Fundraising strategy in reaching implementation targets community care programs at Solo Peduli Foundation

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Abstract

Zakāt institutions currently play a role in helping the government overcome poverty through humanitarian programs. This research aims to determine fundraising strategies that the Solo Peduli Foundation is doing so that their humanitarian programs can run. The type of research conducted by the author is field research by taking the research location at the Solo Peduli Foundation and using a qualitative descriptive approach. Data collection methods are by interview and observation. The online fundraising strategy is done through digital methods to make it easier for donors to donate and transfer via ATM/mobile banking. Offline fundraising is carried out by donating funds directly and participating in seminars, recitations, and other activities involving many people. In offline fundraising, the main strength is the direct collection of funds assisted by caring ambassadors. Besides that, several obstacles are still faced in fundraising, namely regarding execution commitments, overcoming resistance, selling (selling/conveying information), and digitalization. Furthermore, the fundraising strategy in mobilizing humanitarian programs is felt to be quite effective in helping people who are in poverty.

Keywords: fundraising strategy; poverty; program.

Introduction

Indonesia is a developing country where poverty is a big problem that must be faced. According to the Central Statistics Agency (BPS), the percentage of poor people in September 2020 was 10.19%, an increase of 0.97% or 2.76 million people from September 2019 (BPS, 2021). It cannot be denied that the arrival of the Covid-19 virus at the beginning of March 2020 had a significant influence on increasing the poverty rate in Indonesia. Policies issued by the government make people very limited in carrying out economic activities.

Along with the complexity of the causes of poverty, it is necessary to understand that poverty cannot only be measured from

an economic perspective but can be seen from a social, health, educational, and even political perspective (Hanum, 2018). Natural factors, namely disasters frequented yearly, also influence the poverty rate. Economic disparities provide other problems, such as increased unemployment so that the poor population continues to grow, crime rates rise, and people's purchasing power decreases (Huda, 2015). As a result, various *zakāt* institutions emerged in Indonesia. The *zakāt* institution has started to develop since the 1990s, and until now, it continues to proliferate (Kholis, Sobaya, Andriansyah, & Iqbal, 2013). To help alleviate poverty, especially in Central Java, the Amil *Zakāt* Institution (LAZ) was established, known as the Solo Cares Foundation, founded in 1999.

The funds used to carry out the care programs for the people in Solo Peduli were obtained from individuals, institutions, or organizations. In obtaining funds, a strategy is needed in fundraising or fundraising. Strategy is a method or plan to achieve the desired future, such as achieving intended goals and solutions to overcome the problem (Sinambela, 2016). Solo Peduli has many programs, including education, health, social humanity, general compensation, da'wa, and empowerment. Funds obtained from people who donate *(muzakkī)* will be distributed to recipients of *zakāt* (*mustaḥiq*).

Every institution must create the latest innovations to achieve targets because it cannot be denied that nowadays, more and more social institutions or organizations are being established. Because of this, researchers are interested in conducting research at the Solo Peduli Foundation to find out what innovations in fundraising are being carried out by Solo Peduli amidst the rise of social institutions or organizations. According to the results of an interview with Sumarno as the offline fundraising manager, the fundraising strategy at the Solo Peduli Foundation is carried out in two ways, namely offline or meeting directly with donors and also online, namely relying on social media as a campaign medium for fundraising (Sumarno, 2021).

Fundraising both offline and online at Solo Cares by creating strategies has proven to be effective. This is proven by the continued increase in fundraising from year to year. The strength of offline fundraising at the Solo Cares Foundation is collecting funds from regular donors. The number of offline donors to date is around 26,000 people; Sumarno said this as an offline fundraising manager. Fundraising, both offline and online, certainly has its advantages and

disadvantages. After the presence of Covid-19, offline fundraising did experience a few problems due to the limited activities that could be carried out during a pandemic. However, public concern has also increased due to the deteriorating economic and public health conditions. This is an opportunity for people who can share and help people experiencing poverty.

The purpose of this research is to find out the strategy implemented by the Solo Peduli Foundation in achieving the target of implementing the community care program. Previous studies as novelty research are: First, Ade Yuniar's research analyzes *zakāt* fundraising models in several *zakāt* institutions in Solo Raya, which generally still use conventional patterns (Yuliar, 2021). The differences in the research are the time and location of the study and the research results. Second, Atika and Marlina's research shows that the level of *zakāt* literacy, education and trust have a positive and significant effect on *muzakkī's* decision to pay *zakāt* at registered *zakāt* institutions in Situbondo Regency (Syaksena & Ekawaty, 2021). The differences in research in the years, variables, methods, locations and research results. The third study, Gazzola et al., of digital influence on non-governmental organization (NGO) funding in Italy. The study's results prove that the role of digital can increase public trust in these NGOs and grow public trust due to the example of the reporting process carried out by NGOs to donors (Gazzola, Amelio, Papagiannis, & Michaelides, 2021). The differences in the research are the time, methods, location of the study and the research results.

