



REPORT

Public Fundraising Strategy Development: Potential Collaboration of the Business Sector and Civil Society Organizations to Achieve SDGs

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Table of Content

Table of Content	ii
List of Table.....	iii
List of Figures.....	iv
List of Abbreviations	v
1. INTRODUCTION	1
2. METHODOLOGY	3
3. POLICY AND REGULATORY LANDSCAPE.....	4
4. LESSON LEARNED OF THE EXISTING IMPLEMENTATION OF THE FUNDRAISING FROM PRIVATE SECTORS, BUSINESS ASSOCIATIONS, AND RELATED HIGH NET WORTH INDIVIDUALS	8
4.1. Challenges in Corporate Fundraising.....	8
4.2. Challenges of working with NGO.....	9
4.3. Types and schemes of corporate funding.....	11
4.3.1. Unrestricted dan Restricted Fund.....	11
4.3.2. Innovative Fundraising Initiatives	11
4.4. Strategies for building partnerships with companies	13
4.4.1. Finding common ground	13
4.4.2. Company strategy towards sustainability	13
4.4.3. Knowing the company and find the right person	14
4.4.4. Initiating preliminary collaboration	15
4.4.5. Optimizing the role of board member.....	15
4.5. Risk of collaboration with corporations.....	15
4.6. High Net Worth Individuals (HNWIs)	16
4.7 Skills Need for NGO	17
4.7.1. Fundraising skills.....	17
4.7.2. Educating the program developer	18
5. RECOMMENDATION FOR STRATEGIC CORPORATE FUNDRAISING DEVELOPMENT	19
5.1. SWOT Analysis	20
5.1.1. Strength	20
5.1.2. Weaknesses	21
5.1.3. Opportunities	21
5.1.4. Threats.....	22
5.2. Establish Corporate Fundraising Division.....	23
5.3. Growth & Diversify Revenue	25
5.3.1. Restricted and Unrestricted income	26

5.3.2. Single & Multi years.....	27
5.3.3. Pyramid Level of Giving	27
5.3.4. Value Chains Engagement	28
5.3.5. In-kind Giving.....	28
5.4. Increasing Added Value to Benefit Both Parties	28
5.4.1. Reporting Standard.....	28
5.4.2. Regulatory Advocacy	29
5.4.3. Positive Narrative on Communication Channels	29
5.5. Strategic Events	29
5.6. Movement Management and Personal Development	31
5.6.1. Fundraising Approach.....	31
5.6.2. Team Development.....	31
5.7. Roadmap to Implementation	34
5.8. Financial Figure Projection	37
6. CONCLUSION.....	41
References	43
Appendices	45
Appendix 1 - Overview of Regulations Relating to Fundraising.....	45
Appendix 2 - Start Corporate Fundraising with An Initial Investment of 100,000 GBP / 2,000,000,000 IDR	47
Appendix 3 - Documentation.....	51
Appendix 4 – List of Participants	54
Appendix 5 – Interview Transcript.....	56

List of Table

Table 3.1. Regulatory Framework in Indonesia	7
Table 4.1. Financial sources for city/district, provincial and national NGOs. (Source: NGO survey by NSSC, 2015)	8
Table 4.2. Areas of potential tension between core logics of Market and Civil Society. (Source: Challenges for NGO Partnering with Corporations, 2011).....	10
Table 5.1. Financial Projection Year 1	37
Table 5.2. Financial Projection Year 2	38
Table 5.3. Financial Projection	39

List of Figures

Figure 5.1. SWOT Analysis (Source: Results of the study)	20
Figure 5.2. Team composition of the Corporate Fundraising Division (Source: Result of the study)....	24
Figure 5.3. Unrestricted and Restricted Fund (Source: Result of the study)	26
Figure 5.4. Growth and Diversify Revenue (Source: Result of the study)	27
Figure 5.5. Value Chain Engagement. (Source: Result of the study)	28
Figure 5.6. Increasing Added Value to Benefit Both Parties. (Source: Result of the study)	29
Figure 5.7. Strategic events. (Source: Result of the study)	30
Figure 5.8. Capacity building programs for NGO in fundraising. (Source: Result of the study)	33
Figure 5.9. Roadmap to implementation. (Source: Result of the study)	34

List of Abbreviations

CRM ₁	Customer Relationship Management
CRM ₂	Cause-Related Marketing
CSR	Corporate Social Responsibility
ESG	Environmental, Social, Governance
FGD	Focus Group Discussion
HNWI	High Net-Worth Individual
NGO	Non-Governmental Organization
PUB	<i>Pengumpulan Uang dan Barang</i> / Public Collection Activities
SDGs	Sustainable Development Goals
SME	Small Medium Enterprise
SR	Sustainability Report
USD	US Dollar

1. INTRODUCTION



In Indonesia, fundraising has emerged as a pivotal force driving positive change towards sustainable development. Indonesia's 2030 SDGs Roadmap (estimated before the Covid-19 pandemic) has identified a financing gap of USD 1 trillion (financing needs of USD 4.7 trillion) which separates Indonesia from its sustainable development ambitions.

Fundraising often takes on a collaborative approach, forging partnerships with local businesses, government entities, and grassroots organizations. The spirit of *gotong-royong* (community cooperation) resonates deeply in these initiatives, amplifying the impact of every raised fund. From charity events that blend traditional arts with modern flair to online crowdfunding campaigns

leveraging digital platforms, the methods employed are as diverse as the landscapes that stretch across the Indonesian archipelago.

Private sector plays an important role in driving economic growth, innovation, and job creation. Through CSR initiatives and sustainability programs, the private sector has contributed to social and environmental development. Despite criticism that corporate activities have a negative impact on the environment, the potential for corporate funding, either as Corporate Social Responsibility (CSR) program or as part of business model is significant and continues to grow as businesses increasingly recognize the importance of contributing to social and environmental well-being.

Private sector and non-governmental organizations (NGOs) can form effective partnerships to promote sustainable development and corporate social responsibility (CSR). Collaborations between these two sectors can leverage their respective strengths, resources, and expertise to address social and environmental challenges. By combining their unique strengths and resources, private companies and NGOs can create synergies that contribute to positive social and environmental impact. Such collaborations are essential for achieving sustainable development goals and fostering a more inclusive and responsible business environment.

In addition, in the next 5 years, The Wealth Report 2022 predicts that the percentage of rich people in Indonesia who fall into the high-net-worth individual category - individuals with high net worth, namely people or families with liquid assets worth at least US\$ 1 million or the equivalent of around IDR 15 billion - will be 134,015 people or 63 percent more than in 2021. Those who qualify as crazy rich or Ultra High Net Worth Individuals - individuals, namely people or families who have a net worth that can invest at least US\$30 million or more which is equivalent to IDR 448 billion.- will also increase by as much as 29 percent to 1,810 people.

This study will examine how these potential partners, both companies and individuals can really be a potential partner to foster the achievement of Sustainable Development Goals and create positive social and environmental impact.

2. METHODOLOGY

In achieving the objectives of this study, which is to explore the regulatory framework and dynamics of public fundraising in Indonesia, this study uses a qualitative approach. Qualitative approach provides basic information about the context and subject, serves as a source of hypotheses, and aids scale construction, and provides a comprehensive perspective, a deep understanding of the social phenomena being studied and can provide various nuances of the attitudes and behaviour being studied. Qualitative research also provides basic information about the context and subject through focus group discussions and interviews with high net worth individuals (HNWI) to find what is most needed. These findings were then investigated further by empirically testing the findings through FGD. So the type of this study is qualitative where the researcher acts as a key instrument in the research, because he not only carries out analysis, but also filters the meaning inherent in it.

The FGD used purposive sampling method by inviting corporate and foundation giving as corporations that have sustainability programs, or engaged in philanthropy as part of their corporate social responsibility (CSR) initiatives, contributing funds, products, or services to support various causes.

Foundations, whether private or public, are dedicated entities with a specific mission and endowment for supporting charitable activities.

Understanding the perspective of a company is important as a company can become an agent of change for its staff to build awareness and support for the initiatives towards sustainable development. Corporate funding has significant potential to drive positive change in social and environmental development. As businesses increasingly recognize their role in promoting sustainability, their financial contributions become instrumental in creating a more inclusive, equitable, and environmentally conscious future.

Besides FGD, a depth interview is also conducted to high-net-worth individuals (HNWI). HNWI is engaged in the study because individual donors have often contributed the most significant portion of charitable giving globally. Many philanthropic efforts are driven by personal values, beliefs, and a desire to make a positive impact.

For data processing and analysis techniques, data is analysed and interpreted qualitatively through qualitative data processing; coding, memoing, and concept mapping, data interpretation and drawing conclusions.

3. POLICY AND REGULATORY LANDSCAPE

A number of current policies and regulations related to private sector fundraising in Indonesia were reviewed to determine the relevance of current policies to the needs of the private sector and NGOs related to fundraising. The Indonesian government has established several regulations and policies aimed at facilitating and regulating fundraising activities by private sector entities and NGOs.

Several regulations directly related to fundraising include Law Number 9/1961 on the Collection of Money or Goods, Government Regulation Number 29/1980 on the Implementation of Collection of Donations, Minister of Home Affairs Regulation Number 38/2008 on the Acceptance and Provision of Aid to and from Foreign Parties, Law Number 17/2013 on Civil Society Organizations amended by Government Regulation in Lieu of Law (Perppu) Number 2/2017, and Minister of Social Affairs Regulation Number 8/2021 on the Implementation of Money and Goods Collection.

Additionally, supportive regulations include Law Number 28/2004 on Amendments to the Foundation Law, Law Number 36/2008 on Income Tax, Government Regulation No. 93/2010 on Donations that Can be Deducted from Gross Income, and Government Regulation No. 47/2012 on Corporate Social Responsibility of Limited Liability Companies. An overview of each regulation can be found in Appendix 1.

On donation, Law Number 9/1961 regarding the Collection of Monies and Goods and Government Regulation Number 29/1980 and on the Implementation of Collection of Donations provide frameworks for the collection of donations, ensuring legality, and

imposing limitations on the deduction of proceeds. Ministerial regulations like Minister of Home Affairs Regulation Number 38/2008 and Minister of Social Affairs Regulation Number 8/2021 provide specific guidelines for NGOs seeking foreign aid and conducting public collection activities, respectively.

Moreover, the regulations emphasize collaboration between NGOs, private sector entities, and the government to achieve common goals. NGOs are encouraged to collaborate with each other and with the private sector in various forms, including assistance programs, awards, and operational support, as outlined in Law Number 17 Year 2013 regarding Community-Based Organization which is then amended by Government Regulation in Lieu of Law (Perppu) Number 2 year 2017. Collaboration is also promoted in the implementation of foreign assistance activities, with monitoring and evaluation mechanisms in place as per Minister of Home Affairs Regulation Number 38/2008. Moreover, Government Regulation Number 47/2012 on Social and Environmental Responsibility of Limited Liability Company, Limited Liability Companies are required to conduct Corporate Social Responsibility (CSR) activities that can be done in collaboration with other stakeholders including NGOs.

Another study (Harina, 2019) finds that Law No. 9 of 1961 on the Collection of Monies and Goods, before being amended, is considered as a weak legal basis for the implementation of philanthropy in Indonesia due to the development over time. For example, in terms of licensing, Law no. 9 of 1961 regulates that the licensing process must be carried out every 3 months, even though this relatively narrow time period is quite

inconvenient for social institutions to renew their permits.

Apart from that, donations are also divided into regional, local and national levels, whereas if using social media, it will be difficult to limit the regional coverage. The study (Harina, 2019) suggests that the responsiveness of the policymakers is also needed in order to update Law No. 9 of 1961 to support the achievement of SDGs.

In the development, Law No.9 of 1961 is explained further by Minister Regulation No. 8 Year 2021. The Collection of Money or Goods based on the new law must have a license from the Ministry of Social Affairs. These provisions are currently still unclear in the Minister of Social Affairs Regulation. For example, for a product that is distributed and claimed to address stunting, a license must be obtained from the Ministry of Social Affairs. Otherwise, the company can be investigated. Thus the company should explain in detail what it is used for, etc, because it involves the public (customers). The license still should be obtained every 3 months.

"These provisions are currently still unclear in the Minister of Social Affairs regulation. For example, if product A partially wants to be used to address the issue of stunting, there must be a permit from the Ministry of Social Affairs. If not, the company can be investigated. And what makes it difficult is that the government expects to be detailed: what is it used for, etc, because it involves the public (customer). The permit process is every 3 months". (NGO)


On Corporate Social Responsibility, based on Law No. 40/2007 on Limited Liability Company jo Government Regulation No 47/2012 on Corporate Responsibility on Social and Environment, a study (Herdiansyah, Najwan,J., Hasan, U, 2022) shows there are problems in regulating CSR in Indonesia, namely the unclear rules regarding the distribution and management of CSR, different concepts of CSR

in law, measures of propriety and fairness regulated in the 2007 Company Law still give rise to multiple interpretations, patterns of allocation of CSR funds that are not yet clear and uniform between laws, there are no clear sanctions for companies that do not implement CSR. So, to get ideal CSR arrangements in the future, it is necessary to reconstruct the rules regarding CSR, where CSR regulations must be specifically regulated in statutory regulations, there must be uniformity regarding the concept of CSR in Indonesia, and it must also be clear how it is distributed and managed. CSR, standards of propriety and fairness in CSR budgeting, the form of its implementation and who is competent to monitor and assess fairness and propriety, as well as sanctions for companies that do not implement CSR must be clearly regulated in statutory regulations.

In terms of ensuring long-term financial support, NGOs are allowed to obtain funding from various sources including membership fees, public donations, business proceeds, foreign aid, and government budgets, as stated in Law Number 17/2013. It is further explained in the Government Regulation in Lieu of Law (Perppu) Number 2/2017 that fundraising activities must not violate laws and must not be for the benefit of political parties.

Furthermore, incentives for corporations are outlined in tax regulations such as Law Number 36/2008 and Government Regulation Number 93/2010 provide incentives for corporations by allowing deductions from gross income for donations and contributions to various causes, including disaster relief, research and development, education, and sports development. Although the regulations that provide incentive philanthropic activities are in place, in fact, they aren't really attractive for the private sector. A study (Rosdiana, Murwendah, Inayati, 2019) finds that the fast growth of a wider range of philanthropic endeavors is at odds with the static nature of present tax policy (Law Number 36/2008 on Income Tax). As a result,

both donors and receivers must deal with ambiguity regarding philanthropic taxation, including tax status and government-awarded tax incentives. Tax-related concerns pertaining to charity are still incumbent upon contributors, beneficiaries, and donation collectors. Furthermore, there is a lack of socialization and thorough implementation instructions, which leads to misunderstandings regarding some tax regulations and implementation loopholes. The study concludes that the policy of tax incentives on philanthropy activities has not been a pull factor for the community to be actively involved in philanthropy activities. The study suggests that a regulatory improvement is necessary, including accommodation of incentives for all types of taxes on philanthropy in Indonesia.



"The policy on tax deductions (for incentives) is very specific and limited. For example, it can only be deducted if we give to educational institutions, social institutions... we do not really utilize that. The existing policies do not support philanthropic activities". - HNWI

In ensuring outcome monitoring and communication, regulations such as Minister of Home Affairs Regulation Number 38/2008 emphasize the importance of monitoring and evaluating foreign assistance activities involving NGOs and foreign parties. NGOs are also required to make financial accountability reports public if funds are raised from public donations, as stipulated in Law Number 17/2013. According to Government Regulation Number 47/2012, Limited Liability Companies should carry out Corporate Social Responsibility (CSR) activities. These activities can be accounted for as company costs and must be reported to the General Meeting of Shareholders (GMS). Foundations are required to disclose financial reports if they receive partial funding from the government, foreign

aid, or public donations, as mandated by Law Number 28/2004.

In conclusion, despite all of these regulatory frameworks, there still are barriers to fundraising and collaboration, such as bureaucratic hurdles in obtaining permits and approvals for fundraising activities, as well as the ambiguity of the regulation. Compliance with regulations, especially for foreign aid and fundraising activities, may pose challenges for NGOs and private sector entities. Additionally, limited awareness or understanding of available incentives and regulations among corporations and NGOs could hinder their engagement in fundraising and collaboration efforts. The companies develop philanthropy programs not because of the incentive from the government, because, *first*, the incentive is only given in certain limited areas, or *second*, because it needs more interpretation whether or not the philanthropy programs can get the incentive. Therefore, addressing these barriers and ensuring effective implementation will be crucial for realizing the full potential of these initiatives in supporting social development and welfare programs.

