict zones, flood-affected areas, schools, clinics, and communities in crisis.

ACTIVE PROJECTS IN 2024

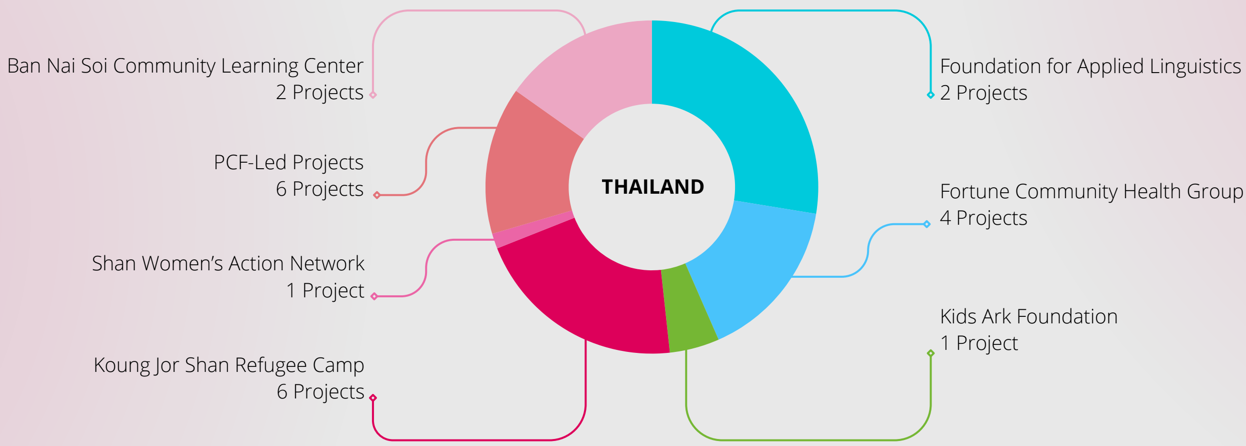
29
Active Projects

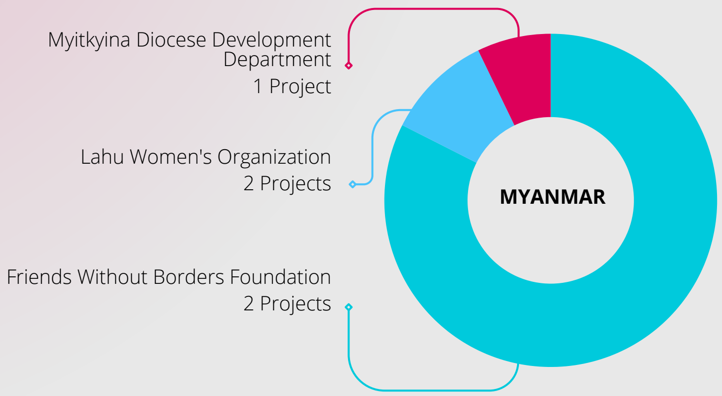


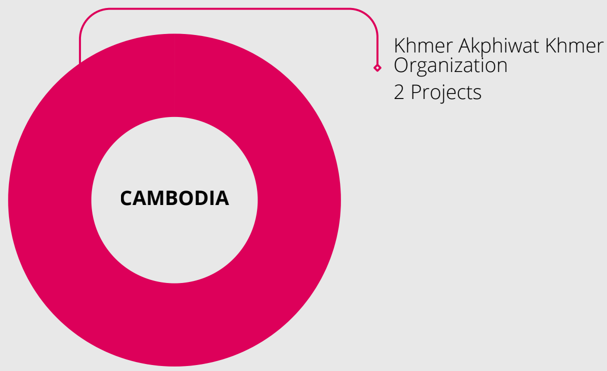
ANNUAL PROJECT BUDGET



PARTNERS







2025 AND BEYOND

This 5-year strategic plan for Philanthropy Connections Foundation (PCF) outlines our roadmap for 2025-2029, building upon the foundational strengthening and strategic investments made in 2024. Our core purpose remains to support people in vulnerable situations across Thailand, Myanmar, and Cambodia through effective local partnerships.

Over the next five years, PCF will focus on four key strategic pillars: (i) strengthening financial sustainability and operational efficiency, (ii) enhancing programme impact and reach, (iii) cultivating and expanding partnerships and community engagement, and (iv) investing in organisational capacity and innovation. By prioritising these areas, we aim to significantly increase the number of people we directly and indirectly support, diversify our funding sources, and ensure lasting impact and effectiveness in delivering life-changing aid.