Literature review

Concept of *zakāt* management

Zakāt management in Indonesia is regulated in Law Number 38 of 1999 concerning *zakāt* management and then updated by Law Number 23 of 2011 concerning *zakāt* management. Law Number 23 of 2011 also explained that Baznas and Laznas is a systematic official forum for streamlining *zakāt* funds throughout Indonesia (Dhazuli, 2002). It also stated that the purpose of Law Number 23 of 2011 concerning *zakāt* management for *zakāt* management institutions manifests community welfare and social justice and develops outcomes use and effectiveness of *zakāt* (Presiden Republik Indonesia, 2011)

In this case, the *zakāt* institution requires a management and strategy in carrying out its programs. According to James AF Stoer, management is the process of planning, organizing, leading and supervising the efforts made by members of the organization and using all other organizational resources to achieve predetermined goals. This definition implies that management is a unit that starts from planning to monitoring the benefit of all resources to achieve organizational goals (Sadikin Et.al, 2020)

Zakāt management is planning, implementing, and coordinating the collection, distribution, and utilization of *zakāt* (Faizah, 2022). Professional management of *zakāt*, it is hoped that the distribution will be more productive, providing capital loans, for example, in the context of improving the community's economy. The problem is how the *zakāt* assets can be collected, distributed, and utilised for the benefit of the *zakāt* recipients (*mustaḥiq*). Studies from experts agree that to be able to collect, distribute and utilize *zakāt* optimally, *zakāt* must be managed through institutions (Susila, 2018).

Concept of strategy fundraising

Strategy is how an organization or institution achieves its goals by paying attention to the opportunities and threats in the external environment it faces and how its resources and capabilities deal with these problems (Hermawan & Sriyono, 2021). Strategy in a management or organization is defined as a way or tactic arranged systematically to carry out management functions directed at a predetermined organizational strategic goal (Nawawi, 2017).

Fundraising, according to the language, means raising funds or fundraising. In contrast, according to the term, fundraising is a business or activity process that aims to raise funds, be it *zakāt*, *infāq* and alms funds originating from the community, both individually, groups, organizations or companies where these funds will be distributed and utilised for *mustaḥiq*. Fundraising is a process that aims to influence the community to want to carry out charitable activities in the form of funds or other things for people in need (Rohim, 2019). Fundraising can be done using various methods, including door-to-door pick-up and drop-off, cash payments or bank transfers (Zaimah, 2017).

In the digital era like today, technology is very advanced. *Muzakkī* can be easier by utilizing sophisticated technology. With

the sophistication of technology, *muzakkī* do not need to worry about how they can pay their *zakāt* because, with technology, *muzakkī* is facilitated in terms of place and time. With this technological advancement, a digital-based fundraising strategy was formed. The fundraising strategy models include E-*zakāt*, namely online payments or e-payments and Android-based applications, websites with updated information, social media (Facebook, Instagram, Twitter) with updated information, and cooperation with fintech, e-commerce (Yuliar, 2021b).

Concept of *zakāt*, *infāq* and *ṣadaqah*

Zakāt comes from Arabic; *al-zakāh* which means *al-namuww* (grows), *al-ziyādah* (increases), *al-ṭahārah* (clean), *al-barakah* (blessing), and *al-ṣulḥ* (good). While *zakāt* according to the term, is the amount of wealth that Allah has entrusted to us, which must be given to *muzakkī*. *Zakāt* means growth; that is, the intention is to provide *zakāt* assets to *mustaḥiq* circulation of money occurs in society, which means it also helps the development of society by giving *zakāt* assets. Infaq linguistically comes from the word *anfaqa*, which means out; the meaning is to issue something of interest that aims to get the pleasure of Allah (Hafidhuddin, 2002). Meanwhile, according to sharia terminology, *infāq* is giving a portion of assets or income to carry out what is ordered in Islam. If there is a *niṣāb* in *zakāt*, then there is no *niṣāb* in *infāq*. According to the Law of the Republic of Indonesia Number 23 of 2011 concerning the management of *zakāt*, *infāq* is wealth that is issued either from individuals or organizations other than *zakāt* for the benefit of the public. In addition, the difference between *zakāt* and *infāq* lies in the time. *Zakāt* is carried out at certain times, while infaq is not set at a particular time. *Ṣadaqah* comes from the word *ṣadaqah,* which means honest or trustworthy. According to sharia terminology, alms are still the same as *infāq*, but alms have a broader meaning. In *infāq*, the assets issued are only material, while alms can be non-material.