Table 3.1. Regulatory Framework in Indonesia

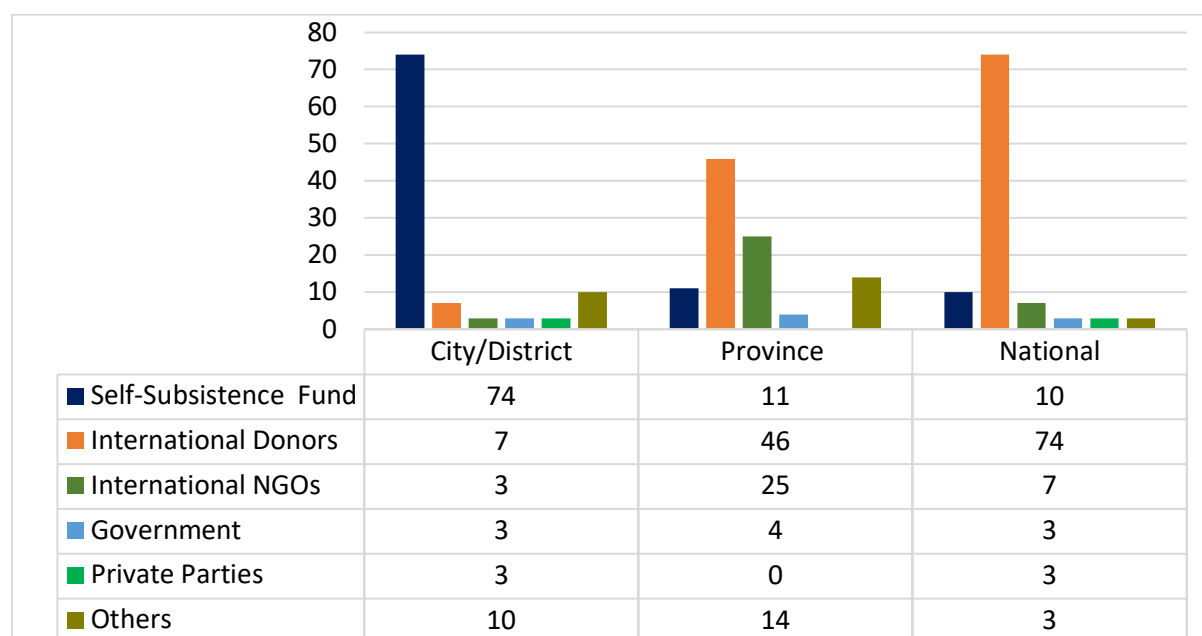
	Facilitating & Regulating Fundraising Activities	Promoting Collaboration for Fundraising	Ensuring Long-term Financial Support	Incentives	Ensuring Outcome Monitoring & Evaluation
Law Number 9/1961 on the Collection of Money or Goods	Provide frameworks for the collection of donations				
Government Regulation Number 29/1980 on the Implementation of Collection of Donations	Provide frameworks for the collection of donations				
Minister of Home Affairs Regulation Number 38/2008 on the Acceptance and Provision of Aid to and from Foreign Parties	Provide specific guidelines for NGOs seeking foreign aid	Promote the implementation of foreign assistance activities			Emphasize the importance of monitoring and evaluation
Law Number 17/2013 on Civil Society Organizations amended by Government Regulation in Lieu of Law (Perppu) Number 2/2017		Encourage collaboration of NGO & private sector through several fundraising activities	Allowing NGOs to obtain funds from various activities, except from activities that are against the law or fundraising for political parties.		Requirement for financial report from public donations conducted by NGO
Minister of Social Affairs Regulation Number 8/2021 on the Implementation of Money and Goods Collection.	Provide specific guidelines conducting public collection activities				
Law Number 28/2004 on Amendments to the Foundation Law					Foundations should disclose financial report when receiving partial fundings
Law Number 36/2008 on Income Tax				Tax exemption of gross income used for donations to specific causes	
Government Regulation No. 93/2010 on Donations that Can be Deducted from Gross Income				Tax exemption of gross income used for donations to specific causes	
Government Regulation No. 47/2012 on Corporate Social Responsibility (CSR) of Limited Liability Companies (LLCs)		Obligation for LLCs to conduct CSR activities that can be done in collaboration			CSR activities should be reported to the General Meeting of Shareholders

4. LESSON LEARNED OF THE EXISTING IMPLEMENTATION OF THE FUNDRAISING FROM PRIVATE SECTORS, BUSINESS ASSOCIATIONS, AND RELATED HIGH NET WORTH INDIVIDUALS

4.1. Challenges in Corporate Fundraising

NGOs find it difficult to access funds from the private sector. Advocacy NGOs, in particular, rely heavily on funding from international donors, whereas service-focused NGOs can access funding from governments and the private sector. An NGO survey (NSSC, 2015) show that city/district NGOs located far from large cities or urban centers in the district or from provincial capitals tend to depend on self-subsistent funds (*swadaya*), with around 45% stating that their self-subsistent funds are the most important source of funds for them. For city/district NGOs, government funding (5%) and international donors (15%) are not the main sources of funding. This matters in contrast to NGOs located in provincial capitals, which depend on international donors (around 45%) or national NGOs (15%) for their funding sources. NGOs at the national level tend to be more dependent on international donors (70%) for their funding sources (70%)

Table 4.1. Financial sources for city/district, provincial and national NGOs. (Source: NGO survey by NSSC, 2015)



There are some obstacles in corporate fundraising. The biggest challenge is the internal challenge, in aligning the program to the corporate's needs while at the same time meeting the corporate's calendar year. The Program Development team at the NGO, should ensure the program is running well. The fundraiser at the NGO should have capacity to work both in approaching sales and programs to the potential companies, and understand the needs of the companies. This fundraiser

must be multi-skilled and multi-talented to sell the program and must not miss ESG issues. One of the NGO participants from FGD stated:

"Maybe the challenge is not only external but internal as well. ... (The fundraisers) are standing between 2 sides, (trying to) selling the program to (corporate) partners while also understanding the corporate sides that they are targeting". - (Deputy Director of Fundraising, NGO)

When the internal program team, especially the Program Development Team does not understand what issues are being faced nationally and globally, as well as what corporate needs are, then what needs to be done is to educate them. The program teams need to match the perspective of the company, where the company has KPIs to be achieved. So, there needs to be alignment between NGO funding needs and the company's KPI fulfilment needs. These are affirmed by some of the participants from NGOs:

"The internal program team hasn't opened their eyes to what the national and global issues are, and what corporate wants. So we need to educate our program people" - (Deputy Director, NGO)

"The program team is 100% needed to have a common perspective (with the corporation), (while) the program team is used to the perspective of institutional donors" - (Executive Director, NGO)

Ethical concerns were raised regarding the responsibilities of partners in fundraising activities. In some instances, partners may be perceived as overstepping their boundaries by fundraising on behalf of others, potentially leading to confusion about the true responsibilities of each partner in the agreed-upon collaboration. As stated by one of the participants:

Establishing partnerships between companies and NGOs was found to be difficult,

"There is another issue that is also sensitive because it is related to ethics. Partners are part of the responsibility of the corporation, but they are fundraising to help partners, which should be the responsibility of the corporation, not the public". - (CEO, NGO)

as each side has different requirements and expectations. NGOs often engage in partnerships with corporations as the financially stronger entities without clear guidelines, which can expose them to the risk of exploitation. Conversely, businesses may find that collaborating with non-profits carries the potential risk of damaging their reputation, particularly if the organization breaches ethical boundaries. A clear code of conduct based on principles of integrity, transparency, sincerity, mutual respect, partnership and mutual benefit should be applied to minimize the risk (Silva, F.A.F., et.al., 2007).

On a technical aspect, NGO experience difficulty in accessing information about funds available from the private sector. It is not easy to obtain information regarding CSR funds and other philanthropic activities, or information on how to access it (Davis, 2015).

4.2. Challenges of working with NGO

Collaboration between companies and local NGOs has several challenges that can hinder effective partnerships. Theoretically, because the nature of business and NGO is different. Table 4.2. illustrates some crucial differences between the core logics of the market (business) and civil society sector (NGO) may experience tension between the logics when pursuing partnerships.

Table 4.2. Areas of potential tension between core logics of Market and Civil Society. (Source: Challenges for NGO Partnering with Corporations, 2011)

	Market Sector	Civil Society Sector
Realm	Economic system	Social system
Central Unit (s)	Owner	Members
Power Form	Money	Group
Resources accessible	Capital/financial assets	Volunteer/Membership assets
Knowledge	Economic/business	Community/issue

The essential point to consider with partnerships operating in the civil society/market nexus is that NGOs are working to change the practices of the market, not the other way around (Huijstee, et.al, 2011).

On the central units, looking that both has different responsibility to the stakeholders, when NGOs and businesses form a partnership and negotiate actions and implementation strategies, the dynamic can create what Gray (2007) refers to as the 'two-table' problem: organizations involved in partnerships not only have to find a common ground with each other, but they must also be able to sell agreements or implementation plans back to their core units, with potentially incongruent interests (Huijstee, et.al, 2011).

On the power form, it shows that the power of the market sector derives quite simply from money, while the power of NGOs derives from a number of different factors, as NGOs have a power base built on collective group membership and a high degree of societal trust (Arts, 2002). This may relate to governance and due diligence processes. It is a very important aspect of collaboration with an NGO. Collaborating with local NGOs requires strict governance measures and a thorough due diligence process. These measures are important to ensure the credibility of the partnering NGO and mitigate risks. However, conducting comprehensive due diligence can

be time-consuming and requires significant investment before starting a collaboration.

On resources accessible, in business-NGO partnerships, businesses would seem motivated by the benefits of increased environmental performance (better public image, lower costs, less risk) to the extent they also are able to maintain a competitive market position. NGOs, on the other hand, face a riskier position, having to balance their financial needs while maintaining their independence and integrity in the public eye. As Stafford and Hartman (1996: 58) argue: 'When corporations pay environmental groups for services (...) the environmental group is placed in the position of working for the corporation rather than working with it as a true partner. Public perceptions that the environmental group has a financial interest in the firm can potentially compromise the integrity of the alliance' (Huijstee, et.al, 2011). The study finds that some companies think NGOs view corporations solely as sources of funding or sponsorship. Whereas what is expected by companies is that NGOs can understand the core and business needs to be implemented in the projects they want to collaborate on. Another issue in finance is the mismatch between proposed budgets and perceived value. Many companies find that budgets proposed by NGOs often exceed the perceived value of the services or products

offered. This raises concerns about the cost-effectiveness of the collaboration, as the budget allocation may not match the expected outcomes.

The technical challenge, especially on the monitoring and evaluation is in ensuring that partnering NGOs deliver on set targets. Consequently, there is a need to replace underperforming NGOs if targets are not achieved. In addition, supervisory measures are essential to effectively monitor program outcomes. Another issue raised in the FGDs was that companies found that NGOs had varying capacities in terms of financial and project reporting, with national-level NGOs generally demonstrating greater professionalism. Companies, meanwhile, expect partner NGOs to produce comprehensive, clear, structured and professional financial and project reports. As a form of NGO accountability and transparency, it is necessary to make a report on the implementation of the project and the use of funds. A number of companies reported challenges in harmonizing their vision in the production of the report on implementation by the NGO. A common vision and the production of quality reports by NGOs is one of the important considerations whether companies will continue to collaborate with NGOs in the future.

4.3. Types and schemes of corporate funding

4.3.1. Unrestricted dan Restricted Fund

Navigating between restricted and unrestricted funds is essential, given corporate preferences for funding specific programs and the challenges posed by restricted funding. Advocacy efforts to educate corporations on the importance of unrestricted funding and creative financial management strategies are crucial for sustaining operations.

Unrestricted funds are increasingly popular among funders, there is an initial empirical support that the unrestricted funds

have positive outcomes for non-profit capacities. A study (Wiepking, P; Wit. A.d, 2023) shows that unrestricted funding supports seven non-profit capacities: financial management, operational capacity, staff management, adaptive capacity, strategic planning, mission orientation, and innovation.

4.3.2. Innovative Fundraising Initiatives

To optimize fundraising efforts, some innovative strategies offer promising avenues to align corporate objectives with social responsibility goals:

- *Public fundraising and customer engagement*

Public fundraising holds promising prospects, given the existing trust between organizations and their supporters. Engagement through Cause-Related Marketing (CRM) offers distinct avenues such as Cause-Related Marketing (CRM), Sponsorship (including CSR and philanthropy), and Philanthropy. However, clarity on regulations such as those concerning Public Fundraising remains essential, as ambiguity persists in existing guidelines. While Caused Related Marketing (CRM) presents potential as a win-win solution, it may not be suitable for large corporations due to regulatory requirements. Many cases have demonstrated that the approval process, often lasting for three months or more, can be overly lengthy and intricate.

- *Employee giving and employee volunteering*

Employee giving is still new in Indonesia, but has the potential to increase philanthropy. Direct contributions through payroll giving, while currently less utilized due to bureaucratic barriers and minimal tax benefits, provide an opportunity to facilitate employee engagement. Nevertheless, ethical considerations and the need for a Code of Conduct to clarify responsible giving practices are essential to avoid abuse and

maintain ethical standards. Employee giving practices have shown to enhance staff retention and contribute to a company's social responsibility branding. Currently, employee volunteering remains high cost, yet holds promising potential. However, some instances of rejecting employee volunteering have occurred due to the complexity associated with managing employee requests, while the costs are high.

- *Employee engagement*

Some companies opt for non-monetary forms of support, such as offering working hours for sustainability activities, thereby integrating employee engagement into their Sustainability Reports (SR).

A study (Bapat, 2021) shows that CSR officials, HR officials and employees seem to agree that employee participation in CSR increases the trust of employees on the organization, feeling of belongingness towards the organization, sensitivity towards work to some extent and employee involvement in the organization. The major finding of employee surveys is that employees like to participate in CSR activities of the organization to support their organization in working for the betterment of the community. Second, they enjoy doing something different than the routine job by participating in CSR activities, and they feel more connected with the organization when they participate in CSR activities. It was also found that almost all the employees have proud feelings about their company's involvement in CSR (Bapat, 2021).

Another study in Indonesia (Gunawan, 2014) also shows CSR activities significantly influence employee engagement and corporate reputation, and at the same time, employee engagement significantly influences corporate reputation

- *Matching fund*

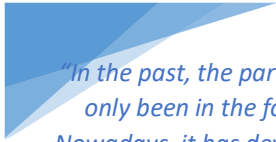
Matching funds, a favoured corporate initiative, double individual donations, effectively amplifying impact. For example, a 100k donation is matched by the company. This scheme can extend to co-financing models, like covering a 100k Euro co-finance, showcasing commitment. Benefits include enhanced visibility through logo display and funds allocation for operations. However, companies may consider the primary funder. While matching funds facilitate engagement with multinational firms, local companies, especially restricted ones, pose challenges

- *Pool fund*

The concept of pooling funds for disbursement to NGOs is relatively uncommon in Indonesia, with companies preferring to manage their own programs. Understanding the scope of their work and fostering trust in pooling mechanisms are essential steps towards encouraging participation in such initiatives.

- *Impact investment*

Beyond traditional grant schemes, impact investment offers an alternative avenue for corporate engagement, supporting SMEs or educational initiatives through loans or investments.



"In the past, the participation may have only been in the form of donations. Nowadays, it has developed with several impact investing schemes such as venture debt, crowdfunding, impact investing (equity), as well as green sukuk, green bonds, and blended finance". - (HNWI)

Impact investing involves making investments into companies, organizations, and funds with the aim of generating both positive social and

environmental impacts alongside financial returns. This approach is characterized by intentional pursuit of positive impact, utilization of impact data for informed investment decisions, active management of impact performance, and contribution to industry growth through knowledge sharing and collaboration (GIIN, 2018).

- *Working with high-profile brands*

Collaborations with high-profile brands through initiatives like silent auctions present opportunities for strategic partnerships and fundraising.

4.4. Strategies for building partnerships with companies

4.4.1. Finding common ground

In carrying out sustainability strategies, companies certainly need support from various stakeholders, including NGOs. To be able to build good cooperation and collaboration, it is necessary to have a common ground between stakeholders, not only the program that can refer to the sustainability strategy of companies, but also the culture and values of each institution, both the company and the NGO. It is a challenge to align fundraising goals with corporate objectives and navigating terminology sensitivities, particularly regarding Corporate Social Responsibility (CSR) funding.

Tailoring fundraising approaches involved understanding corporate calendars, program pillars, and continuously refining proposals to effectively meet organizational needs. Sponsorships emerged as a viable alternative to CSR funding due to tax implications, offering potential tax deductions compared to traditional CSR funding. Educating and providing understanding to the potential donor that the program is crucial is a step that the fund raiser should do. Showing the end goals and the impact of the program to the

potential donor mostly brings positive results. Based on the experience of some NGO in approaching companies, it only takes 3-4 months to get their buy-in, but for multinational companies that need approval from the Headquarter, it may take up to 7 months. Companies sometimes are reluctant to work with an NGO, especially if the companies have enough resources to implement and monitor the program. Some companies think NGO only see them as a source of funds and only seek sponsorship from companies without trying to seek any alignment with the business or understanding what are the challenges the business is facing. The other reason is the concerns regarding NGOs' accountability in their roles as advisors and consultants to multiple stakeholders. Some scandals have been reported in the NGO sector, such as misuse of funding, misconduct, and a lack of transparency in their financial systems (Hoepner and Qian Li, 2021). In addition, historically, companies also experienced pressure from civil society that demanded transparency and responsible conduct, which may take the form of conflict (Arenas, D; Sanchez. P, Murphy.M, 2013).

However, it is not an impossible thing to create corporate –NGOs partnership. Some factors that may drive this partnership are, first, because it provides a more reliable platform to work upon and build the reputation/public image of the company in the market as well, secondly, for long term economic goals, the partnership can take care of societal needs at a larger scale (Singh, 2024).

4.4.2. Company strategy towards sustainability

To ensure the company's operations are within the planetary boundaries, implementing sustainability values is a necessity. Companies are driven by different support and standards in relation to creating and delivering sustainability strategies that in general are aligned with the SDGs. For some multinational companies operating in Indonesia, their sustainability strategies are derivative from the mandate of their global

entities. This mandate is then translated to the local context to match the needs at the local level. It is important for fundraisers to understand the company's strategy to meet sustainability goals, in order to get funding. The concept of sustainable strategy means that strategic management involves developing competitive advantages that allow organizations to capitalize on environmental opportunities and minimize the threats, as the environmental dimension can provide relevant benefits, despite being subject to some criticism (Stead and Stead, 1996).

Not all companies have a sustainability pillar, focus, and roadmap or sustainability strategies that are published and communicated to the stakeholders. A study ((Rodrigues, M, and Franco, M, 2019) shows that more research is still needed into the formulation and implementation of a sustainability strategy in organization. Some controversial points or obstacles were noted in the formulation and implementation of a sustainability strategy (e.g organization culture, competences, among others) that can influence the success of that formulation and implementation. Whereas, the companies' sustainability strategy, companies' pillar, focus and roadmap can be a reference for corporate fundraising.

In 2013 and 2014, the three largest sectors that received financial support from private philanthropic activities were education, health and the environment (Davis, 2020). While some emerging topics for most companies in 2024 are: Net Zero, SDGs, financing, technology, supply chain, wellbeing, health, education, and inequality.

One of the standards that is used by companies is ISO26000. The ISO 26000 - Social Responsibility considers that organizations do not operate in a vacuum, that their relationship with society and the environment in which they operate is a critical factor in their capacity to continue to operate effectively where the norm provides orientations as to how organizations can operate in a socially responsible way (Rodrigues, M, and Franco, M,

2019). Sustainability targets or goals that are mostly used are the SDGs, and for reporting framework, they use GRI and TFCD framework. Other companies under study do not have the sustainability strategy or roadmap, pillar or strategy. But they are increasing their awareness on SDGs and fulfilling mandatory reports in certain areas such as on e-waste, circularity rate, etc.

A report from PIRAC and Dompet Dhuafa (2014) revealed that philanthropic activities are dominated by companies in Java (82% in 2014) and these activities tend to be carried out in areas around the company location (63% carried out on the island of Java)

In the case of state-owned enterprises (SOE), they create their sustainability strategies based on the aspiration of the majority of shareholders, in this case the state. This aspiration also needs to be supported by the top management, minimum one level below the Board of Directors, so that there are implications for the budget and implementation. Top management in the companies as the key role to encourage sustainability strategies is also happening in local companies.

A study (Sagstad, H; Schiefloe.M.S, 2019). Companies in European countries show that SOEs are more likely to spend resources on sustainability activities compared to non SOEs because SOEs have an expectation from the state which they must live up to, while for non-SOEs, sustainability focus depends on stakeholders, especially shareholders and potential investors, and their demands. This may indicate that if companies are to become more sustainable, shareholders must be convinced that sustainability is worthwhile in the long term (Sagstad, H; Schiefloe.M.S, 2019). It is interesting to find out whether this finding most likely also applies to SOEs and non-SOEs in Indonesia.