This plan emphasises measurable objectives, transparent reporting, and continuous adaptation to achieve our mission of helping as many people as effectively as possible.

Introduction

Purpose of the Strategic Plan: This strategic plan serves as a comprehensive, 5-year plan providing direction and clarity for Philanthropy Connections Foundation (PCF) from 2025 to 2029. It is designed to guide our decision-making, optimise resource allocation, and ensure robust performance measurement across all organisational activities, ultimately enhancing our effectiveness and sustainability in a dynamic environment.

Organisational History & Current State: PCF began to support small, local, and often "invisible" organisations. It was officially registered in the Netherlands in 2011 and as a Thai foundation in 2016. In 2024, PCF supported 29 active projects, reaching over 13.000 beneficiaries (10.000 direct and 3.000 indirect) across Thailand, Myanmar, and Cambodia, with €350.000 spent on projects. While 2024 was a challenging year that required pausing or scaling back three major projects and reducing direct project staff to stabilise finances, it also saw strategic investments in hiring key staff, upgrading systems, and strengthening infrastructure, leading to increased fundraising and administration costs. A significant milestone was the Dutch ambassador's spouse becoming a goodwill ambassador, which helped grow local support and interest through events like "A Night at the Embassy". As of the end of 2024, €122.022 was already committed to project payments for 2025, underscoring our ongoing obligations. PCF also made significant strides in improving its Monitoring & Evaluation processes to enhance efficiency.

Strategic Context (SWOT Analysis)

Strengths (Internal):

- Strong network of local NGO partners with deep community knowledge.
- Proven ability to identify and support "invisible" grassroots projects.
- Dedicated team and a robust volunteer base (100+ active volunteers until 2024).
- Improved Monitoring & Evaluation (M&E) processes for better data collection and insights.
- Commitment to sound financial stewardship and transparency.
- Diverse portfolio of active projects across health, education, and basic needs.

Weaknesses (Internal):

- Past financial unsustainability (spending more than received), necessitating tough decisions in 2024.
- Scaling back or pausing major projects and reducing direct project staff in 2024 due to financial stabilisation efforts.
- Increased fundraising and administration costs in 2024, indicating areas for efficiency improvement despite being strategic investments.

Opportunities (External):

- Strengthening local support from the Thai community, boosted by high-profile goodwill ambassadors.
- Increasing fundraising potential through eye-catching events and revitalised partner relationships.
- Expanding reach and impact by identifying emerging community needs and cultivating new partnerships in target regions.
- Diversifying funding sources by attracting support beyond traditional donors.
- Capitalising on growing interest from Thai companies in Corporate Social Responsibility (CSR) initiatives.

Threats (External):

- Escalating urgent needs in conflict-affected areas (e.g., Myanmar) and regions impacted by natural disasters (e.g., Thailand floods) challenge our operational capacity and stretch resources.
- Economic fluctuations create uncertainty around the availability of funding and donor support essential for sustainability.
- A crowded non-profit sector competing for limited funding intensifies pressure, highlighting the importance of clear differentiation and strategic collaboration.
- Rapidly evolving and unpredictable conditions demand ongoing flexibility and strategic adaptation to maintain effectiveness.

Risk Analysis:

- Key risks include maintaining financial stability amidst growing needs and increased operational costs, ensuring the safety and effectiveness of programmes in volatile conflict zones, and adapting to unforeseen external changes. Mitigation strategies involve rigorous financial planning, continuous stakeholder engagement, and flexible programme design.

STRATEGIC GOALS (PILLARS)

Over the next five years (2025-2029), Philanthropy Connections Foundation will focus its efforts on four strategic pillars to maximise impact and ensure sustainable growth:

1. Strengthen Financial Sustainability and Operational Efficiency
2. Enhance Programme Impact and Reach
3. Cultivate and Expand Partnerships & Community Engagement
4. Invest in Organisational Capacity and Innovation

ACTION PLANS

For each objective, detailed action plans will be developed annually, outlining specific tasks, assigned responsibilities, clear deadlines, and required resources. These plans will serve as operational blueprints to translate high-level strategies into daily activities.