Concept of Amil *Zakāt* Institution (LAZ)

Zakāt institutions are bodies that manage sources of *zakāt* funds originating from *muzakkī,* be they individuals, groups, organizations, or business entities creating from *zakāt* fitrah, *zakāt* assets, or other *zakāt* and in accordance with Islamic principles. In

addition, the *zakāt* institution also functions to distribute funds from *muzakkī* to 7 people entitled to receive (*mustaḥiq*) (Khairina, 2019).

Research methods

This study uses field research, a research method used to obtain data directly from informants. The approach used in this research is a descriptive qualitative approach; that is, the data obtained is in the form of observations, interviews, document analysis and then compiled, not outlined in the form of numbers. This research was conducted on the management of the Solo Cares Foundation, including the director and manager fundraising goods offline nor online, manager empowerment, and caring ambassadors for the Solo Peduli Foundation. The four studies were conducted at the Solo Cares Foundation, which is located at Karangasem, Laweyan, Surakarta, Central Java.

This study's data sources were obtained from in-depth interviews with Solo Cares management as primary data. Primary data is data obtained from source data primary or someone who is the main source of information in the field (Bungin, 2006). As well as secondary data sources obtained from operational manuals and archives contained in Solo Peduli. In collecting data, researchers used three kinds of techniques: observation or observation techniques, interview techniques and documentation techniques.

To maintain the validity of the data and results of qualitative research, a data validity test was used using the triangulation model. Then, activities in data analysis, namely in the form of data reduction (data reduction), data display (data presentation) and conclusion drawing or verification (concluding).

Results and discussion

The Solo Peduli for the Ummat Foundation commonly known as Solo Cares, is an institution that stands in Solo as the name suggests. Solo Peduli is a non-profit organization that belongs to the people of Solo Raya in particular and to the people of Indonesia in general. As the name implies, Solo Peduli focuses on implementing and elevating the values of community care to care for the poor (poor). In realising this concern, Solo Peduli raises funds through Ziswaf (*Zakāt*, *Infāq*, *Ṣadaqah*, *Waqf* (endowment), and other social funds that are important as halal and legal, whether from individuals

or companies or institutions). The funds obtained from the fundraising results are then translated into social programs that are innovative and solutive according to the needs of the community. Solo Peduli presents six program areas, namely programs in education, health, social humanity, general compensation, dakwah, and empowerment. When the Covid-19 pandemic came, Solo Peduli presented several programs, namely the free ambulance service, intended for patients exposed to Covid-19 or corpses who had difficulty getting access to transportation for 41 people; happy family packages for 21,450; love orphans for 3,303, vaccines for 2,797, 220 self-isolation packages, 12 oxygen (Solo Peduli, 2021).

Fundraising strategy at the Solo Peduli Foundation

Management of *zakāt* certainly requires careful preparation and planning. Everything related to fundraising and its management must be organised so that later all achievements can be evaluated. In this way, *zakāt* management can run effectively. Therefore, the collection of funds must be based on management principles to achieve organizational goals. In conducting fundraising, of course, there are stages of activities carried out by Solo Peduli, especially the fundraising division, as a form of response to a disaster or humanitarian problem. These stages include the following:

Providing a humanitarian response

When there is a disaster, or other social activities, the utilization division will convey information to the fundraising division. The news must cover from what happened, where, when, and the truth must be accounted for. The data obtained can come from the Agency National Disaster Management Agency (BNPB), national and international news.

Strategic planning

The data obtained from the utilization division will then be processed by the fundraising division. The first response was from the content and copy writing sections. Here will be discussed about how the narrative will be conveyed. After the narrative is made, then the next step is to give a positive response first in the form of a prayer such as "Pray for Palestine", Pray for Merapi, and others in order to first attract sympathy from people. So the institutions here do not only directly raise funds but also provide positive responses (Harjito, 2022). In humanitarian activities that are national in nature, for example such as natural disasters, after obtaining information,

the content section of the fundraising division will make a narrative regarding needs, current conditions at the disaster site, and others for donors.