4.4.3. Knowing the company and find the right person

An equally important strategy for NGOs to build collaboration with companies is

to recognise the company's vision and goals. As mentioned before, some critique from the business sector addressed at the NGOs that only see companies as a source of funds and sponsorship. In fact, what the company needs is a collaboration partner who has a vision that is in line with the company's programme. Therefore, NGOs need to recognise the business needs and objectives, then align them with their fundraising proposals.

Identifying key decision-makers or influencers within corporations and organizations is important to ensure the approach by the NGO is effective. Establishing trust and rapport with these individuals was deemed critical for successful collaboration. Building mutual understanding between organizations and corporations entails grasping each other's objectives, identifying disparities, and crafting inventive solutions to reconcile them, potentially utilizing financial tools and mechanisms. Some of possible positions to approach are Head of CSR, Project Manager, Sustainability Manager, or any key decision maker that is relevant in grants giving.

4.4.4. Initiating preliminary collaboration

Initiating preliminary collaborations can serve as stepping stones towards deeper partnerships, emphasizing clear communication to establish organizational identity and objectives while highlighting that NGOs are not just event organizers. Once the company impresses with the work, the opportunity to get funding in the future is widely open.

4.4.5. Optimizing the role of board member

In fundraising, it is also important to optimize the role of the board members. The role of board members in mobilizing funds for NGO is unavoidable, it is one of the major functions of the board members (George. S, 2019). NGO board members play a crucial role in fund raising by offering guidance, financial assistance, and connections to current and new donors. Participation from all board

members in the planning process truly helps with fundraising preparation.

4.5. Risk of collaboration with corporations

One significant risk lies in the potential misuse of NGO endorsements by corporations, which can lead to overclaims or misrepresentation of programs. Additionally, there's the concern of corporations seeking extensive acknowledgment for their contributions, which may not always reflect the true impact on communities. For instance, while companies may desire prominent placement in publications, the actual benefits to the community may not justify the costs involved. Conversely, there's a risk of NGOs perceiving more ownership of a program, resulting in limited visibility for the company's branding. Therefore, establishing clear guidelines is crucial to prevent either partner from exploiting programs for their own benefit.

In addition, when larger NGOs establish new collaborative relationships with business, there may be greater scope for shared power and control' (Murphy and Coleman, 1997: 213), something that internationally based NGO that already wield a degree of influence over CSR and industrial environmental agenda would not do (give one sector a power advantage over the other per se) (Huijstee, et.al, 2011). This is also supported by another study (Anand, P. U., and Hayling, C. 2014) that many NGOs are reluctant to accept funding from the private sector because they are worried that this could impact their independence and legitimacy.

As fundraising opportunities abound, the importance of due diligence screening has intensified, including when engaging with international organizations or corporations. The focus lies in mitigating risks and enhancing due diligence practices to ensure effective risk management. This screening procedure will minimize the list of potential companies and

reduce opportunity to engage companies in a sustainability program.

4.6. High Net Worth Individuals (HNWIs)

HNWIs tend to invest in stocks, real estate, or bank certificates of deposit which are less risky. Meanwhile, UHNWIs tend to invest in products with a high risk profile, for example precious metals, crypto and world markets. HNWI's philanthropic tendencies were influenced by cultural differences and personal experiences, with many preferring to donate to established foundations for perceived security. Religious approaches, particularly through the scheme of Wakaf, were noted as significant avenues for HNWI's philanthropic engagement, albeit with complexities arising from existing social networks within this demographic. Meanwhile, UHNWIs are usually active in supporting charitable activities by providing significant resources.

The population of millionaires or individuals with high net worth individuals (HNWI) in Indonesia who are starting to establish family philanthropic institutions is experiencing a high growth rate, and is expected to continue to increase. There were 36,215 HNWIs in Indonesia in 2013, with total wealth of US\$230 billion. Wealth Insight (2014) predicts that the number of HNWIs in Indonesia is predicted to increase 32.2% and reach 51,003 people in 2018, while HNWI wealth is predicted to increase 32.3% and reach US\$336 billion in 2018.

There are several motivations for donors, including HNWI. A study (Bhati. A, Hansen, R.K., 2020) on donor motivation and behaviour, focusing on why donors give and how non-profits can promote more giving identifies some factors, *first*, altruism (for large donors), and *second*, warm glow motives (smaller donors).

In Indonesia, philanthropy has not yet led to institutional and strategic philanthropy because it is incidental and unstructured. This

is because philanthropy in Indonesia is driven by donors who tend to be based on personal preferences rather than objective assessments of community needs. Institutional donors, such as corporate foundations and family foundations, also tend to support issues that are considered safe or apolitical, such as education, health, environmental preservation and small business development (Barlian, SWA online).

A study (NCSS, 2020) explains that In the book "Index of Philanthropic Freedom" Indonesia is in 56th place out of 64 countries analysed (Hudson Institute, 2015). Each country gets a score between one and five, where one indicates an environment that prevents the development of philanthropic activities, while five indicates a supportive environment. Indonesia received a score of '2.5', which means that the philanthropic environment in Indonesia is less supportive for the development of institutional philanthropic activities. The report shows that although philanthropy is a very important moral goal, this ideal has not been reflected in government policies regarding civil society and philanthropic practices. Anecdotal estimates suggest that this philanthropic sector is largely supported by donations from individuals and is poorly structured, difficult to track and ad hoc, and donations tend to focus on religious issues, disasters and orphanages (PIRAC, 2015).

None of the non-profit organizations under study has claimed success in raising funds from HNWI. Some of the participating organizations have or are currently running fundraising programs from HNWIs, but so far none have been deemed successful, and some have taken the decision not to continue the program.

It is recorded that there are two organizations that are still running funding programs that focus on HNWIs by implementing more or less the same strategies and are considered the most effective in their approach to HNWIs. Two things that are important to note in carrying out this approach are:

1. Involve HNWI into the organizational structure
2. Select HNWI Champions then facilitate them to form communities through their respective circles.

The fundamental problem or biggest challenge related to raising funds from HNWI was confirmed through in-depth interviews with HNWI, namely company leaders and owners, is that they are not willing to provide large funds to organizations (NGOs) due to issues of trust and differences in organizational culture, so they prefer to manage the philanthropy fund their corporate foundation, that making it easier to control all activities and use of the funds they allocate. Apart from that, respondents also stated that they objected if the funds they donated were used for operational costs including salary costs.

The problem of incentives and regulations was also something that was expressed by several respondents, the lack of incentives from the government regarding providing philanthropy funds, including complicated procedures, was one of the factors in HNWI's reluctance to donate their assets to non-profit organizations.

When asked whether respondents were willing to become part of a non-profit organization and invite their circle to participate in the program or project being run by that organization, almost all respondents stated they were willing, however, almost all respondents stated they were not willing to make donations and stated they were not willing to invite his circle to donate to the organization where he is in the organization. All respondents said they would feel more comfortable if invited to join the organization based on the expertise required, not because of their property ownership.

From the findings above, it can be concluded that fundraising that focuses on targeting HNWI in Indonesia still has many challenges, however, this does not mean that there are no opportunities. With an accurate

and effective strategy to avoid the greatest risks, the initiation of fundraising from HNWI can still be carried out by applying the principle of prudence in investing in this program. To minimize investment risk, it is recommended that this initiative be invested in other initiatives that have more potential and minimal risk, namely corporate fundraising programs. By implementing a strategy that has been tested by recruiting HNWI through corporations to sit in the organization, it is considered quite effective in terms of the costs and results that will be obtained.

4.7 Skills Need for NGO

This section delves into capacity building and collaboration strategies essential for effective fundraising efforts. It emphasizes the significance of enhancing fundraising skills, educating program developers, and initiating preliminary collaborations to navigate the fundraising landscape effectively.

4.7.1. Fundraising skills

Effective fundraisers must adeptly balance salesmanship with an understanding of corporate interests, necessitating multi-skilled approaches and a grasp of Environmental, Social, and Governance (ESG) issues. Navigating diverse perspectives requires nuanced communication skills tailored to different stakeholders. These skills also include interpersonal skills. Both are important to build effective relationships with donors. An effective relationship with donors improves future funding opportunities (George, S, 2019). Lack of donor relation system and limited communication practices followed in some NGOs leads to increased rate of attrition of donors. Qualitative research (Davis 2015) showed that interaction between NGOs and the private sector was still very limited, and personal relationships are considered the best way to access private funds.

It is the responsibility of the fundraising and donor relations staff and board

members to keep regular and frequent contacts with donors. Donor engagement is an important practice in donor relations (George, S., 2019). Donor engagement is a time-consuming process but the most important part of the fundraising process. One of the mistakes that NGOs make is to concentrate on the size of donations while ignoring the engagement of donors.

Donor acknowledgements is another area where NGOs lack expertise. The acknowledgement can be in the NGOs annual report and include the name of the donor in the organizational website, press release, acknowledgement at events and recognize donors in social media for publicly acknowledging them. The common methods of communication used by NGO for donor acknowledgements are email, direct mail, phone call and thank you letter. A study (Dietz and Keller, 2016) reveals that 71 percent of donors feel more engaged with NGO when they receive personalized content from the personnel working in NGOs.

4.7.2. Educating the program developer

Educating program developers is crucial to aligning perspectives with institutional donors and streamlining proposal development processes to meet corporate timelines effectively. Senior management's role as a bridge between teams is pivotal for cohesive collaboration and goal alignment.

Harmonizing objectives within teams is imperative to ensure unified efforts towards common fundraising goals.

As the conclusion from the lesson learned, the biggest challenge on corporate fundraising is in aligning the program to the corporate's need and ethical issue, due to the different drivers that can cause potential tension between core logics of companies and NGO. In terms of focus area, not all companies have their sustainability strategy which makes the fundraiser work even more challenging in proposing topic areas to the company. As an opportunity, companies also have the potential to work with NGOs when it comes to reputation/public image of the company in the market and to take care of societal needs at a larger scale.

There are various schemes of corporate funding that can be used. A strategy to exercise this scheme is needed, such as finding the common ground and the right person. A set of skills is also needed to get corporate funding; from communication skill, understanding the sustainability trend, and in initiating preliminary collaborations. Another important thing is that NGO together with its board members regularly review the screening criteria or get some updates on the sustainability programs and improvement of the potential companies.



5. RECOMMENDATION FOR STRATEGIC CORPORATE FUNDRAISING DEVELOPMENT

The reason for reluctance from companies to work with NGO can be because historically, the relationship between corporations and NGOs has been antagonistic, where some typical examples of controversial issues raised by NGOs include climate change, pollution, fracking, GMOs in food, animal welfare, supply-chain issues, and labour standards. (Hoepner and Qian Li, 2021). However, NGOs can offer the companies that they can bring knowledge of a local community or a technical and legal expertise that firms may lack. They can execute projects in common with companies, set agendas for various constituencies, exchange complementary knowledge in diverse areas, and provide access to networks (Hoepner and Qian Li, 2021).

5.1. SWOT Analysis

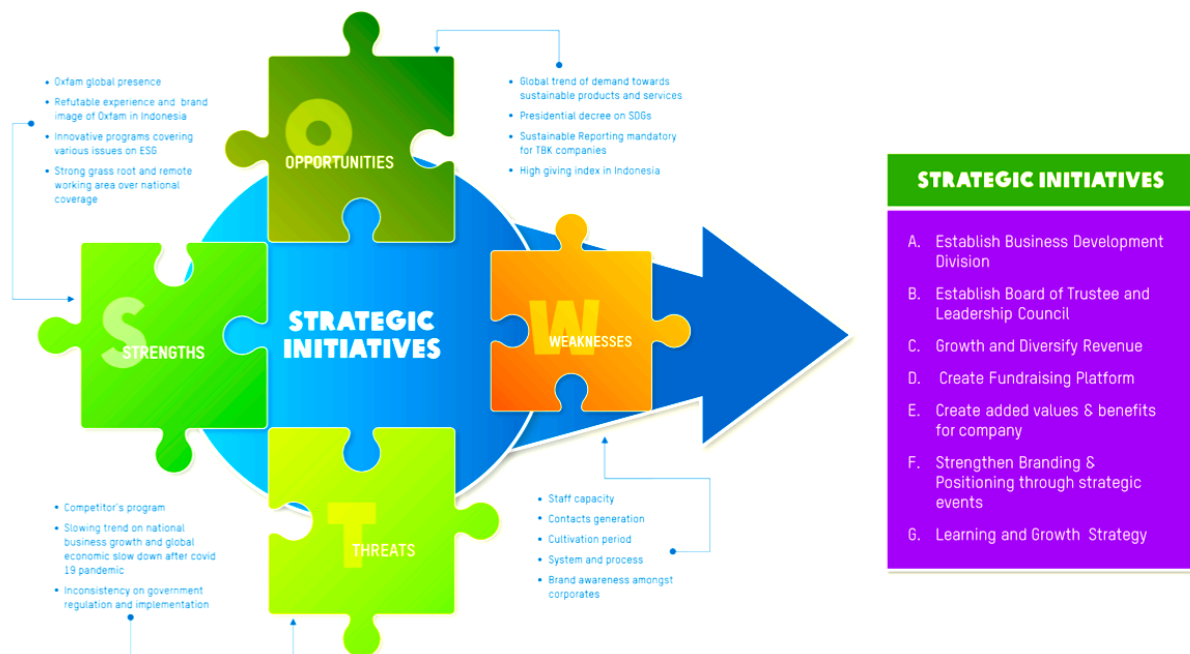


Figure 5.1. SWOT Analysis (Source: Results of the study)

5.1.1. Strength

Based on some literature such as published articles and Oxfam communication reports, interviews with Penabulu management, and FGDs that have been conducted, things have been identified that can be used as assets or invisible capital from current conditions and future potential to be a positive catalyst in starting a fundraising program from the business sector. According to the communication report released by Oxfam, Oxfam is not "top of mind" among the public regarding NGOs, but at least there is no negative news and views regarding the existence of Oxfam during its operations in Indonesia. This can be a challenge, but on the other hand it is a positive thing to be able to start increasing Oxfam's brand awareness in the business sector without having to first neutralize negative news.

From the program point of view, Penabulu has a fairly broad portfolio covering various issues such as disaster, environment, social, and health. The variety of program issues implemented is an added value or strength of Penabulu as a "one stop solution" for the interest of various issues from prospective partner companies. In addition, the variety of issues carried out will make the organization more resilient to changes in issue trends that are always dynamic and develop from time to time. In addition to having programs with diverse issues, Penabulu is also known as a local non-profit organization that has a very broad scope of work nationally, which in the implementation of its projects always involves and has a very broad and strong network at the grassroots. This can be a very strong selling point to be able to meet the needs of partner companies related to the scope of the project implementation area.

The combination of both local and international organizations such as Penabulu-Oxfam which includes experience, reputation, strong networks at the grassroots, and regional coverage at the international and national levels can make a strong 'selling point' to be packaged through an effective marketing communication strategy.

5.1.2. Weaknesses

A solid team is essential when implementing a new strategy in an organization. Recruiting new team members and building a strong team takes a lot of time. In some ways being a fundraiser is very different from being a marketer or sales person for a company. A fundraiser must understand and be able to communicate the values of the organization, while at the same time the fundraiser is required to understand broad issues related to sustainability. Given that Penabulu or Oxfam has never done fundraising from the business sector, the recruitment process and building a solid team will be a challenge in itself.

Designing a new strategy and then implementing it by building a new team will take longer because some technical things must be started from scratch, such as generating databases, building process cycles, and so on, so that it will affect the cultivation period and will certainly have an impact on financial calculations including the Return on Investment and achieving a longer break-even point.

Another challenge is the brand awareness of the organization which is not yet widely known among corporations, so it will be a homework that can potentially delay the achievement of milestones in carrying out the fundraising plan. This can be seen from the FGD results with IBCSD member companies where only one company mentioned having worked with Oxfam, while the others mentioned not even knowing Oxfam. This is reinforced by Oxfam's

communication report which illustrates that both organizations are not in the top 10 'top of mind' non-profit organizations in the community. This will be another homework where the organizations must have the right strategy to be able to introduce themselves at least in business circles.

5.1.3. Opportunities

According to one of the reports released by WBCSD titled "Reporting Exchange", one of the strongest reasons for a company to transform to become more sustainable is the regulations. Presidential Regulation No. 111 of 2022 on Accelerating the Implementation of Achieving Sustainable Development Goals has mandated that the implementation of sustainable development must involve all elements, including the private sector. This regulation provides a clear direction for how all parties are required to work together to make efforts towards a goal to be achieved together which is translated into 17 main goals in the SDGs. In the process, the accelerated implementation launched by the government certainly cannot be achieved without good cooperation and coordination between the government, the private sector, and also civil society through NGOs.

In line with the above regulations, there is a Financial Services Authority Regulation number 51 of 2017 which regulates the obligation of financial companies, issuers, and public companies to publish their sustainability reports in phases. This has provided a strong impetus and no choice for companies to immediately implement more sustainable business practices. Companies are required not only to have an economic impact but also to be able to have a social impact and minimize the adverse environmental impact of the business activities carried out by the company. The experience of non-profit organizations in creating social and environmental impacts is a very important asset to be able to assist the business sector

in implementing various initiatives that contribute directly to social and environmental, in order to further become material to be reported in the sustainability report that has been regulated in the regulations mentioned above.

In addition to regulation, consumer demand for more sustainable products is a real driver for companies to change or transform into practices that are friendly to the environment, have a good social impact, and through good governance or ESG. A study conducted in America by McKinsey recently proved that the demand for sustainable products is growing from year to year, this is reflected in the growth in sales of products that claim to have been produced sustainably (ESG related claims) which continues to increase compared to products that do not claim to have been produced sustainably. In a previous McKinsey study in 2020, it was found that 60% of respondents as consumers stated that they were willing to pay more for sustainable products, while 78% of respondents stated that a sustainable lifestyle was very important.

A company is an organization whose value chain consists of thousands or even millions of individuals working and earning, ranging from employees, suppliers, customers, shareholders and so on. Partnering with a company means opening the door to other opportunities. With the right strategy, thousands or even millions of individuals along a company's value chain are a huge potential for fundraising beyond the company itself. Moreover, according to the World Giving Index 2023 report, Indonesia is ranked as the number one most generous country in the world. The same report states that over the past decade, the intention to donate in Indonesia has continued to increase significantly.

5.1.4. Threats

The COVID-19 pandemic has sent shockwaves through the global economy, leaving behind unprecedented challenges

and uncertainties. As countries around the world grappled with the dual imperatives of containing the virus and mitigating the economic impact, the far-reaching effects of the crisis became apparent on multiple fronts.