Example (for Objective 1.1: Increase total annual income by 15% year-over-year):
Tasks
- Develop and implement a diversified fundraising strategy
- Identify and pursue new grant opportunities
- Launch recurring giving campaigns
- Cultivate and strengthen major donor relationships
- Expand partnerships with corporate sponsors

Responsibilities
- Executive Director
- Communications Team
- Fundraising Staff

Timelines
- Q1 2025: Finalise diversified fundraising strategy
- Q2 2025: Launch recurring giving program
- Ongoing: Conduct grant research and submit applications

Resources Required
- Dedicated fundraising staff
- Donor management software
- Marketing and promotional materials
- Budget allocation for fundraising events

Objectives - Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) Framework

Under each strategic pillar, the following SMART objectives will guide our efforts:

Pillar 1: Strengthen Financial Sustainability and Operational Efficiency

- Objective 1.1: Increase total annual income by 15% year-over-year from 2025 to 2029 to ensure sustainable operations and build robust reserves.
- Objective 1.2: Reduce the percentage of total expenditure allocated to administration and fundraising costs by 5% by the end of 2027 through optimised systems and processes.
- Objective 1.3: Establish and maintain a minimum of six months of operating expenses in unrestricted reserve funds by 2029 to enhance financial resilience.

Pillar 2: Enhance Programme Impact and Reach

- Objective 2.1: Achieve a 10% annual increase in the number of direct beneficiaries served across Thailand, Myanmar, and Cambodia, reaching over 20.000 by 2029.

Pillar 3: Cultivate and Expand Partnerships & Community Engagement

- Objective 3.1: Increase local support and engagement from the Thai community by 2027 through targeted outreach campaigns and at least two major annual fundraising events.
- Objective 3.2: Grow our active volunteer base by 50% by 2029, ensuring diverse skill sets are leveraged across project delivery and organisational support.
- Objective 3.3: Establish five new strategic partnerships with local grassroots organisations in underserved regions of Thailand, Myanmar, or Cambodia by 2029.

Pillar 4: Invest in Organisational Capacity and Innovation

- Objective 4.1: Recruit and retain key staff members, achieving an employee retention by 2027, to strengthen core operational and programmatic teams.
- Objective 4.2: Fully implement upgraded IT systems and digital tools across all operational areas by the end of 2025 to enhance efficiency, data management, and communication.
- Objective 4.3: Foster a culture of continuous learning and adaptation by conducting annual internal strategic reviews and implementing at least one new innovative programme approach per year from 2025-2029.
- Objective 4.4: Initiate the process to register as a public foundation in Thailand by the end of 2026 to unlock new funding avenues in Thailand. Progress started in 2025.

IMPLEMENTATION, MONITORING, AND ADAPTATION

The strategic plan will be a living document, actively integrated into PCF's daily operations and governance.

Implementation

- Strategies will be executed through coordinated efforts across all teams, ensuring milestones are achieved and resources are effectively aligned.

Monitoring & Evaluation

- A robust system will be maintained for regularly reviewing progress against established KPIs. Performance metrics and stakeholder feedback will be used to assess effectiveness, enabling timely adjustments to strategies as needed. The plan will undergo a formal annual review by the leadership team and board, with comprehensive updates every five years or more frequently if significant internal or external changes arise.

Continuous Communication

- Ongoing communication among teams, leadership, and board members through regular progress reports and check-ins will foster transparency, build trust, and minimise resistance to change as the plan evolves.

Adaptability

- PCF will maintain flexibility to respond to unpredictable and rapidly changing external circumstances, ensuring the plan remains relevant and resilient amid evolving challenges and opportunities.

This 5-year strategic plan for Philanthropy Connections Foundation is more than a document; it is a commitment to sustained impact and growth. By focusing on financial health, expanding programmatic reach, strengthening partnerships, and fostering internal innovation, PCF will continue to enhance living conditions in vulnerable communities across Thailand, Myanmar, and Cambodia. This plan provides the clarity, direction, and accountability necessary to navigate future challenges and seize opportunities, ensuring that every effort advances our mission of alleviating human suffering and creating opportunities for those in need.

FINANCES

Consolidated statement of financial activities for the year ended 31 December 2024.

	EUR	EUR
Total income		**521.292**
Sponsor income	97.974	
Funding income	423.148	
Bank Interest	170	
Total expenditure		**480.142**
Expenditure on objectives		**350.087**
Project supported	305.312	
Personnel costs	32.951	
Travel and others related costs	1.809	
Allocated indirect costs	10.015	
Expenditure as % of total income		**73%**
Expenses on fundraising		**54.381**
Information and publicity	6.809	
Personnel costs	37.109	
Travel and others related costs	3.786	
Allocated indirect costs	6.677	
Expenditure as % of total income		**11%**
Management & administration costs		**75.674**

FINANCES

Consolidated statement of financial activities for the year ended 31 December 2024.