Regarding the fundraising strategy, an institution or organization must of course sell good and attractive products so that people will buy them. Similar to Solo Peduli, they sell fundraising products by creating various programs. One of the varied and interesting Solo Peduli programs is the qurban program which is held once a year. Solo Peduli not only distributes qurbani meat, but also processes it into "Abon Djoss". Abon Djoss is one of Solo Peduli's processed products made from qurban meat. The meat is processed into shredded because Solo Cares considers the benefits and time. If the meat is channeled in the form of raw meat it will probably only last for a short time. However, by processing the meat into shredded meat, the shredded beef can be used as a food reserve for a long time.

Apart from that, in the economic empowerment program, the community will be assisted to build a home-based business. The Solo Care community has created many of their own products, namely "Cornerz" marning corn with various flavors, "Sekar Dewi" scrub soap made from herbal spices, bath soap, laundry soap, and others (Warsito, 2021).

In attracting the hearts of donors, Solo Peduli also gives gifts to those who want to donate. Only with a donation of IDR 10,000 donators get Smarteen magazine. And those who donate Rp. 15,000 will be given Hadila magazine. This magazine award will continue to be given throughout donors are still making donations.

Strategy implementation

Implementation of the strategy is carried out if the information obtained is complete and already has a mature plan. There are several things that are done in implementing the strategy, the first is the fundraising division to reconfirm what needs are needed. After that this requirement is conveyed to the content team. The content team creates narratives and conveys to donors about fundraising for both individuals and organizations.

Fundraising is done in two ways, both online and offline. The online fundraising strategy consists of digital methods that use websites, social media, ATM/mobile banking. Meanwhile, offline

fundraising includes collecting funds directly from either the Solo Care officers themselves or Duta Peduli.

Duta Peduli are volunteer donors who voluntarily help in the fundraising process. One of the ambassadors for Solo Care is Khikmiyati, who has received more than 150 donors (Khikmiyati, 2022).

Distribution of donations

In humanitarian activities, the distribution is usually carried out by Solo Peduli. Meanwhile, in the distribution of aid to disaster victims, it can be distributed by Solo Peduli and also donors who want to see directly the situation at the location of the disaster. Solo Peduli is very open in distributing aid to *mustaḥiq*. In the case of a natural disaster, Solo Peduli will continue to inform donors through recorded documentation starting from the inspection stage to the disaster location, distribution of aid, until the situation is starting to be safe. Regarding the funds distributed, for funds raised from campaigns on the website, if the funds obtained have not reached the target or are not suitable for donation even though the time is closed, then the funds will be taken from humanitarian funds obtained from offline fundraising. So the funds distributed to beneficiaries must meet the appropriateness factor.

Strategy evaluation

The final stage in a strategic management is to evaluate. Evaluation is carried out to find out how the performance of employees and the goals or targets in a company. In the fundraising division , both online and offline, everyone has a responsibility to get a minimum of 50 million per month. If it has not been achieved, then this will be evaluated by conducting daily monitoring on what activities fundraising division every day. Everyone in the fundraising division will be evaluated, what has been done, what are the weaknesses, and what are the obstacles.

Target achievement of the fundraising program

Each branch of the Solo Peduli office in each district is given its own target. Both online and offline fundraising , they have targets, but the targets are different. The way to determine the program target is to take the 5 largest programs using Pareto theory. These five programs take 20% of the total number of programs in Solo Peduli. There are two targets for Solo Peduli, namely program targets and fundraising targets. The Solo Cares Program targets are

set out in the Annual Work Plan and Budget (RKAT). In the RKAT there are targets that must be achieved for each branch. The programs in the RKAT are divided into 2, namely the regular program and the accidental program. Regular programs include *zakāt*, free SMK, scholarships where these programs have targets for each month. Fixed accidental programs , such as Ramadan and *qurbān*. The following is the proportion of the collection of programs in Solo Peduli in 2021:
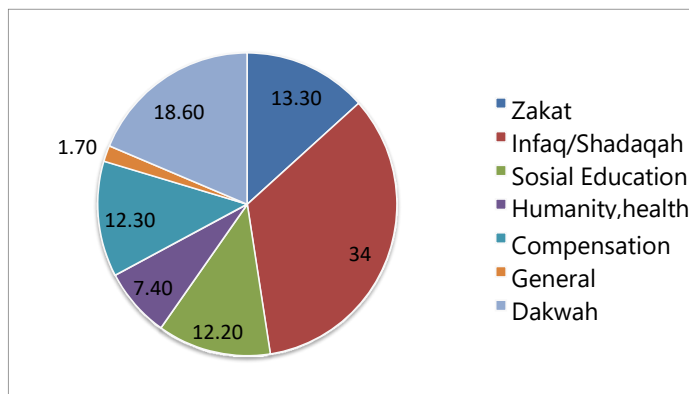
Figure 1. The proportion of fundraising Ziswaf for programs in Solo Peduli in 2021
Source: Annual Report, 2021

Determining targets in fundraising, of course, also has influence from the target market in fundraising. After determining the amount of funds in the program, the next step is to determine the target. Not all groups are targeted in fundraising. The donor being the target is calculated using the Business Model Canvas (BMC).