As the initial shock of the pandemic began to subside, attention turned to the daunting task of rebuilding and revitalizing crisis-hit economies. The government embarked on an ambitious recovery plan that aims to stimulate growth, create jobs and foster resilience to future shocks. Investments in infrastructure, healthcare, and technology emerged as key priorities, along with efforts to accelerate the transition to a more sustainable and inclusive economic model.

Indonesia, like many other countries, faces significant economic challenges in the wake of the COVID-19 pandemic. As one of the world's most populous countries and a key player in the global economy, the impact of the crisis has been felt across many sectors.

Indonesia's economy, which relies heavily on exports, manufacturing and tourism, is particularly vulnerable to disruptions caused by the pandemic. Supply chain disruptions disrupted manufacturing operations, while global demand for Indonesia's exports diminished due to plummeting consumer spending in key markets. In addition, border closures and travel restrictions dealt a severe blow to the tourism industry, which is an important source of income and employment.

Facing these tough challenges, the road to economic recovery remains long and uncertain and has a direct impact on corporate revenues and profits due to reduced consumer spending, weakened demand for goods and services, and increased operating costs. As a result, companies are facing budgetary constraints and pressure to prioritize critical expenditures to sustain their operations. Philanthropic budgets and CSR initiatives as well as community investment programs

were impacted by budget constraints during the economic crisis. Companies reduced or reallocated funds earmarked for philanthropy to maintain liquidity and sustain core business activities. The economic downturn has also prompted companies to reassess their philanthropic priorities and focus on initiatives that align with business objectives and stakeholder interests. For example, companies are prioritizing investments in initiatives that directly benefit employees, customers and local communities affected by the economic crisis, such as employee assistance funds and other internal programs.

Another thing that must be observed as a potential threat or challenge in fundraising in Indonesia is government regulations that sometimes tend to limit the space for NGOs to carry out fundraising activities, such as the regulation of the Minister of Social Affairs Number 8 of 2021 concerning the collection of money and goods which requires organizations to report their activities every three months.

Finally, from the facts found from the FGDs, all non-profit organizations involved in the FGDs have started fundraising activities from corporations from an average of 10 years ago, so they are very familiar with the various challenges and dynamics in carrying out these activities. Their strategies and innovations in approaching corporations are something to watch out for. Intense competition can be a threat to new players such as Penabulu-Oxfam.

5.2. Establish Corporate Fundraising Division

Building a new fundraising unit that will focus on the corporate sector will be an important milestone, this unit will be part of a large department, where the corporate sector fundraising division will synergise with other units and be within the Fundraising department.

Team composition of the Corporate Fundraising Division:

a. Corporate Fundraising Manager

This position is responsible for developing and executing all defined strategies including formulated milestones and implementing them in the day-to-day activities of the entire team of the division. This position will report directly to the Fundraising Director.

b. Proposal Writer Officer

In one of the FGDs, it was found in every organization where the FGD participants had worked that there was a communication and understanding gap between the program division and the fundraising division. This becomes a serious obstacle when the process of writing a proposal for the company begins. Differences in communication styles and understanding related to program implementation with company needs and corporate culture are the core of the problem in the failure of many proposals submitted to the company.

Proposal writers must have an understanding and experience related to corporate needs in developing a program or project. This is to ensure maximum impact on the company's overall activities and to provide a sustainable impact on the company's stakeholders, both economically, socially and environmentally. This position is also in charge of conducting monitoring and evaluation reports, including making the final report of a project that has been implemented so that there is harmony between the approved proposal and the final report. This position is directly responsible to the Fundraising Director and coordinates with the Program Manager and Relations Manager to align various matters related to the implementation plan, needs, and expectations of the company for a project to be executed.

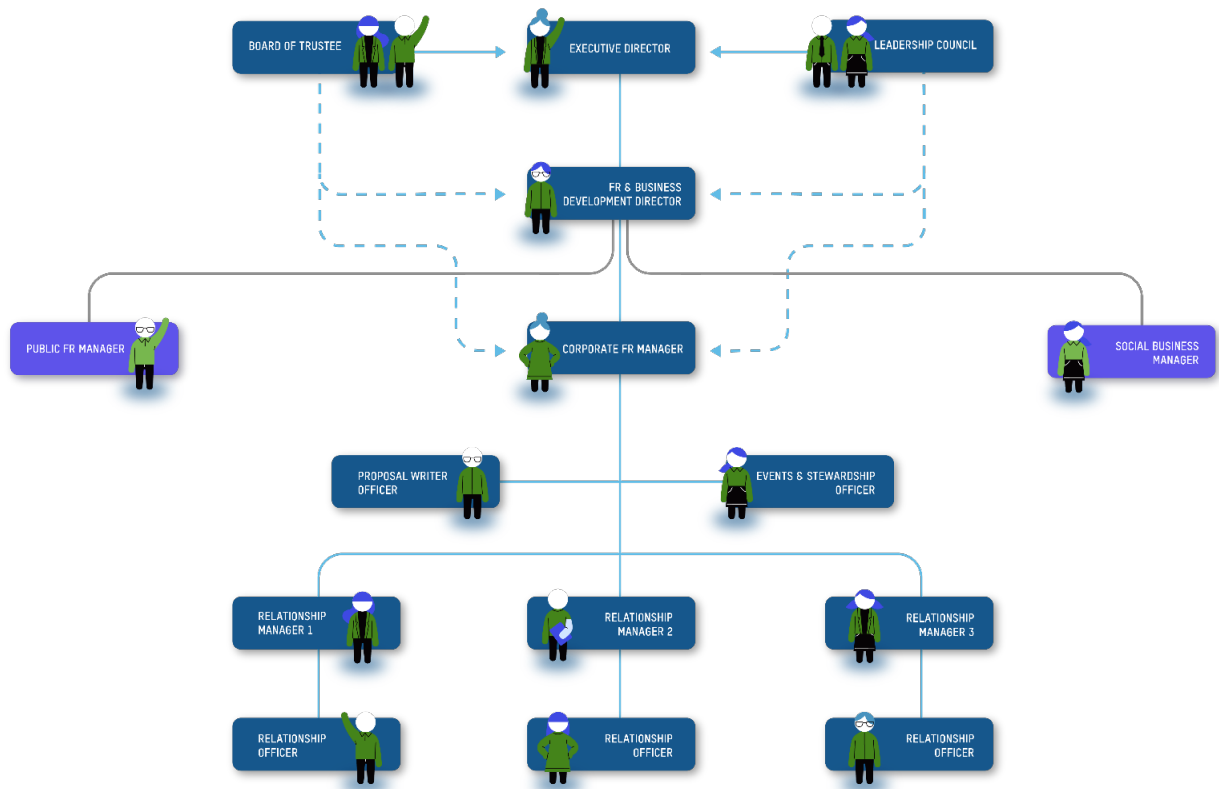


Figure 5.2. Team composition of the Corporate Fundraising Division (Source: Result of the study)

c. *Event & Stewardship Officer*

After a long process of approaching the company which eventually becomes a partner who funds the project or donates funds directly to the organization, the relationship and trust that has been formed must be maintained through a well-developed and efficient communication strategy. The Event & Stewardship Officer will be responsible for conducting consistent communication activities to partner companies or donors in order to maintain and strengthen existing relationships. This position will report directly to the Corporate Fundraising Manager and coordinate intensively with the Relationship Manager and the communications division to provide routine information related to ongoing projects, as well as information updates related to the organization as a whole. This position is also responsible for listening to complaints from partner companies and understanding future expectations regarding their relationship with the organization.

In addition to the above, this position is also responsible for organizing and hosting events as part of the organization's outreach strategy to the business sector.

d. *Relationship Manager*

A key position and the frontline in approaching companies, the Relationship Manager is responsible for identifying, cultivating, and converting corporate support into financial or in-kind. This position is required to have an understanding of sustainable social, environmental, and governance programs and issues in the scope of corporations in various sectors. Due to the wide range of sectors in the scope of business or corporations, this position is recommended to be more than one and divided based on business sectors such as telecommunications, banking, FMCG, manufacturing, and others.

e. *Relationship Officer*

This position is tasked to assist the Relationship Manager, this position is optional depending on how many partners or client prospects are handled by the Relationship Manager.

f. BoT (Board of Trustee)

This structure was formed as part of the strategy to approach HNWI's. The BOT will consist of 5 to 30 individuals from different business backgrounds and issue interests who will be formed into clusters as they develop. The recruitment process of BOT members will involve all elements and individuals within the organization.

As in general, the BoT has the responsibility to provide input on the direction and policies of the organization, but in this context the BoT will focus on contributing to the organization's efforts in raising funds whether it is restricted or unrestricted revenue through the capacity and capability of the BoT.

The Fundraising Team should map the organization's network and identify potential HNWI's that can be recruited. The profile of these individuals should be selected or screened through criteria that should be developed and refer to the values and principles of the organization. All potential individuals to be included in the BoT should be subject to approval based on the organization's existing mechanisms.

In the next stage of recruitment, the Fundraising team through the Relationship Manager will continue to carry out the identification process and approach with certain strategies along with the organization's fundraising activities in prospective companies.

For existing BoTs, the Corporate Fundraising Manager and team are responsible for maintaining existing relationships and facilitating BoT activities in an effort to utilize

their networks through strategic events or other more personal approaches.

g. Leadership Council (LC)

Unlike the BoT, the Leadership Council or LC is more responsible for providing input to the organization and Fundraising team to build a program at the company. LC will consist of sustainability professionals in partner companies, their knowledge and experience will certainly be very valuable and an asset to the organization so that the organization's strategy in approaching companies becomes more effective and efficient.

The similarity between BoT and LC is how they can optimize personal and corporate networks to join and support the organization's efforts in realizing its vision and mission. Similar to the BoT strategy, the Corporate Fundraising Manager and his team will have full responsibility in fostering relationships and facilitating LC activities through various activities such as field visit events or other activities.

Another similarity is that the LC will consist of 5 to 30 members, if the BoT is based on business background and individual social program interests, then the LC will be categorized based on the industrial sector line of the company where the LC members work, such as agriculture, FMCG, mining, and others.

5.3. Growth & Diversify Revenue

In order for revenue to continue to grow, an accurate and comprehensive strategy is needed, one of which is to diversify revenue channels by creating flexibility according to the needs and desires of companies that will become partners.

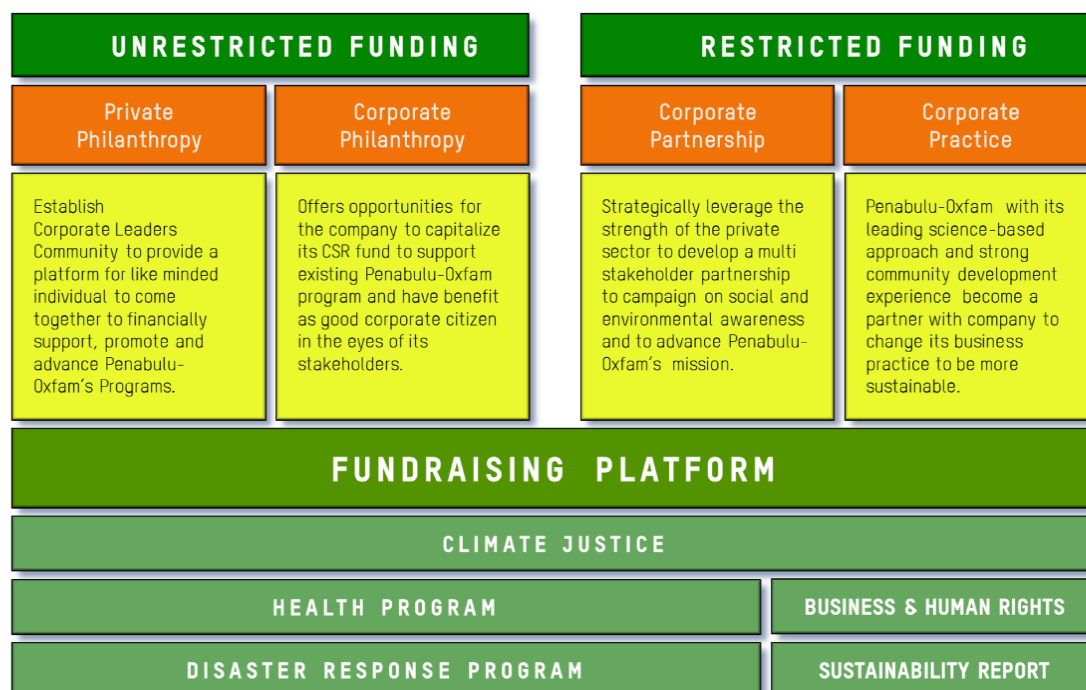


Figure 5.3. Unrestricted and Restricted Fund (Source: Result of the study)

5.3.1. Restricted and Unrestricted income

This strategy of separating revenue categories provides flexibility for prospective partner companies based on the amount of budget or donation and interest and based on the form of fund management in program activities and implementation.

a. Restricted Income

- Private Philanthropy

In implementing CSR, companies often have a strategy that is built and adjusted to the line of business or interests of the company. Companies that have determined the issues and implementation strategy from the beginning will certainly be accompanied by the allocation of funds according to the plan in the implementation strategy, so that detailed fund management has been allocated to the planned activities to be implemented. Fund management for project implementation like this will be categorized as restricted funds or special allocations for agreed projects.

- Corporate Practise

Long experience at the grassroots and in-depth knowledge of various social and environmental issues are very valuable assets for organizations such as Penabulu-Oxfam. Through consulting schemes with companies, this experience and expertise can become a source of funding for the organization. Oxfam International has successfully built this scheme with several companies through a Business on Human Rights implementation service. Similar things can be explored further with a focus on providing services to facilitate companies in carrying out their best practices in social, environmental and governance issues such as Sustainability Reporting Services, Community Development, and others.

b. Unrestricted Income

- Corporate Philanthropy

On the other hand, companies often just want to participate in various issues without wanting to specify a particular program or project. Even if the company is interested in a particular issue but the company only wants to donate available funds and then leave the allocation and management to the organization that will implement the program, the management of funds in this case will be categorized as Unrestricted because the allocation of funds is not required for certain activities and the organization has the flexibility to manage the funds.

- Private Philanthropy

The company is an entity that consists of various stakeholders including employees and management teams at senior levels who have above average income, this senior management team is usually led by the CEO or other positions as the leader of the company, in some companies the CEO or leader of the company also doubles as the direct owner of the company. This group of high income individuals in the company can be categorized as high net worth individuals (HNWI) who have the potential to make individual donations. In addition to senior management level company shareholders are also another group of high income where organizations through Relationship Managers can get access to approach them through the company to get support for the organization's work program in financial or other forms.

5.3.2. Single & Multi years

Prospective partner companies will be given the flexibility to cooperate with organizations based on the management time of the program or project the company can make one time donations. The duration of the project starts from a matter of months and even several years which are adjusted to

the company's strategy or plan in implementing social or environmental programs.



Figure 5.4. Growth and Diversify Revenue
(Source: Result of the study)

5.3.3. Pyramid Level of Giving

This strategy makes it easier for internal organizations to map the priority of engagement activities to companies based on the assumption of the average amount of the company's budget or donation to the organization. The assumption of the lowest amount of company contributions below Rp500 million will occupy the bottom of the pyramid, contributions between Rp500 million and Rp1 billion are placed in the middle of the pyramid, and potential contributions above Rp1 billion occupy the top of the pyramid.

Each placement in the pyramid will be approached differently, for example for prospective partner companies at the bottom of the pyramid will be offered corporate philanthropy with one time or single year donations.

All levels in the pyramid will be very important even though the potential amount of contribution is different, at the bottom level

of the pyramid for example, although the potential contribution is not as large as at the top level of the pyramid, the bottom level of the pyramid has great potential to be used as unrestricted income so that the organization will have more flexibility in managing these funds, which is very important for the sustainability of the organization.

5.3.4. Value Chains Engagement

A company has a fairly long value chain and involves many stakeholders in its activities, ranging from suppliers, investors, customers, employees, partners etc. It is undeniable that the activities of a company have a huge impact not only in terms of economic but also social and environmental impacts. It is undeniable that the activities of a company have a huge impact not only in terms of economic but also social and environmental impacts. On the other hand, this long value chain illustrates the potential for organizations such as Penabulu-Oxfam to be able to involve all elements involved in the company's activities. Mapping the value chain and its stakeholders can identify the potential for creating new sources of revenue for the organization through an accurate and effective approach strategy. For example; to engage with consumers from one company the organization can work with the company through the practice of cause-related marketing (CRM) while to approach employees the organization and the company can implement employee engagement programs.

5.3.5. In-kind Giving

There are times when a company needs a longer time to be able to give trust before starting a collaboration or donating a significant amount. The strategy of receiving in-kind giving is a step to accelerate the bond of cooperation in building strong trust from potential partner companies before being able to work more closely at a stronger level of commitment. This "low-hanging fruit" technical strategy can facilitate and accelerate the process of approaching companies carried out by the Relationships Manager.



Figure 5.5. Value Chain Engagement. (Source: Result of the study)

5.4. Increasing Added Value to Benefit Both Parties

5.4.1. Reporting Standard

In one of the FGDs where the participants consisted of corporate sustainability directors, there was an understanding among companies that one of the biggest challenges in working with non-profits was project reporting that did not meet expectations. Among other things, there is no continuity in the proposal with the final report, unclear baseline and results of changes achieved, which ultimately does not help the company in translating the report into a corporate sustainability report format. In this regard, organizations must be able to identify and build added value and translate it into clear and measurable reports. For example, creating program or project reporting standards that refer to or are adapted to corporate reporting standards with widely recognized standards such as the Global Reporting Initiatives (GRI)

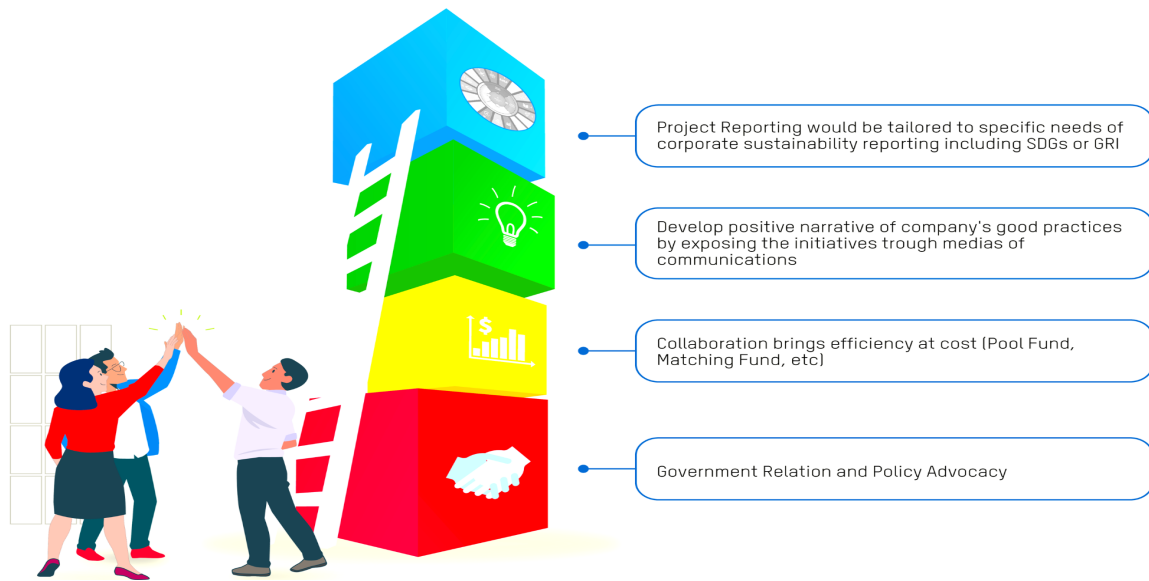


Figure 5.6. Increasing Added Value to Benefit Both Parties. (Source: Result of the study)

format or social impact calculations with the SROI (Social Return on Investment) methodology.