	EUR	EUR
General costs	16.692	
Personnel costs	58.097	
Travel and others related costs	885	
Expenditure as % of total income		**16%**
Results		**41.150**
Result on exchange rate		1.822
Funds brought forward		101.795
Funds carried forward		**144.767**
Cash in Bank		100.022
Fixed Assets		21.681
Others Assets		23.065
Liabilities		122.022
Total Assets and Liabilities		**22.746**

EXPENDITURE ON OBJECTIVES

	EUR
BNSCLC (Ban Nai Soi Community Learning Centre)	
Food and Medicine	13.524
Teachers Salaries	10.241
FAL (Foundation for Applied Linguistics)	
Salaries and Support for Multi Lingual Education Programme	39.829
School Supplies	3.279
FCHG (Fortune Community Health Group)	
Loi Sam Sip IDP Camp School Support	20.427
Emergency Food Support	293
Migrants Healthcare	3.369
Mosquito Netting for Migrant Workers	706
FWB (Friends Without Borders Foundation)	
Capacity Building and Salaries for Karen Teachers and Schools (SchoolPower)	53.390
Humanitarian Aid for IDPs and Refugees	8.907
KA (Kids Ark Foundation)	
Scholarships for Basic and Higher Education	7.573
KAKO (Khmer Akphiwat Khmer Organization)	
Preschools Support	33.846
64 Scholarships	30.801
KJSRC (Koung Jor Shan Refugee Camp)	
Boarding House	23.117
Teacher Stipends	7.778
Boarding House Bedding Sets	666
Mental Healthcare for One Child	569
Educational Support for Two Students	199

EXPENDITURE ON OBJECTIVES

	EUR
Textbooks for Evening Classes	72
LWO (Lahu Women's Organization)	
IDP Camp Medical Supplies	3.063
IDP Camp School Support	4.773
MDDD (Myitkyina Diocese Development Department)	
Capacity Building and Salaries for Teachers	5.423
SWAN (Shan Women's Action Network)	
Scholarship for Basic Education Programme	2.303
PCF Emergency Flood Relief	
Flood Relief Packages & Household Recovery Support	5.338
PCF Scholarships Programme	
Scholarships for 20 Students - Romphothi Foundation	2.399
Scholarships for 8 New Students - Higher Education	7.088
Scholarship for 1 student - Higher Education - Bodhivijjalaya College, Srinakharinwirot University (BCSWU)	805
Scholarship for 1 student - Higher Education - Chiang Mai Technical College	3.766
Scholarship for 1 student - Higher Education - Chiang Mai Rajabhat University	3.008
KBSCF (Kurmia Budhi Santosa Charitable Fund)	
Special Project - Food,Basic Income & Education	8.760
Personnel costs	32.951
Travel and accommodation expenses	1.809
Allocated indirect costs	10.015
TOTAL	**350.087**

Financial Projections

Based on the 2024 financial overview, which reported a total income of €521.292 and total expenditure of €480.142, with €350.087 spent directly on projects, PCF aims for consistent annual income growth to support expanding operations. The strategic plan will include detailed financial forecasts, projecting income and expenses over the five-year period, with a focus on diversifying revenue streams and building reserves to ensure long-term financial stability.

NOTES ON THE CONSOLIDATED STATEMENT

Accounting Policies Going Concern Assumption

- The financial statements have been prepared on the going concern assumption.
- The financial year comprises the dates from 1st January to 31st December.

Cash Based Accounting

- The financial statements are prepared on a cash basis accounting method.
- Transactions and positions in the balance sheet are in multiple foreign currencies.
- Transactions in a foreign currency are exchanged at the date of the transaction.
- Foreign exchange gains and losses resulting from transactions in a foreign currency are accounted in the profit and loss statement.
- Monetary items in the balance sheet are exchanged on the balance sheet date, of 31st December.

Payroll

- Payroll costs are divided in three categories, Expenditure on Objectives, Expenditure on Own Fundraising, and Management and Administration costs.

Exchange Rates

- Two exchange rates have been used. For the profit and loss account the average exchange rate was 1 THB = 0,0264 EUR. The exchange rate used for the balance sheet to calculate liabilities and assets was 1 THB = 0,02672 EUR.

Note on Consolidation

- These consolidated statements eliminate all intercompany transactions between the Dutch and Thai entities. Funds transferred from the Dutch foundation to the Thai foundation are reported as an expense in the Dutch accounts and as income in the Thai accounts, but are eliminated in consolidation to avoid double-counting.

Annual Board Meeting

- The 2024 Financial Audit Report was discussed and approved by the Thai Board on 26 March 2025.
- The 2024 Consolidated Financial Statements were discussed and approved by the Dutch Board on 12 June 2025.

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