Business Model Canvas, namely determining the target of fundraising by determining what the program is and what segment it is. It depends on the program first or the segment that is determined first. If what we find is the program first, then we will determine who is the target. If what we look at are the segments, then the next step is to determine which program is right for them (Harjito, 2022).

Solo Peduli fundraising continues to increase every year. The achievement of the target is certainly not only obtained from regular donors in each program. Solo Peduli has main donors who routinely provide large amounts of donors every year. The main donors are large companies that pay corporate *zakāt*. In the results of the Ijtima' Ulama, the Fatwa Commission of the Indonesian Ulema Council stated that shareholders and companies are obliged to pay *zakāt* (Harjito, 2022).
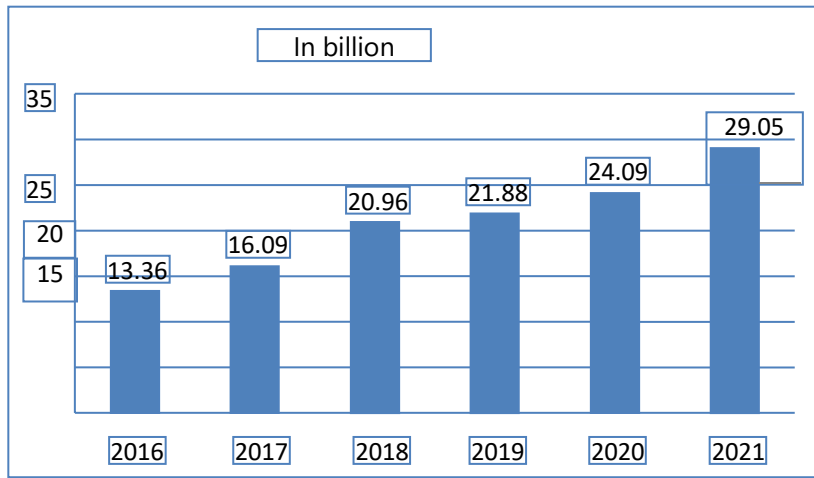

Figure 2. Comparison of collection and distribution of Solo Peduli in 2016-2021
Source: Annual report, 2021

Solo Peduli does not always carry out its fundraising strategy according to plan. There are bound to be obstacles, both from fundraising and from donors. According to Mr. Harjito, the following are the constraints faced by Solo Peduli in fundraising:

Execution Commitment. In offline fundraising, commitment and consistency are a big challenge for the fundraising division. Everyone in the fundraising division has activities every day, that is, they have to meet at least 20 people according to someone with territory, it's picking up funds, expansion, or hospitality, or something else. This persistence is the obstacle. If you don't stick with it, you won't achieve it because fundraising is related to marketing, and marketing is related to the target of raising funds.

Overcoming Rejection. In holding a meeting with 20 people it is not possible for all of them to make donations, therefore fundraising people must have strong mental resilience in overcoming rejections.

Selling (Selling/Conveying Information). The fundraising division has the challenge of selling or conveying information so that potential donors are touched and willing to donate. This of course relates to the content created. Content should be interesting and able to make people sympathize.

Digitalization. Solo Peduli has started everything digitally. Everything is running digitally, no one is writing. Donors who donate have received a portable print. Digitization that needs to be conveyed to donors, be it applications, realtime-based reports, websites, this is still a challenge in itself. The hope is that with the contact person, all donors can be served, both systemically and personally.

Conclusion

The fundraising strategy at Solo Peduli is carried out in two ways, namely online and offline. Online fundraising is by using social media, websites, and transfers via ATM/Mobile Banking. Offline fundraising is done by picking up funds directly from donors. In this pick-up, the "Care Ambassadors" are assisted, namely volunteers who pick up funds voluntarily without being paid a penny to invite people to donate and collect funds.

The obstacles faced by Solo Peduli in conducting fundraising are firstly execution commitments, where the fundraising division must commit and istiqomah to hold meetings with 20 people every day for any activity. The second is overcoming resistance because in a meeting with 20 people it is not necessary that all of them want to donate, that's why the fundraising division must be mentally strong. Third selling (selling or delivering) content information about which made therefore must be interesting. The four, digitizations that need to be conveyed to donors, be it applications, real time based reports, websites, are still a challenge in themselves.

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