5.4.2. Regulatory Advocacy

The running of a sustainable business cannot be separated from the support of supportive and conducive government regulations. Often companies reach a dead end in voicing their aspirations due to regulations that hinder sustainability goals in the business sector. One of the obstacles is the limitation of the business sector in advocating for regulations in certain sectors. The experience and expertise of organizations that are closely related to government programs can be an added value of the organization for companies in cooperation. In addition to being seen as a neutral party so that the government is more comfortable dealing with non-profits. Non-profit organizations are also seen as parties that have objective goals without an interest in financial gain.

5.4.3. Positive Narrative on Communication Channels

One of the company's goals to do good is to build the company's reputation which is directly related to the brand image that can

ultimately support the company's ease in carrying out its business activities (license to operate). One of the added values that the organization can build is to help communicate what the partner company has done to the public in a positive narrative on each of the organization's communication media channels. The effectiveness and added value obtained from this is very dependent on the strength of the communication media owned by the organization, the strength of the media and organizational communication strategy is a very important element in the process of raising revenue for the organization in addition to strengthening the organization's brand itself can also be an added value for partner companies in building the company's brand image.

5.5. Strategic Events

Brand awareness of an organization is one of the biggest challenges in starting fundraising efforts from companies, especially if the organization has a relatively minimal portfolio in collaborating with companies. Organizations must make effective efforts in introducing themselves to the corporate sector, running various discussion events with

certain themes according to programs or projects that are being, have been or will be run in a way that is considered to be quite effective in order to build brand awareness of the organization in the business sector.

a. Thought Leadership Forum

A large annual event organized with 300 to 500 participants, presenting speakers who are well known enough to attract the interest of the invitees. This event invites multi-stakeholders from various elements such as government, companies, and NGOs with a high level gathering format. This event will become the organization's “anchor event” as one of the

strategies in building the organization's brand positioning.

b. Executive Gathering

Small size events with 50 - 100 people representing invited companies are held once every 2 months with more specific discussion themes packaged in a breakfast or lunch time atmosphere or even coffee or tea time that is not too formal and presents resource persons from within the organization or from outside the organization.

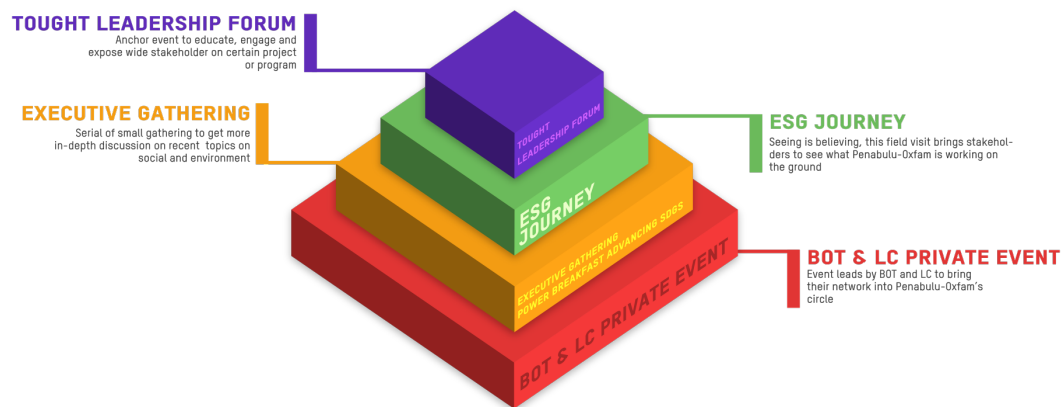


Figure 5.7. Strategic events. (Source: Result of the study)

c. Private / HNWI Networking Event

It is a special event led by a certain person who has considerable influence in the world of business and philanthropy who will invite his personal network to an event designed according to the theme and purpose of this event, with the format of a charity event, auction, or limited to social networking to introduce the organization and its programs.

d. Field Visit

Seeing is believing. This strategy aims to show how the organization works in the field with various challenges and impacts achieved on ongoing programs. This field visit aims to provide an understanding of how a program is implemented and participants can see up close and even

interact directly with the beneficiaries. The participants can consist of prospective partner companies or partners who are currently working together where this event can be used as part of the progress report for the partner company. Partner companies can also invite associates to be invited and be part of the partnership with the organization in the future.

5.6. Movement Management and Personal Development

5.6.1. Fundraising Approach

- *Identification*

The identification stage is the initial stage where the Relationship Manager conducts screening and data validation to categorize prospective companies. Data collection can be done in various ways, either through online searches or visiting various events with themes related to ESG to capture prospective companies as potential partners. Cooperation with associations or associations of companies in various specific industrial sectors will also be part of this initial strategy. The next step at this stage is to make direct contact either through communication channels or meet in person as an initial introduction to the organization and listen to company insights related to the organization.

- *Cultivation*

After going through the identification process, the next process is the cultivation process where this process will take a longer time between 3-12 months. This process is a long process but very important in approaching the company. The Relationship Manager will begin to introduce the organization more deeply and on the other hand explore the needs and interests of the company in the implementation of its sustainability strategy. The company will be intensively invited to various events held by the organization. At this stage, the Relationship Manager can already determine the target and start drafting the proposal if they have the right signal to move to a more progressive stage. The proposal should be developed together through an intensive consultation and

coordination between the company and the organization coordinated by the Relationship Manager, Proposal Writer and the program department in the organization.

- *Conversion dan Closing*

The conversion stage is the final stage where the company has approved the proposal submitted, and carried out the administrative process to carry out cooperation in the form of programs, projects, philanthropy, or volunteering.

- *Stewardship*

After the cooperation between the company and the organization is signed, the company has officially become a partner of the organization where different communication strategies will be applied by involving the Stewardship section to establish communication with partners through coordination with the Relationship Manager. During the partnership, the Relationship Manager and Stewardship will always coordinate to communicate with the partner company. After becoming a partner, the company will get various reports and updates related to the ongoing cooperation with the organization. Under the coordination of the Stewardship Manager, partner companies will get various facilities designed by the stewardship section as a form of implementation of the organization's program strategy in communicating with partner companies, such as: welcome packs, greetings related to special company events, updates related to projects and organizational programs, various merchandise, VIP facilities for various events and so on.

5.6.2. Team Development

Various approaches to raising funds from corporations must be followed by a strategy to build a fundraising team that has the knowledge and expertise to carry out the

planned strategy. Capacity building programs will be very different for each team member depending on the needs of each staff or individual. The following is a strategy to increase the capacity of the FR team along with the corporate approach strategy:

- *Induction*

At the initial stage, all team personnel are required to understand the organization in general, including the history of the organization, goals, vision and mission, values espoused by the organization, including programs and projects and the organization's portfolio in general.

In addition to a thorough understanding of the organization, each team member is also given special briefings related to fundraising basics including an understanding of the differences between fundraising approaches and salesmanship approaches in general. Fundraising team members must develop an individual fundraising activities plan that will be reviewed regularly at any given time.

Knowledge of sustainability themes in the business sector is a must before the fundraising team goes into the field. The team will be equipped with knowledge about global initiatives in the business sector such as Global Reporting Initiatives (GRI), UNPRI, SROI, Inclusive Business, CSV, Circular Economy, and so on.

- *Program Knowledge*

In-depth program-related knowledge will be very important. A fundraiser must be able to understand in detail how a program or project is built from planning, implementation, reporting and exit strategies. This is one of the basic assets to be able to convince potential corporate partners to work together and become part of the organization's big vision. To get maximum results in an efficient time, this learning process will not only be done in

theory or exposure on paper, but team members will go to the field guided by the program or project manager. Team members must understand the various obstacles in the field and the solutions that have been implemented so that the expected impact can be generated on the existing social and environmental order.

- *Advance Fundraising Development*

Fundraising expertise in the corporate sector is dynamic and continues to evolve with the development of various issues in the sector. A fundraiser is required to develop their skills and knowledge from time to time. To answer this challenge, team members are provided with a platform to consult and share experiences related to obstacles in the field and find the most appropriate and effective solutions. Training and coaching as well as capacity building related to the latest fundraising or salesmanship techniques is one of the facilities that organizations can provide to build expertise and team solidity.

- *Customer Relationship Management (CRM) & Loyalty Program*

CRM is often used in the corporate sector to build good relationships with the company's customers. In the non-profit sector CRM can also be applied to foster deeper relationships with donors or partner companies so that they do not switch to other organizations. The technical strategy will focus on personalization and donor satisfaction.



Figure 5.8. Capacity building programs for NGO in fundraising. (Source: Result of the study)

5.7. Roadmap to Implementation

The implementation of the fundraising strategy can be divided into several phases as shown in Figure 5.9.

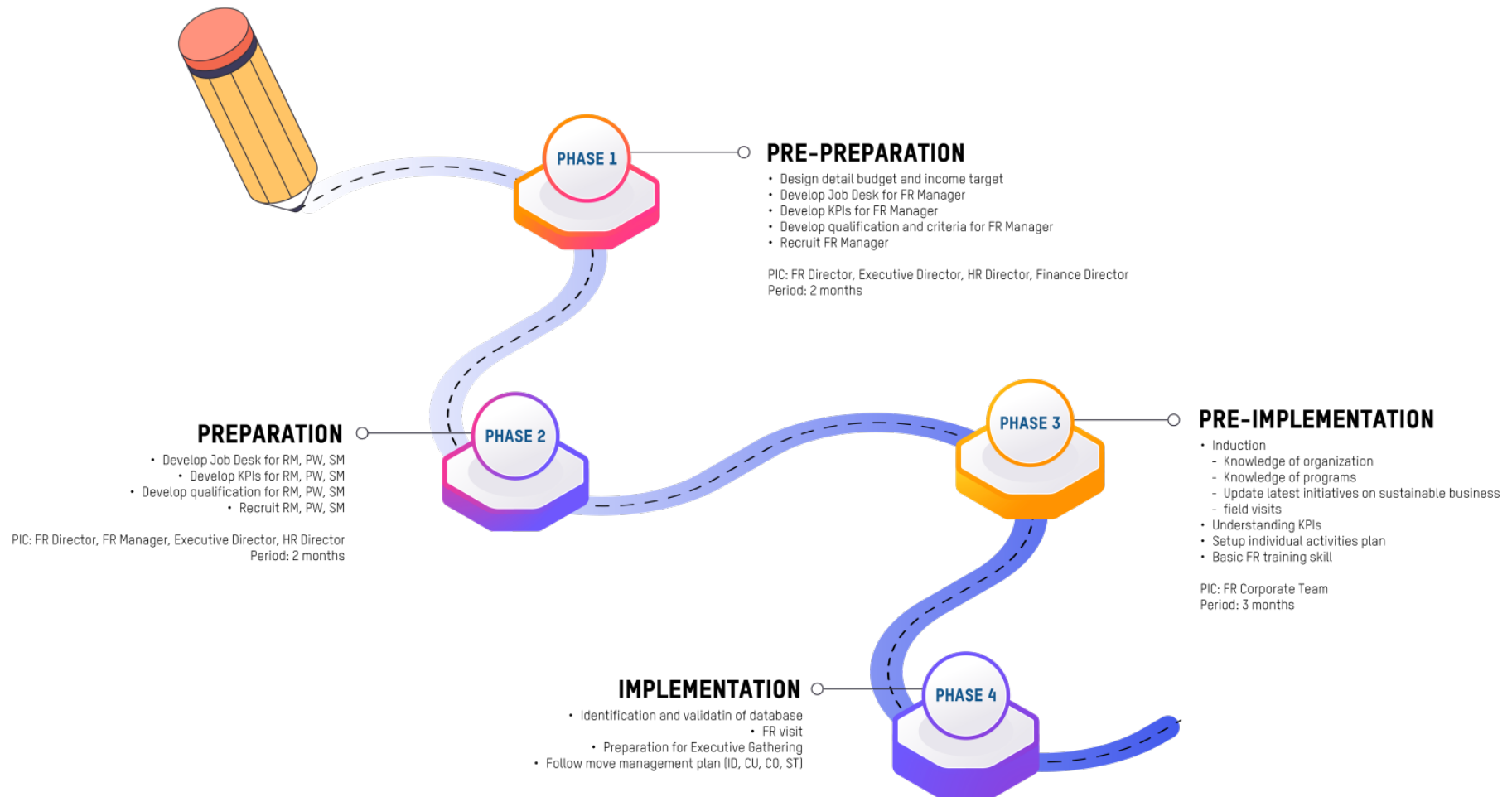


Figure 5.9. Roadmap to implementation. (Source: Result of the study)

Before entering the implementation stage, of course the preparation stage is very important to be done carefully. This stage becomes a foundation for how this project will be built and run. There are 4 important parts in this section where each stage or section has interrelated activities. However, it should be noted that these stages are carried out with the following assumptions:

- The Fundraising Director has been recruited and is fully responsible for the stages of the program's early activities.
- Budget allocation has been agreed and available.
- The Ultimate Goal, Output and Outcome of this program have been determined and agreed upon by all organizational stakeholders, this means;
- that Corporate Fundraising program has been socialized to all elements of the organization so that it is expected that all coordination processes in all lines will run well.

PRE -PREPARATION

The Fundraising Director, Finance Director and Executive Director are the 3 main actors in this earliest stage, while the activity of preparing the budget from the allocation of funds that have been determined and available is the most important part. This part translates the main objectives into financial terms and simulates the various activities in financial figures to achieve these objectives.

The above activities will provide an overview of how the directors develop performance indicators and job descriptions of a Fundraising Manager who will be recruited as the person who will be responsible for the achievement of the goals and activities that have been compiled as part of a strategy that is expected to be well implemented and easy to monitor from time to time.

Furthermore, the last task before recruiting an FR Manager is to first determine the qualifications that best suit the goals and activities that have been determined and the budget available for the FR Manager candidate's remuneration package. A track record or experience in sales, marketing, or fundraising with corporate targets is a highly preferred qualification for this position.

It will take approximately 2 months to complete this stage.

PREPARATION

After having a Fundraising Manager with the desired qualifications, the Executive, Finance, and Fundraising Director must immediately hold intensive discussions with the Fundraising Manager to socialize the financial targets to be achieved more specifically and Key Performance Indicators (KPIs) as well as other tasks that will be the main responsibility of the Fundraising Manager while implementing the program to be run. At this stage, it will be a process where negotiations for financial achievements, strategies and activities can be changed to obtain a mutual agreement in order to build "ownership" at all levels, especially between directors and Fundraising Managers.

The next stage after going through the process above, the FR Director and FR Manager assisted by the Human Resources team immediately carry out activities as in the Pre-preparation stage, namely building Job Descriptions, KPIs, and qualifications for the positions of Relationship Manager, Proposal Writer, and Stewardship Manager where the recruitment process is then carried out for these positions.

The estimated time required at this stage is approximately 2- 3 months.

PRE-IMPLEMENTATION

This stage is an important momentum where team consolidation is built through coordination and initial activities before actually going to the field based on their respective duties and responsibilities.

simulation, introduction to the organization, individual capacity building and team building are the main activities in this period. On the other hand, the Relationship Manager has started processing raw data to start identifying prospective leads both contact person and company profile. A complete discussion on this period is in sections 5.6.1 Fundraising Approach and 5.6.2 Team Development.

Estimated time required is approximately 3 months.

IMPLEMENTATION

This phase ends all stages above where all team members are putting a plan, idea, or solution into action. It involves executing the necessary steps outlined in a strategy or project plan to achieve a specific goal or objective that has been agreed by stake holders. This phase typically involves coordinating resources, assigning tasks, monitoring progress, and making adjustments as needed to ensure successful execution.

5.8. Financial Figure Projection

The financial figure below is an illustration on how an NGO can manage the fund based on resource of fund and allocate their expense based on the needs of fundraising team.

Table 5.1. Financial Projection Year 1

Year 1													
Description	Year 1												
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	FY
Income													
Restricted													
Corporate Partnership	-	-	-	-	-	-	-	-	-	150,000,000	-	250,000,000	400,000,000
Corporate Practice	-	-	-	-	-	-	-	-	-	-	-	-	
Unrestricted													
Corporate Philanthropy												100,000,000	100,000,000
Private Philanthropy (HNWI)													
TOTAL INCOME	-	-	-	-	-	-	-	-	-	150,000,000	-	350,000,000	500,000,000
Expenditure													
Salary													
FR Manager	50,000,000	50,000,000	50,000,000	100,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	100,000,000	700,000,000
RM 1	35,000,000	35,000,000	70,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	70,000,000	490,000,000
RM 2	35,000,000	35,000,000	70,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	70,000,000	490,000,000
RM 3	35,000,000	35,000,000	70,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	70,000,000	490,000,000
Proposal Writer	35,000,000	35,000,000	70,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	70,000,000	490,000,000
Stewardship Manager	35,000,000	35,000,000	70,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	70,000,000	490,000,000
Strategic Event													
Tought Leadership Forum										150,000,000			150,000,000
Executive Gathering				35,000,000		35,000,000		35,000,000				35,000,000	140,000,000
Field Visit									25,000,000		25,000,000		50,000,000
Private Event													-
Capacity Building													
CRM												15,000,000	15,000,000
Sustainability				60,000,000									60,000,000
Business Initiative								60,000,000					60,000,000
Global Initiative Reporting				25,000,000									25,000,000
TOTAL EXPENDITURE	225,000,000	225,000,000	400,000,000	395,000,000	225,000,000	260,000,000	225,000,000	320,000,000	250,000,000	375,000,000	250,000,000	500,000,000	3,650,000,000
VARIANCE	(225,000,000)	(225,000,000)	(400,000,000)	(395,000,000)	(225,000,000)	(260,000,000)	(225,000,000)	(320,000,000)	(250,000,000)	(225,000,000)	(250,000,000)	(150,000,000)	(3,150,000,000)

Table 5.2. Financial Projection Year 2

Year 2													
Description	Year 2												
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	FY
Income													
Restricted													
Corporate Partnership				1,000,000,000	-	1,000,000,000	-	1,000,000,000	-	1,000,000,000	-	1,000,000,000	5,000,000,000
Corporate Practice		250,000,000		-	-	-	250,000,000	-	-	-	-	-	500,000,000
Unrestricted													
Corporate Philanthropy			100,000,000		100,000,000		100,000,000		100,000,000		100,000,000		500,000,000
Private Philanthropy (HNWI)			25,000,000			25,000,000			25,000,000				75,000,000
TOTAL INCOME	-	250,000,000	125,000,000	1,000,000,000	100,000,000	1,025,000,000	350,000,000	1,000,000,000	125,000,000	1,000,000,000	100,000,000	1,000,000,000	6,075,000,000
Expenditure													
Salary													
FR Manager	50,000,000	50,000,000	50,000,000	100,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	100,000,000	700,000,000
RM 1	35,000,000	35,000,000	70,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	70,000,000	490,000,000
RM 2	35,000,000	35,000,000	70,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	70,000,000	490,000,000
RM 3	35,000,000	35,000,000	70,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	70,000,000	490,000,000
Proposal Writer	35,000,000	35,000,000	70,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	70,000,000	490,000,000
Stewardship Manager	35,000,000	35,000,000	70,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	70,000,000	490,000,000
Strategic Event													
Tought Leadership Forum										150,000,000			150,000,000
Executive Gathering		35,000,000		35,000,000		35,000,000		35,000,000				35,000,000	175,000,000
Field Visit			25,000,000		25,000,000		25,000,000		25,000,000		25,000,000		125,000,000
Private Event					50,000,000			50,000,000				50,000,000	150,000,000
Capacity Building													
CRM													-
Sustainability													-
Business Initiative													-
Global Initiative Reporting													-
TOTAL EXPENDITURE	225,000,000	260,000,000	425,000,000	310,000,000	300,000,000	260,000,000	250,000,000	310,000,000	250,000,000	375,000,000	250,000,000	535,000,000	3,750,000,000
VARIANCE	(225,000,000)	(10,000,000)	(300,000,000)	690,000,000	(200,000,000)	765,000,000	100,000,000	690,000,000	(125,000,000)	625,000,000	(150,000,000)	465,000,000	2,325,000,000

Table 5.3. Financial Projection Multi-year

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Income										
Restricted										
Corporate Partnership	400,000,000	5,000,000,000	10,000,000,000	15,000,000,000	15,000,000,000	15,000,000,000	15,000,000,000	15,000,000,000	15,000,000,000	15,000,000,000
Corporate Practice	-	500,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000
Unrestricted										
Corporate Philanthropy	100,000,000	500,000,000	750,000,000	750,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000
Private Philanthropy (HNWI)	-	75,000,000	125,000,000	200,000,000	200,000,000	200,000,000	200,000,000	200,000,000	200,000,000	200,000,000
TOTAL INCOME	500,000,000	6,075,000,000	11,875,000,000	16,950,000,000	17,200,000,000	17,200,000,000	17,200,000,000	17,200,000,000	17,200,000,000	17,200,000,000
Expenditure										
Salary										
FR Manager	700,000,000	700,000,000	770,000,000	847,000,000	931,700,000	1,024,870,000	1,127,357,000	1,240,092,700	1,364,101,970	1,500,512,167
RM 1	490,000,000	490,000,000	539,000,000	592,900,000	652,190,000	717,409,000	789,149,900	868,064,890	954,871,379	1,050,358,517
RM 2	490,000,000	490,000,000	539,000,000	592,900,000	652,190,000	717,409,000	789,149,900	868,064,890	954,871,379	1,050,358,517
RM 3	490,000,000	490,000,000	539,000,000	592,900,000	652,190,000	717,409,000	789,149,900	868,064,890	954,871,379	1,050,358,517
Proposal Writer	490,000,000	490,000,000	539,000,000	592,900,000	652,190,000	717,409,000	789,149,900	868,064,890	954,871,379	1,050,358,517
Stewardship Manager	490,000,000	490,000,000	539,000,000	592,900,000	652,190,000	717,409,000	789,149,900	868,064,890	954,871,379	1,050,358,517
Strategic Event										
Tought Leadership Forum	150,000,000	150,000,000	180,000,000	216,000,000	259,200,000	311,040,000	373,248,000	447,897,600	537,477,120	644,972,544
Executive Gathering	140,000,000	175,000,000	210,000,000	252,000,000	302,400,000	362,880,000	435,456,000	522,547,200	627,056,640	752,467,968
Field Visit	50,000,000	125,000,000	150,000,000	180,000,000	216,000,000	259,200,000	311,040,000	373,248,000	447,897,600	537,477,120
Private Event	-	150,000,000	180,000,000	216,000,000	259,200,000	311,040,000	373,248,000	447,897,600	537,477,120	644,972,544
Capacity Building										
CRM	15,000,000	-	15,000,000	-	15,000,000	-	15,000,000	-	15,000,000	-
Sustainability	60,000,000	-	60,000,000	-	60,000,000	-	60,000,000	-	60,000,000	-
Business Initiative	60,000,000	-	60,000,000	-	60,000,000	-	60,000,000	-	60,000,000	-
Global Initiative Reporting	25,000,000	-	25,000,000	-	25,000,000	-	25,000,000	-	25,000,000	-
TOTAL EXPENDITURE	3,650,000,000	3,750,000,000	4,345,000,000	4,675,500,000	5,389,450,000	5,856,075,000	6,726,098,500	7,372,007,550	8,448,367,345	9,332,194,928
VARIANCE	(3,150,000,000)	2,325,000,000	7,530,000,000	12,274,500,000	11,810,550,000	11,343,925,000	10,473,901,500	9,827,992,450	8,751,632,655	7,867,805,073

This financial projection is more focused on illustrations that describe the roadmap related to estimated expenses and income in general, this projection cannot be used as a reference to estimate the health and viability of this fundraising program from a financial perspective. Please note that this financial figure is only a rough projection so that the income contained in this figure may not be able to cover all projected expenses, the projected expenses in this financial figure have not identified project expenses on restricted income. To get a more accurate projection, a more detailed calculation will be needed which must be adjusted to the actual situation, not just an illustration. This financial illustration consists of three figures, namely the first year with details per month, the second year, and figures from the first year to the 10th year with a description per year in Rupiah (IDR).

The first year will be the beginning of the program implementation so that there will be a lot of expenditure to carry out initial fundraising activities which cannot generate much income, until month 9 it is estimated that there is no income because all activities are still in the stage of capacity building, identification of company prospects, proposal submission, and only in month 10 is it expected that there will be income from the results of preparation and activities at the beginning of the program.

Expenses are dominated by salaries, some event activities, and some capacity building activities. Expenditures for these activities are considered as expenditures for an ideal condition where the people recruited are professionals who are experienced in their fields, the average amount of salary paid is the average of the salaries paid by several NGOs for these positions. So it can be said that the salary amount is the average standard of the labor market in the Jakarta area.

Total expenditure in the first year is projected at Rp 3,650 M with total revenue of Rp 500 Jt, a projected deficit of Rp 3,150 M is recorded. This illustrates that investment in the first year for ideal conditions is not less than Rp 3,650 M to cover all expenditures in that year.

In the second year, it is expected that the revenue generated will be more stable as a result of various fundraising activities in the first year, it can be seen that the projected expenditure is Rp 3,750 M and the expected income is Rp 6,075 M so that a surplus of Rp 2,325 M is obtained. If summed up with the deficit in the first year of Rp 3,150 M, there will still be a deficit of Rp 825 Jt.

When viewed in the multi-year financial figure, namely figure 5.3 in the third year, from the point of view of expenditure and income it is expected to have reached the break-even point or "Break Event Point" but it should be noted as stated in the explanation above that this BEP cannot accurately identify how the income earned has or can cover all expenses of fundraising activities, this is closely related to the recording of "restricted & unrestricted income". Although corporate partnerships and corporate practices in financial projections are recorded in restricted income, there will be an allocation of unrestricted funds depending on the strategy and rules in implementing management and negotiations with companies in agreeing on the allocation of funds for management fees, overheads, salaries and or other expenses. More detailed calculations will be needed to identify the break-even point precisely.

6. CONCLUSION

In conclusion, this report sheds light on the dynamic landscape of fundraising in Indonesia, highlighting both the policy framework and the perspectives of NGOs engaged in fundraising initiatives. Through an examination of the policy and regulatory framework governing fundraising activities, it is evident that there are both opportunities and challenges in mobilizing resources for social and environmental causes. The perspectives shared by NGOs underscore the importance of collaborative efforts between the private sector and civil society to address pressing societal issues effectively. Some barriers to fundraising and collaboration are bureaucratic hurdles in obtaining permits and approvals for fundraising activities, the ambiguity of the regulation, and limited awareness or understanding of available incentives and regulations among corporations and NGOs in promoting engagement in fundraising and collaboration efforts. Regulation for foreign aid and fundraising activities may also pose challenges for NGOs and private sector entities. Aside from regulation and policy, another factor that makes companies hesitate to collaborate with NGOs is the historical tensions between NGOs and companies, especially on particular topics such as climate change, pollution and labor standards.

However, Penabulu Oxfam can provide valuable local community insights and technical expertise that companies may lack, fostering mutually beneficial projects and access to diverse networks. To work with companies, Penabulu Oxfam should find common ground for collaboration that aligns with company sustainability strategy. Unfortunately, not many companies have defined their sustainability strategy and published it for key stakeholder review. The findings indicate areas in which NGOs can build collaboration with companies – examples of those areas for potential engagement include social issues like health, education and poverty eradication programs.

For a quick assessment of possible areas to engage the private sector in Indonesia, Penabulu Oxfam can check with its affiliates in other regions (i.e. Oxfam Hong Kong). For example, the Oxfam Confederation is a Penabulu Oxfam affiliate whose scope of work includes preventing poverty and injustice. This area may be a modality opportunity gap for Penabulu Oxfam to work with the private sector. Likewise, Oxfam International works on key issues such as conflicts and disasters, extreme inequality and essential services, food, gender justice and women's rights, and water and sanitation – these may be the areas where Penabulu Oxfam can collaborate with the private sector since there is only few credible NGO working on these issues in Indonesia, especially at the sub-national level, compared to environment and climate change issues.

Additionally, Oxfam Hong Kong has a strong history of collaborating with various stakeholders, including the private sector, to address issues like poverty, inequality, and disaster relief. Their diverse funding scheme—comprising public donations, corporate partnerships, grants, and fundraising events—ensures financial stability and flexibility. Penabulu Oxfam can leverage Oxfam Hong Kong's experience and strategies to enhance its fundraising and develop programs suited to Indonesia. Being in the same region, Oxfam Hong Kong's best practices offer relevant examples for Penabulu Oxfam.

On the topic of finance, Penabulu Oxfam may promote the works of its affiliate with the partner Tripple Jump in the Oxfam Novib Fund (ONF), to help enhance resilience in response to the escalating effects of climate change. ONF supports Microfinance institutions (MFIs) that focus on

underserved markets and target specific groups; rural communities, small-scale agricultural producers and women borrowers. The work on another finance entity, the Pepea Fund, whose investment mission is to empower the next generation of impact-driven small and medium sized enterprises (SMEs) is also an opportunity for Penabulu Oxfam to engage with the private sector in Indonesia.

With regard to environmental issues, there are already a significant number of credible NGOs working in Indonesia that are recognized and often preferred by larger companies that may provide their support for company programs. Therefore, environmental issues are not a suggested area for participation by Penabulu Oxfam.

HNWIs may be another financial resource for the NGO community in addition to companies. However, in Indonesia, there's a tendency for philanthropy funds to be managed through corporate foundations rather than direct funding to NGOs, primarily because it's more efficient to control project activities and the use of allocated funds to minimize risk and cultural differences. The findings also show that a lack of incentives from the government to provide philanthropy funds with complicated procedures being one of the main factors in HNWI reluctance to donate assets to non-profit organizations

For future private sector engagement, Penabulu Oxfam can promote the success stories of its affiliates and global network. For example, the history and experience of the Oxfam Business Advisor Service (OBAS) working with the private sector to improve operational impacts by providing practical guidance and support on human rights. It is a strength that can be communicated to the private sector in developing collaborative programs. Besides promoting the previous OBAS activities, the outcomes can be documented and evaluated to produce a set of business cases to build more resilient and sustainable supply chains with the private sector.

In terms of managing risks in building company partnerships, Penabulu Oxfam can identify relevant factors, such as the companies that exaggerate project outcomes and impacts and the potential misuse of NGO endorsements. This is important because it will influence the reputation of Penabulu Oxfam in the future.

Based on the challenges posed by corporate fundraising, a strategic approach is imperative for NGOs seeking to establish productive partnerships with businesses. Key recommendations include the establishment of a dedicated Corporate Fundraising Division, comprising specialized roles such as Director, Proposal Writer Officer, Event & Stewardship Officer, Relationship Manager, and Relationship Officer. These positions are tasked with building relationships, crafting tailored proposals, maintaining communication, and ensuring alignment between organizational goals and corporate interests. Additionally, strategies to diversify revenue streams, distinguish between restricted and unrestricted income, and engage in in-kind giving, offer avenues to cater to varying corporate preferences and foster sustainable funding relationships.

Furthermore, management and development initiatives within the fundraising team are important for success. This involves a systematic approach to staff induction, knowledge enhancement on sustainability issues, program understanding, and continuous skill development in fundraising techniques. Adopting customer relationship management practices and loyalty programs can further enhance donor retention and deepen engagement with corporate partners.

In addition to leveraging private sector partnership funding, Oxfam International needs to provide funding at least for the initial three years of Penabulu Oxfam's operation. By implementing the above strategies, Penabulu Oxfam may be able to navigate the complexities of corporate fundraising more effectively, fostering mutually beneficial partnerships that contribute to their financial sustainability and robust impacts on social, environmental and governance issues.

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Appendices

Appendix 1 - Overview of Regulations Relating to Fundraising

Some regulations directly related to the fundraising activities are:

- *Law Number 9/1961 on the Collection of Money or Goods*

This law is a general regulation regarding the activities of collection of money or goods. The legality of the organization of the collection of donations must be based on the existence of a permit from an authorized official, except for activities of collecting money or goods that are required by religious law, customary law and local tradition customs, or organized in a limited environment. Unauthorized collection of money or goods by unauthorized collection activities shall be punishable by imprisonment for a maximum of 3 (three) months or a maximum fine of Rp. 10,000,- (ten thousand rupiah).

- *Government Regulation Number 29/1980 on the Implementation of Collection of Donations*

This regulation is an implementing regulation of Law Number 9/1961 on the Collection of Money or Goods. The collection of donations is any effort to obtain money or goods for development in the fields of social welfare, mental/religious/ spiritual, physical, educational and cultural fields. The executor of donation collection activities is allowed to deduct the proceeds of donation income by a maximum of 10% (ten percent) from the proceeds of the donation collection concerned, so that it is possible to make a profit from fund collection activities.

- *Minister of Home Affairs Regulation Number 38/2008 on the Acceptance and Provision of Aid to and from Foreign Parties*

NGOs seeking foreign assistance must register with governmental bodies such as the Ministry of Home Affairs, other relevant agencies, or local authorities. Additionally, NGOs may receive foreign aid provided they meet specific criteria, including alignment with their activities' scope, capability to execute assistance-related tasks, and adherence to legal accounting practices. Monitoring and evaluation of assistance activities involving foreign parties are crucial, with joint efforts between the Minister of Home Affairs and respective NGOs. The Minister of Home Affairs also leads an annual meeting to evaluate collaboration between NGOs and foreign entities. Foreign assistance sources vary, encompassing government aid, support from international bodies, and contributions from overseas entities. NGOs must report their assistance plans, with procedures contingent on their organizational scope. In cases where assistance is channelled through the government, organizations must either be appointed or submit applications through relevant departments. These regulations aim to ensure transparency, accountability, and effective utilization of foreign assistance, fostering productive collaboration and development efforts.

- *Law Number 17/2013 on Civil Society Organizations amended by Government Regulation in Lieu of Law (Perppu) Number 2/2017*

NGOs can obtain funding from various sources, including membership fees, public donations, business proceeds, foreign aid, and government budgets, as long as the fundraising activities are not violating laws and must not be for the benefit of political parties. They are required to make financial accountability reports in accordance with accounting standards or bylaws and/or ART, and make their financial reports public if funds are raised from public donations. In their empowerment efforts, NGOs can collaborate with other NGOs, the community, and the private sector in the form of assistance, programmes, awards, and operational support.

- *Minister of Social Affairs Regulation Number 8/2021 on the Implementation of Money and Goods Collection*

The implementation of Public Collection Activities (Pengumpulan Uang dan Barang / PUB) that does not require a permit includes various methods such as zakat, collection in places of worship, emergency collections in specific environments, community efforts in schools, offices, neighborhoods, villages, or similar settings, as well as spontaneous gatherings for limited purposes. The procedure for organizing PUB involves applying for a permit through an online system, where registration requires the submission of written applications and necessary documents. Upon approval, the PUB permit is issued as a decision letter valid for up to three months, extendable once for an additional month. PUB proceeds are designated for diverse development areas encompassing social welfare, disaster relief, mental, religious, and spiritual support, physical infrastructure, healthcare, education, environmental conservation, animal welfare, and cultural initiatives.

In addition, here are a number of regulations that are not directly related but support fundraising activities:

- *Law Number 28/2004 on Amendments to the Foundation Law*

Foundations receiving partial funding from the government, foreign aid, and/or public donations due to legal obligations must disclose a summary of their financial reports covering a period of ten years prior to the enactment of this law.

- *Law Number 36/2008 on Income Tax*

Taxable income for domestic taxpayers and permanent establishments is determined by subtracting costs incurred to generate, collect, and maintain income from gross income. These costs include contributions for national disaster relief, research and development conducted in Indonesia, social infrastructure development expenses, contributions for educational facilities, and sports development contributions, with specific regulations set by the government.

- *Government Regulation Number 93/2010 on Donations that Can be Deducted from Gross Income*

Contributions and expenses that can be deducted from gross income for tax purposes include donations for national disaster relief efforts, funding for domestic research and development projects, support for educational facilities, contributions to sports development initiatives, and costs for building social infrastructure. However, the total deductible amount for these purposes in a tax year cannot exceed 5% of the previous year's net fiscal income.

- *Government Regulation Number 47/2012 on Corporate Social Responsibility of Limited Liability Companies*

Companies whose business activities manage and utilize natural resources or have an impact on the function of natural resource capabilities. are obliged to carry out Social and Environmental Responsibility (TJSL) or Corporate Social Responsibility (CSR) in accordance with the annual plan approved by the board of commissioners or the General Meeting of Shareholders (GMS), with budget realization calculated as company costs, and must be accounted for in the annual report to the GMS. Sanctions will be given to companies that do not fulfil their TJSL or CSR obligations in accordance with the stipulated provisions.

Appendix 2 - Start Corporate Fundraising with An Initial Investment of 100,000 GBP / 2,000,000,000 IDR

Starting fundraising with a small initial investment comes with several risks that need to be managed carefully to ensure success. Here are the primary risks and considerations:

- **Limited Reach and Visibility**
With a small investment, the ability to market and promote fundraising campaign may be restricted. This can result in lower visibility and a smaller audience, making it harder to attract potential corporate.
- **Insufficient Funds**
The funds raised may not meet the goal or cover essential project costs. This could lead to project delays, scaling back of objectives, or even project failure.
- **Struggling in Competition**
Many projects are competing with others organisation, Without a strong, well-promoted campaign, it can be challenging to stand out and secure donations.
- **Dependence on Personal Networks**
Relying heavily on personal networks can quickly exhaust available support, especially if these networks are not large or financially robust.
- **Resource Strain**
Managing a fundraising campaign with limited resources can strain the team. The effort required to promote, manage, and execute fundraising activities may outweigh the funds raised.
- **Reputation Risk**
If the fundraising campaign fails or appears unprofessional due to lack of investment, it can harm organisation's reputation. Future fundraising efforts might be affected if potential corporate donors perceive the project as unreliable or poorly managed.
- **Quality Compromises**
Limited funds might force compromises in the quality of promotional materials, events, and overall campaign execution, potentially reducing the campaign's effectiveness.

To mitigate or reduce the risks above, it is recommended to do the following:

1. Recruit 1 Fundraising Manager and 1 experienced Relationship Manager so that they understand and can start fundraising activities independently, on the other hand this is also expected to minimize the cost of capacity building or personnel development.
2. Eliminate the position of proposal writer which can be replaced by the program division.
3. Remove the position of Stewardship Manager and replace its role by the communication division
4. Eliminate the allocation of funds for capacity building with the expectation that FR Managers and Relationship Managers already have sufficient knowledge and experience to be able to start fundraising activities.
5. Minimizing event activities for cost efficiency and prioritizing network raising

Financial projection with initial investment of 100.000 GBP

Financial Projection Year 1

Description	Year 1												
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	FY
Income													
Restricted													
Corporate Partnership	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Practice	-	-	-	-	-	-	-	-	-	-	-	-	
Unrestricted													
Corporate Philanthropy												100.000.000	100.000.000
Private Philanthropy (HNWI)													
TOTAL INCOME	-	-	-	-	-	-	-	-	-	-	-	100.000.000	100.000.000
Expenditure													
Salary													
FR Manager	50.000.000	50.000.000	50.000.000	100.000.000	50.000.000	50.000.000	50.000.000	50.000.000	50.000.000	50.000.000	50.000.000	100.000.000	700.000.000
RM 1	35.000.000	35.000.000	70.000.000	35.000.000	35.000.000	35.000.000	35.000.000	35.000.000	35.000.000	35.000.000	35.000.000	70.000.000	490.000.000
RM 2													
RM 3													
Proposal Writer													
Stewardship Manager													
Strategic Event													
Tought Leadership Forum													-
Executive Gathering					35.000.000			35.000.000				35.000.000	105.000.000
Field Visit													-
Private Event													-
Capacity Building													
CRM													-
Sustainability													-
Business Initiative													-
Global Initiative Reporting													-
TOTAL EXPENDITURE	85.000.000	85.000.000	120.000.000	135.000.000	120.000.000	85.000.000	85.000.000	120.000.000	85.000.000	85.000.000	85.000.000	205.000.000	1.295.000.000
VARIANCE	(85.000.000)	(85.000.000)	(120.000.000)	(135.000.000)	(120.000.000)	(85.000.000)	(85.000.000)	(120.000.000)	(85.000.000)	(85.000.000)	(85.000.000)	(105.000.000)	(1.195.000.000)

Financial Projection Year 2

Description	Year 2												
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	FY
Income													
Restricted													
Corporate Partnership					-		-		-	500.000.000	-	500.000.000	1.000.000.000
Corporate Practice				-	-	-	250.000.000	-	-	-	-	-	250.000.000
Unrestricted													
Corporate Philanthropy									100.000.000		100.000.000		200.000.000
Private Philanthropy (HNWI)													-
TOTAL INCOME	-	-	-	-	-	-	250.000.000	-	100.000.000	500.000.000	100.000.000	500.000.000	1.450.000.000
Expenditure													
Salary													
FR Manager	50.000.000	50.000.000	50.000.000	100.000.000	50.000.000	50.000.000	50.000.000	50.000.000	50.000.000	50.000.000	50.000.000	100.000.000	700.000.000
RM 1	35.000.000	35.000.000	70.000.000	35.000.000	35.000.000	35.000.000	35.000.000	35.000.000	35.000.000	35.000.000	35.000.000	70.000.000	490.000.000
RM 2													-
RM 3													-
Proposal Writer													-
Stewardship Manager													-
Strategic Event													
Tought Leadership Forum													-
Executive Gathering				35.000.000		35.000.000		35.000.000		35.000.000			140.000.000
Field Visit			25.000.000										25.000.000
Private Event													-
Capacity Building													
CRM													-
Sustainability													-
Business Initiative													-
Global Initiative Reporting													-
TOTAL EXPENDITURE	85.000.000	85.000.000	145.000.000	170.000.000	85.000.000	120.000.000	85.000.000	120.000.000	85.000.000	120.000.000	85.000.000	170.000.000	1.355.000.000
VARIANCE	(85.000.000)	(85.000.000)	(145.000.000)	(170.000.000)	(85.000.000)	(120.000.000)	165.000.000	(120.000.000)	15.000.000	380.000.000	15.000.000	330.000.000	95.000.000

Financial Projection Multi-year

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Income										
Restricted										
Corporate Partnership	-	1,000,000.000	2,000,000.000	3,000,000.000	3,000,000.000	4,000,000.000	4,000,000.000	5,000,000.000	5,000,000.000	5,000,000.000
Corporate Practice	-	250,000.000	250,000	250,000.000	250,000.000	250,000.000	250,000.000	250,000.000	250,000.000	250,000.000
Unrestricted										
Corporate Philanthropy	100,000.000	200,000.000	300,000.000	300,000.000	300,000.000	300,000.000	300,000.000	300,000.000	300,000.000	300,000.000
Private Philanthropy (HNWI)	-	-								
TOTAL INCOME	100,000.000	1,450,000.000	2,300,250.000	3,550,000.000	3,550,000.000	4,550,000.000	4,550,000.000	5,550,000.000	5,550,000.000	5,550,000.000
Expenditure										
Salary										
FR Manager	700,000.000	700,000.000	770,000.000	847,000.000	931,700.000	1,024,870.000	1,127,357.000	1,240,092.700	1,364,101.970	1,500,512.167
RM 1	490,000.000	490,000.000	539,000.000	592,900.000	652,190.000	717,409.000	789,149.900	868,064.890	954,871.379	1,050,358.517
RM 2	-	-	-	-	-	-	-	-	-	-
RM 3	-	-	-	-	-	-	-	-	-	-
Proposal Writer	-	-	-	-	-	-	-	-	-	-
Stewardship Manager	-	-	-	-	-	-	-	-	-	-
Strategic Event										
Thought Leadership Forum	-	-	-	-	-	-	-	-	-	-
Executive Gathering	105,000.000	140,000.000	168,000.000	201,600.000	241,920.000	290,304.000	348,364.800	418,037.760	501,645.312	601,974.374
Field Visit	-	25,000.000	30,000.000	36,000.000	43,200.000	51,840.000	62,208.000	74,649.600	89,579.520	107,495.424
Private Event	-	-	-	-	-	-	-	-	-	-
Capacity Building										
CRM	-	-	-	-	-	-	-	-	-	-
Sustainability	-	-	-	-	-	-	-	-	-	-
Business Initiative	-	-	-	-	-	-	-	-	-	-
Global Initiative Reporting	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE	1,295,000.000	1,355,000.000	1,507,000.000	1,677,500.000	1,869,010.000	2,084,423.000	2,327,079.700	2,600,844.950	2,910,198.181	3,260,340.482
VARIANCE	(1,195,000.000)	95,000.000	793,250.000	1,872,500.000	1,680,990.000	2,465,577.000	2,222,920.300	2,949,155.050	2,639,801.819	2,289,659.518

Appendix 3 - Documentation

FGD with NGOs - February 15, 2024



FGD with Corporations (1) - February 27, 2024



FGD with Corporations (2) - February 29, 2024



Appendix 4 – List of Participants

Participants of FGD with NGO Practitioners

No	Name	Institutions
1	Salam Rahmani	UNHCR
2	Dino V. Prayoga	Yayasan Konservasi Alam Nusantara (YKAN)
3	Jeane Sindy	House of Metamorfit
4	Rama Hidayat	AVPN
5	Hamid Abidin	Filantropi Indonesia
6	Sri Indiyastutik	YAPPIKA ActionAid
7	Novi Tanjung	SOS Children's Villages

Participants of FGD with Corporations (1)

No	Name	Company
1	Darwin	APRIL Group
2	Retno Ayudiaty	HM Sampoerna
3	Elly Mustrianita	PZ Cussons
4	Indra Leksono	SCG Indonesia
5	Nissa Keysa Sagita	SCG Indonesia
6	Okta Rusdianawati	Signify
7	Imelda Wicaksana Putri	Signify
8	Sri Libri	Bayer
9	Trian Purnamasari	Freeport Indonesia

Participants of FGD with Corporations (2)

No	Name	Company
1	Indra Ardiyanto	Great Giant Food
2	Sera Noviany	APP Indonesia
3	Miswari Irfan	Mukti Mandiri Lestari
4	Faris	Mukti Mandiri Lestari
5	Nikolas Papet	TORAJAMELO
6	Steve	Evershine Tex
7	M. Ichsan	Mitra Kiara Indonesia
8	Maureen	Mitra Kiara Indonesia
9	Khara Gracia	Sintesa Group
10	Unggul Ananta	Olahkarsa
11	Hendrick Warman	Pertamina

Appendix 5 – Interview Transcript

A.	Policy analysis of fundraising from private sectors, business associations, and related high-nett-worth individuals	
1.	Kewajiban CSR menurut UU untuk perusahaan bumh seperti apa	<p>Regulasi CSR (UU PT) dianggap corporate giving, sebagai sumbangan. sehingga pajak bisa lebih kecil. Karena sumbangan bisa mengurangi penghasilan kena pajak. Misal kasih CSR 100 juta yang diakui hanya 5% utk pengurangan pajak. Tapi kalau 100 sponsorship, ngurangi pajak sepenuhnya. H, NGO</p>
		<p>Terkait PUB (Penggalangan Uang Barang ada UU PUB) UU 1961 lalu diperbarui dengan PP 2021 harus ada izin dari Kemensos. Ketentuan-ketentuan itu saat ini masih belum jelas dalam Permensos. Misal produk A sebagian mau dipakai untuk isu stunting harus ada izin dari Kemensos. Kalau ga, perusahaan bisa ditanyain. Dan Pemerintah detail: dipakai untuk apa, dst. Karena melibatkan publik (customer). Proses ijin 3 bulan sekali. S, NGO</p>
		<p>UU perkumpulan masih stadblat, penggalangan dana ada pada UU tahun 1961 dan diperbarui PP 2021. Jalan panjang ke Prolegnas untuk mengubah undang-undang. S, NGO</p>
		<p>PKBL sudah tidak ada. Specially BUMN sangat patuh dengan 2.</p> <ol style="list-style-type: none"> 1. peraturan Mentri tentang TJSL yang diperbarui tiap tahun; 2. Aspirasi pemegang saham. Dampak: pengukuran dampak di permen haurs melakukan perhitungan dampak secara accountable dan diturunkan melalui KPI teknis. <ul style="list-style-type: none"> • Skema PKBL sudah tidak ada tapi ada TJSL yang di ISO26000 lebih sbg CID. PKBL sekarang semua disalurkan lewat BRI sbg loan. Tapi karena return rendah jumlahnya lebih kcil dari KUR tapi pendampingan tetap dari perusahaan • Selain BUMN, tidak ada skema kemitraan CSR • CSR sebagai deductible expenses • Dana CSR kadang dipakai untuk perpanjangan perijinan • Dana CSR tidak hanya dari alokasi CSR tapi kalau perbankan juga dari dana mengendap. U, Business

		Forum CSR bisa dipakai untuk pendanaan kegiatan untuk pemerintah daerah. Badung Bali praktik bagus CSR tdk sbgai crowdfunding tapi dibebaskan pendanaannya tapi pemda mendata kegiatannya. Contoh bandung-bali, pengen ada data center. S, Business
		Kebijakan tentang tax deduction itu sangat spesifik dan terbatas. Misal, hanya bisa dikurangi bila kita memberikan ke lembaga pendidikan, lembaga sosial. Nah definisi lembaga pendidikan itu apa? Apakah scholarship juga termasuk ke lembaga pendidikan? karena kami punya itu. Jadi kami tidak terlalu memanfaatkan itu. Jadi kebijakan yang ada tidak terlalu support kegiatan filantropi (HNWI 1)
B.	Lesson-learned of the existing implementation of the fundraising from private sectors, business associations, and related high-nett-worth individuals	
B.1.	Challenges in Corporate Fundraising	
		Di NGO terakhir terdapat hambatan yaitu proposalnya kelamaan, sehingga calendar year nya sudah berlalu. Jadi kalo fundraising dapurnya ga siap ya ga bakal bisa. J, NGO
		Di SOS mungkin tantangannya juga bukan hanya eksternal tapi internal. Orang program memang focus memastikan program mereka berjalan dengan baik. Orang sales berada di 2 kaki yaitu menjual approaching sales dan program ke partners dan memahami sisi korporasi yang dituju. Fundraiser ini harus multi skill dan multi talent untuk menjual produk dan ga boleh ketinggalan isu-isu ESG. Internal program team belum membuka mata terhadap isu apa yang sedang dihadapi oleh nasional dan global, dan apa yang corporate sedang inginkan. Jadi kita yang perlu educate orang program kita. N, NGO
		Team program memang 100% dibutuhkan untuk menyamakan cara pandang tim program terbiasa perspektif dari institutional donors. Dan pengalaman, institutional donors memang lebih mudah dan hasilnya lebih gede. S, NGO
		Execution dan approach masing2 organisasi, pendekatan, trust, program, ga fit sama market,dll. Balik ke corporate mereka punya KPI kita punya kebutuhan funding, gimana caranya supaya ketemu antara kebutuhan satu sama lain.
B.2.	Challenges working with NGO	
		<ul style="list-style-type: none"> • NGO yang diengage itu lebih banyak local NGO. Tapi cost budget yang diusulkan sangat mahal, daripada value product perusahaan sendiri. • Post monitoring programnya, NGO tidak mau mencari data terkait after programnya. Dan ada cost budget tambahan. O, Business

		<ul style="list-style-type: none"> Kerjasama dengan local NGO, harus diperkuat governancenya. Ada due diligence yang harus diperhatikan, termasuk isu sara. Due diligence harus NGO yang ada kredibilitasnya, butuh waktu sekitar 2-3 minggu. Resultnya bagus, tapi tantangannya report dari kegiatan tersebut maka perlu supervisi. Perlu middle man untuk implementasi dan report kegiatan kemitraan E, Business
		Tantangan terbesar: Jika mereka tidak bisa capai target, ganti ke NGO yg lain A, Business
		Dalam internalnya NGO ada yang paham atau tidak, ada yang bisa kerja atau tidak. Yang bisa kerja juga mungkin belum aware. Harus ada cara komunikasi yang lebih nyaman, dan trust. H, NGO
		<ul style="list-style-type: none"> Tantangan: alignment program regular menjadi inisiatif dengan core busines. NGO memandang korporasi itu sebatas sumber pendanaan, sponsorship, dsb., tidak ada alignment dengan tantangan bisnis. Soal reporting, tidak hanya soal finance tapi terkait program/project. U, Business
		<ul style="list-style-type: none"> Tantangan: kemampuan dalam penggunaan pendanaan dan reporting. NGO nasional lebih professional. Melihat bisnis need dan objectivenya, dan melihat benchmark untuk menjadi pertimbangan membangun kolaborasi. S, Business Perusahaan lebih confident kalo ada program tertentu jalan sendiri. Tapi, Perusahaan terbuka untuk bekerja sama dgn NGO lokal: misalnya terkait potensi dari implementasi circular economy Engagement NGO untuk program base di Indonesia masih kurang seperti diluar negeri. Lebih pada proposal2 untuk kegiatan jangka pendek seperti pananaman pohon. I, Business
		Lebih ke CSR untuk Kerjasama dengan NGO, kalo sustainability belum ada kerjasama dengan NGO. Paling levelnya global kaya UNDC, CDP. A, Business
		Alasan adanya perusahaan yang enggan bekerjasama dengan NGO biasanya adalah masalah <i>trust</i> . Kebijakan internal perusahaan yang menindak tegas pihak eksternal kadang tidak bisa diterima oleh NGO. Sehingga daripada ada duri dalam daging, mending gak usah kerjasama. (HNWI 1)
B.3	Jenis-jenis dan skema pendanaan dari perusahaan	
	Restricted and unrestricted fund	Restricted fund-nya itu ada yang specific 1 program, ada juga sudah menentukan kelompok dan segmen tertentu. H, NGO
		Kebanyakan dari corporate giving itu restricted funding. Kita perlu advokasi bersama-sama, sepanjang pengalaman saya cukup relakan untuk kasih fund, karena kalo program akan dilaksanakan butuh SDM yang perlu dibayar, transportasi, dll. Sementara untuk cost monitoring evaluasi dan capacity building

		untuk local executor nya itu tinggi, itu hal yang masih sulit untuk dinegosiasikan ke corporate, tidak hanya educate corporatonya tapi educate kita sebagai NGO terkait pentingnya unrestricted funding. S, NGO
		Terkait fund kita harus tau who's behind the organization, harus nge build a fair advantage harus tau siapa tau yang akan kita tuju. R, NGO Engage dengan CRM. Perusahaan bedakan 3: <ul style="list-style-type: none"> • CRM (caused related marketing), • Sponsorship (Dari dana CSR (di dalamnya ada dana community development, dll.) biasanya untuk jangka panjang dana, Ada kampanye, dll), • Philanthropy: corporate giving (untuk bencana, keagamaan, dst). Dana marketing lebih besar daripada CSR. H, NGO
	In Kind	Ada perusahaan yang sumbangannya in-kind: mis tempat (venue). N, NGO
	Employee giving	Di Indonesia employee giving belum banyak, tapi prospektif untuk mendukung filantropi. Banyak Perusahaan yang tidak bisa masuk ke NGO, tapi employee detreat sebagai individual givers. S, NGO
		Praktek-praktek employee giving bisa meningkatkan retention dari stafnya. Dan branding Perusahaan untuk Tanggung jawab sosial. employee Volunteering. Saat ini masih high cost, tapi ini mungkin bibit baik prospeknya. S, NGO
	Working hour	Ada juga perusahaan tidak memberikan dalam bentuk uang ke employee, tapi bisa berupa Working hours. S, NGO
		Employee giving paling sukses di SOS yaitu SOS India. HR potong gaji tapi di Indonesia bisa jadi kerjaan tambahan. Di India CSR wajib 2%. Tapi akhirnya diserahkan ke individu masing-masing. N, NGO
	Impact investment	Ada banyak juga Perusahaan di luar skema hibah. Misal untuk invest di SME, atau namanya impact investment. Gak perlu bankable, tapi bisa balik. Ini mungkin bisa dielaborasi dengan Perusahaan. Bentuk lainnya, loan. H, NGO
		Impact investment karena holding tidak ada product, dll. fokusnya membangun internal. Ada 3 bisnis model, health, ecotourism, dan green energy. K, Business
	Silent auction	Silent auction. Mungkin ini bisa menjadi opsi untuk mendekati high brand. Karena kalau sendiri mereka juga ga bisa, harus kolaborasi. J, NGO
	Wakaf	Skema Wakaf. Kalau HNWI skala berbeda, Skalanya sedang, potensinya banyak. Pendekatan keagamaan, dan lebih personally. H, NGO
	Employee volunteering	Pernah menolak employee volunteering, karena mau nya banyak, tapi costnya juga banyak. J, NGO
	Employee engagement	
		<ul style="list-style-type: none"> • Ternyata employee engagement punya impact yang cukup besar, karena mereka punya ide dan memberikan inovasi lain.

		<ul style="list-style-type: none"> Lalu, HR memetakan employee cocok dimana. Dampaknya besar: visibility perusahaan tampak dan mereka bisa mengkomunikasikan sustainability di masyarakat. Ini menjadi komunikasi yang efektif dibanding cuma baca artikel saja untuk memberikan pemahaman. L, Business
	Matching fund	Satu lagi skema yang disukai Perusahaan, adalah matching fund. Misal campaign, kalau Anda nyumbang 100rb, Perusahaan akan kasih 2x lipat. H, NGO
		Kalau dana bukan dari international organization Apakah bisa model co-financing? Boleh. S, NGO
	Pool fund	Sebenarnya lebih ke pool fund. Jadi perlu dilihat juga level scope of work mereka di suatu negara. Di Indonesia belum terbiasa oleh mekanisme pool fund. Mereka tidak terbiasa kalau punya uang terus di pool, yang akan di disburse untuk Lembaga non profit. Mereka maunya punya program sendiri. R, NGO
	CRM	CRM menjadi potential dan win win solutions, tapi kalo corporate besar kurang cocok karena harus izin. Banyak kasus proses tidak cukup 3 bulan, cukup lama dan sangat detail. H, NGO
		<ul style="list-style-type: none"> tidak sepenuhnya volunteering. Ada CRM tetapi jarang. Lebih untuk sosial: pembangunan mesjid, penyediaan air bersih, engagement ke Masyarakat yang dilakukan langsung oleh tim perusahaan sendiri I, Business
	Corporate - NGO Partnership	Pola kolaborasi lewat CSV yang bisa direct impact ke bisnis, bisa berjalan berkelanjutan seperti penanaman pisang. U, Business
		<ul style="list-style-type: none"> Di APRIL Group banyak kerjasama dengan 11 NGO baik grassroot atau nasional: bidara, wwf, dsb. Tujuannya untuk memberdayakan masyarakat local. Pendampingan ke masyarakat adat di wilayah sekitar perusahaan dan pendampingan ke masyarakat untuk hidup layak dan mendapatkan penghasilan sampingan. Memastikan masyarakat terlibat sebagai mitra. Misalnya bisnis budidaya nanas (cari bibit, lahan) Program kemitraan usaha perhutanan social untuk program 3 tahun, menyumbangkan panduan fasilitator dari perusahaan D, Business
		<ul style="list-style-type: none"> Untuk kolaborasi dgn NGO lebih ke bagian CSR utk kolaborasi dengan NGO lokal. Kalo dari sisi sustainability Lebih banyak service provide, konsultan, tenaga professional dan perguruan tinggi, lainnya. Implementasi SDGs Bersama NGO lebih pada level unit operasi/ sub-holding atau CSR local Skema dari internal dan hibah (untuk penelitian dan development program). Lembaga dari USAID dari grants. Kegiatan seperti penguatan tim, lebih memakai tenaga internal. Matching fund ada di beberapa projek. Tapi detil teknisnya kurang tahu karena lebih terkait dari bisnis to bisnis

		<ul style="list-style-type: none"> • Belum ada skema employee giving. • Skema CSR dan PKBL untuk pembiayaan inisiatif sosial dan lingkungan seperti stunting, konservasi ekosistem, dll • Punya Pertamina Foundation lebih banyak mengelola dana CSR, sebagai implementornya. • Pertamina Foundation juga menangani kegiatan2 pendidikan termasuk, Pertamina University di lapangan. A, Business
B.4	Strategi membangun kemitraan dengan perusahaan	Saya juga sepakat terkait isu2 kekinian untuk mencari fund, kaitkan dengan economy circular atau SDGs misal dengan cara hibah barang-barang bekas, psikologi blocking dengan menawarkan opsi lain yang bisa dilakukan. H, NGO
		Kalo bicara didunia non profit terdapat tahapan mulai dari identifikasi, kultivasi dan solutisation , prosesnya panjang hingga solicitation (proposal) melalui due diligence process, harus mengenal salah satu mitra kita, namun saat yang bersamaan di dalam kita membina relationship building ini menarik karena kita harus mengidentifikasi prospek, interest, fokus, geographic area seperti apa, D, NGO
		Saya percaya bahwa fundraising ini adalah daily sales . yang dilakukan adalah planning one week before, dari meeting tersebut bisa mendapatkan now your customer/corporate. Pertama, kita tau ciri khas company seperti apa contoh calendar year , dimana mereka sudah planning (budgeting) dan siapa aja yang akan mendapatkan fundraising , J, NGO
		Jadi terkait the right contact person sebenarnya ga harus decision makernya tapi bisa juga penggerak, jadi dia yang benar-benar bisa mempengaruhi director si levelnya. Jadi Identifikasi siapa yang harus di approach dari segi role.
		Perlu ada agenda bagi korporasi: untuk PUB , insentif pajak seperti diluar negeri. Mereka berdonasi karena tradisi yang kuat, bukan karena regulasi. H, NGO
		Ketika sudah mapping dan apa gapnya, bagaimana kita memunculkan ide2 yang inovatif seperti instrument keuangan seperti blended finance dll. Gimana kita share the resources, kalo mengandalkan dari korporasi saja tidak cukup. D, NGO
		Terkait terminology perlu dipahami menjadi keresahan banyak korporasi “Dana CSR” . Biasanya korporasi kurang suka dengan istilah dana CSR agak hati2 banyak perusahaan yg sensitif dengan terminologi CSR. CSR ga boleh simplifikasi sekedar dana, dan berisiko greenwashing . H, NGO
		Objective dalam team harus inline , karena bisa berbagai perspektif misal di kumpulin bisa jadi objectivenya beda-beda. S, NGO

		Fundraising is not sprint but marathon , institutional donor sudah ditentukan tahun kerja, dana, dll. Membantu menjembatani program dan fundraising dengan kreativitas program . Ini akan membantu existing program yang sudah ada di NGO, dengan menambah sedikit uang lalu goalnya tercapai. J, NGO
		Sponsorship bisa menjadi alternatif fundraising karena terkait Pajak , contoh JNE, bilangannya bukan dana CSR, tapi dana sponsorship. Karena CSR tidak bisa untuk potong pajang. Kalau sponsorship bisa untuk tax deduction. J, NGO.
		Saat ini kerjasama dengan NGO: support PKK di Jakarta, Yayasan peduli cancer pada anak2. E, Business
		Komunitas: melalui 5c, community menjadi urutan pertama, ada tim community development dengan beberapa inisiatif dukungan proaktif terhadap pengembangan masyarakat, berupaya mengentaskan kemiskinan ekstrem karena ada yang penghasilannya masih dibawah 322rb per bulan, merupakan inclusive progress bagian dari komitmen April 2030. D, Business
		Untuk CSR sudah bekerjasama dengan NGO. O, Business
		Ada beberapa NGO yang dilibatkan seperti: Mercycorp lalu untuk kesehatan perlu NGO karena bukan ranah Bayer . Saat ini Kerjasama dengan 2 NGO: Mercycorp dan L, Business
	Strategi perusahaan dalam menuju sustainability	<ul style="list-style-type: none"> • Misal, GRI harus terpenuhi, berbeda dengan CSR di Indonesia yang tertutup belum menjadi mandat kecuali BUMN. • Bayer memiliki target strategi SDGs yang ingin dicapai (tidak hanya triple hundred). Secara global target penurunan GRK sebesar 30% termasuk supplier harus mengikuti guidance yang ditentukan. • Bayer fokusnya petani padi dan jagung. Dari commodity tersebut ada barrier policy: akses permodalan, akses teknologi modern, dan rantai pasok masih terkendala. • Bayer juga memberikan pendampingan kelapangan: : dari penanaman sampai penjualan, termasuk akses asuransi, akses penjualan, dan teknologi modern. L, Business
		<ul style="list-style-type: none"> • All in all harus meng-address isunya apa. Misal, Sustainability : dari operasi, untuk environment: emisi reduction, untuk sosial: produktifitas & well being farmers dan supply chain • Partnership dengan NGO untuk mengaddress isu sosial. Misal, community (produktifitas petani, kesehatan, edukasi, tergantung operasi pabrik karena saat ini cukup scatter) A, Business
		Net zero 2050, enhance collaboration, inequality. I, Business
		Target ambisius: saat ini konsesi 450 tidak ekspansi, dan APRIL 2030, perusahaan harus komitmen lahan konservasi 1:1, saat ini konservasi sudah 360 ha sudah tercapai 81%. Sebagai bukti komitmen memedulikan lingkungan. D, Business
		Sustainability: fokus terkait anak2 dan ibu. E, Business
		<ul style="list-style-type: none"> • Saat ini memiliki roadmap vision 2030 yang mengacu standard SDGs. • Standard global: ISO26000

		<ul style="list-style-type: none"> Sebagai transparansi, akan dikomunikasikan melalui reporting dari 2007. Mengacu standard GRI, lalu berkembang TCFD, lalu di Indonesia mengacu standard OJK. S, Business
		<ul style="list-style-type: none"> mengacu pada roadmap Sintesa untuk Bumi yang memandu 17 anak perusahaan Focus bisnis memberi impact terbagi menjadi 2, impact investing: pengembangan bisnis untuk sdgs; operational impact: implementasi keseharian dengan goal SDGs Untuk reporting mengacu standard GRI K, Business
		<ul style="list-style-type: none"> Tergantung pada jenis dan karakteristik perusahaan. BUMN: mereka baru memulai sustainability plan secara holistic, kalau CSR sudah mulai. Key driver utama: mengacu aspirasi pemegang saham (negara/Menteri BUMN), disebutkan concern-concern terhadap sustainability. U, Business
		<ul style="list-style-type: none"> Sustainability= supply chain, mengacu LCA untuk identifikasi bagian mana supply chain yang bisa optimalkan, dan memiliki dampak yang rendah. Juga explore circularity yang mengacu SDGs untuk sebagai patokan. Dalam penyusunan sustainability plan, ditanyakan siapa/ stakeholder yang minta, tapi kalau bisa dari niat internal bukan pressure dari luar Sebelum susun plan, assess sejauh mana impact perusahaan yang potential. N, Business
		<ul style="list-style-type: none"> focus untuk ikutin SDGs. Sustainability plan belum ada tapi baru melihat dan follow trend dengan belajar dari SDG academy dan raising awareness. I, Business
		<ul style="list-style-type: none"> Di group Gunung Sewu sudah didorong dari owner dan sosialisasi ke pekerja walau belum masuk pada KPI. 5 pilar : Sustainability farming, people, community, .. Implementasi: circular economy, peternakan sapi, perkebunan nanas, hometown susu, kotoran sapi menjadi biogas. Sudah taget SDGs 1,2,7,6,dsb. Reporting mendapat award dari bappenas, ESG rating, ESG report. I, Business
		<ul style="list-style-type: none"> Sustainability plan secara organisasi: belum ada divisi yang menangani itu, belum ada laporan tiap tahun. Tapi sudah melaporkan berapa limbah elektronik untuk input data circularity rate nasional. Beberapa indicator SDGs, bersama KLHK menyusun draft rencana mitigasi karbon, berkontribusi pengereman deforestasi. Ada gender quality untuk staff: persentase perempuan lumayan banyak. I, Business
		<ul style="list-style-type: none"> Ada sustainability focus, melihat eksternal dan internal, mengacu pada tuntutan regulasi dan investor seperti apa.

		<ul style="list-style-type: none"> • Penekanannya emission reduction, Net zero Indonesia 2050, NDC emission 2030. • Sisi investor ada ESG, persyaratan regulasi terkait human right, dll. Dan kebutuhan Lembaga rating SDGs. • Ada 10 sustainable focus, midterm sampe 2030. Sedangkan net zero di 2050. • Prosesnya: top down, aspirasi direksi, pemegang saham. A, Business
	Initial collaboration	Bisa (memfasilitasi suppliers, bekerjasama dengan perusahaan), tp komunikasikan bahwa kita bukan EO. Ini bisa sebagai stepping stone. J, NGO
B.5	Resiko kerjasama dengan korporasi	
		Tricknya, pemanfaatan mengatasnamakan NGO, overclaim. Jangan sampai corporate jual program kita. Cont. memberi cuma 2 juta, tapi klaim program secara keseluruhan. Jadi kita harus menentukan minimal dana sumbangan, setelah sumbang baru campaign. komitmen kedepan itu sangat penting, J, NGO
		Set timeline dan budgeting di awal. Agar mereka jangan sampai overclaim. D, NGO
		CRM perlu komitmen atau threshold, intinya ga akan ada engagement awal di korporasi. S, NGO
		Ada juga sebenarnya komitmen sudah dipenuhi. Tapi perusahaan ingin mendapatkan acknowledge sebanyak-banyaknya. H, NGO
		Ada isu sensitive juga karena terkait etika. Partner adalah bagian tanggung jawab dia, tapi dia fundraising untuk membantu partner, yang seharusnya adalah tanggung jawab Gojek, bukan urusan public. H, NGO
		NGO itu punya kecenderungan memorinya memori potret, tidak berubah. Apa yang pernah terjadi di masa lalu, itu terus yang dia ingat. Sehingga sebenarnya ada perusahaan potential, tapi karena kesalahan di masa lalu, yang padahal sekarang sudah diperbaiki/berubah, tapi gak masuk ketika di discreening. (HNWI 1)
B.6	HNWI	Karena sudah banyak kerjasama dengan NGO di bidang lingkungan, maka kalau ada NGO yang mau bekerjasama dengan kami, ya di sektor yang masih kosong, yaitu di bidang sosial, karena kami membina puskesmas di Riau, dan di sana belum ada NGO lokal di bidang kesehatan, pendidikan, dan livelihood. (HNWI 1)
		<p>Saya bersedia duduk di Board, asalkan tidak untuk menggalang dana atau sponsorship. Kalau karena pengalaman saya, saya mungkin bersedia asumsinya tidak ada conflict of interest dan juga dengan melihat what value will I bring to the organization.</p> <p>Ada beberapa alasan untuk perlunya kerjasama dengan NGO:</p> <ol style="list-style-type: none"> 1. Apakah NGO tersebut will fill the gaps that I need,

		2. Kalau NGO tersebut bekerja di area yang dibutuhkan, apakah juga memiliki kapasitas yang dibutuhkan (HNWI 1)
		3. Dahulu partisipasinya mungkin hanya berupa donasi. Saat ini sudah berkembang dengan beberapa skema impact investing seperti venture debt, crowdfunding, impact investing (equity) dan juga green sukuk, green bonds dan blended finance. (HNWI 2)
B.7.	Penguatan yang diperlukan terhadap kapasitas NGO	.
		Bagaimana kita bisa beririsan untuk kebutuhan organisasi dan corporate karena kita membutuhkan dukungan pendanaan dari mereka. Kalo programnya kurang menjual, let's do something. Harus menyesuaikan dengan corporate siapa kita akan jual program kita. N, NGO
		Perlu mengedukasi our internal team untuk membawa issue sustainability, bagaimana kita mengakses uang yang lagi panas dan ada, bagaimana kita dapat menarik itu dengan membangun tim program membuat proposal yang sesuai dengan kebutuhan korporasi. H, NGO
		Kapasitas staff internal, perlu edukasi konsep dan terminologi yang biasa dipake korporasi agar saat mengobrol nyaman, penting saat menawarkan skema. H, NGO
		Penting navigating skills , penting untuk menyesuaikan dengan siapa kita bicara, harus mengerti dari berbagai sudut pandang. S, NGO
		Compliance menjadi suatu hal mandat dalam kolaborasi dengan NGO. L, Business
		Pemilihan NGO juga governance kuat karena pertimbangan value for money. Misal NGO collaborate, harus bisa bersaing, dan dilihat dari angka dan melihat benchmark. A, Business
		<ul style="list-style-type: none"> • Net zero 2050, enhance collaboration, inequality. Proses usulan masyarakat: pintunya lewat musyawarah rencana pembangunan: isu, kegiatan apa lalu baru dicari NGO yang sesuai. Koordinasi dengan pemerintah desa: yang tahu kebutuhan apa untuk masyarakat. • Perusahaan tidak hanya memberikan modal tapi juga pendampingan. Dan pintunya tidak langsung ke NGO lokal I, Business