

Fundraising Strategy In Reaching Implementation Targets Community Care Programs At The Solo Peduli Foundation

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Fundraising Strategy In Reaching Implementation Targets Community Care Programs At The Solo Peduli Foundation

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Abstract

This research aims to determine fundraising strategies what is Solo Peduli Foundation 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 research results show that: (1) The fundraising strategy at the Solo Peduli Foundation is carried out online and offline. The online fundraising strategy is carried out through digital methods to make it easier for donors to donate and also transfer via ATM/Mobile Banking. While offline fundraising is carried out by picking up funds directly from donors, participating in seminars, recitations, and other activities that involve many people. In offline fundraising, the main strength is the direct collection of funds assisted by caring ambassadors. Besides that, there are still a number of obstacles faced in carrying out fundraising, namely regarding execution commitments, overcoming resistance, selling (selling/conveying information), and digitalization.

Keywords: Fundraising Strategy, Target, Program

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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 as many as 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 major 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 currently 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 that are frequented every year, also have an influence on the poverty rate. Economic disparities provide other problems such as increased unemployment so that the poor population continues to grow, crime rates increase, and people's purchasing power decreases (Huda, 2015). As a result, various zakat institutions emerged in Indonesia. The zakat institution itself has started to develop since the 1990s until now it continues to grow rapidly (Kholis et al., 2013). In order to help alleviate poverty, especially in Central Java, the Amil Zakat Institution (LAZ) was established, known as the Solo Cares Foundation, which was founded in 1999.

The funds used to carry out the care programs for the people in Solo Peduli were obtained either from individuals or institutions or organizations. In obtaining funds, of course, a strategy is needed in *fundraising* or fundraising. Strategy is a method or plan that is determined to get the future as desired. Such as achieving planned goals and solutions to overcome the problem (Sinambela, 2016). In Solo Peduli there are many programs, ranging from education, health, social humanity, general compensation, da'wah, and empowerment programs. Funds obtained from people who donate (*muzakki*) will be distributed to recipients of zakat or called *Mustahik*.

Every institution must create the latest innovations in order to achieve targets, because it cannot be denied that nowadays more and more social institutions or organizations are being established. It is because of this that 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 Mr. 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 (Interview with Mr. Sumarno, November 10, 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 by collecting funds from regular donors. The number of *offline* donors to date is around 26,000 people, this was said by Mr. Sumarno as *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 are able to share and help the poor.

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, a study by Ade Yuliar entitled analysis of the fundraising strategy of zakat management organizations in the digitalization era. This study aims to analyze zakat fundraising models that have been carried out by zakat institutions. The research results of several zakat institutions in Solo Raya still use conventional patterns (Yuliar, 2021).

Second, the study by Atika and Marlina and the aim of the research is to determine the effect of the factors on the muzakki's decision to pay zakat at

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zakat institutions. The results of the study show that the level of zakat literacy, education and trust have a positive and significant effect on the muzakki's decision to pay registered zakat (Syaksena & Ekawaty, 2021). The third study, Gazzola, et.al in the study of digital influence on non-governmental organization (NGO) funding in Italy. The results of the study prove that the role of digital is able to 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, P and Amelio, S and Papagiannis, F and Michaelides, 2019).

Literature Review

Concept of Management

Social institutions in carrying out their programs need a management and strategy. According to James AF Stoer management is the process of planning, organizing, leading and supervising the efforts made by members of the organization and the use of all other organizational resources to achieve predetermined goals. This definition implies that management is a unit that starts from planning to monitoring the use of all resources to achieve organizational goals (Sadikin & Et.al, 2020).

Concept of Strategy Fundraising

Strategy is a way in which 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 that is arranged systematically in order to carry out management functions that are directed at a predetermined organizational strategic goal (Nawawi, 2017).

Fundraising according to the language means raising funds or fundraising, while according to the term *fundraising* is a business or activity process that aims to raise funds, be it zakat, infaq and alms funds originating from the community, both individually, groups, organizations or companies where these funds will be distributed and utilized for mustahik. *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 a variety of methods, including *door-to-door* pick-up and drop-off, cash payments or cash transfers through banks (Zaimah, 2017).

In the digital era like today, technology is very advanced. *muzakki* can be easier by utilizing sophisticated technology. With the sophistication of technology, *muzakki* do not need to worry about how they can pay their zakat, because with technology, *muzakki* 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-zakat, 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* (Husen & et.al, 2021).

Concept of Zakat, Infaq and Shadaqah

Zakat comes from Arabic, namely "az-zakah" which means "an- namuw" (grows), "az-ziyadah" (increases), "ath-thaharah" (clean), "al- madh" (praise), "al-barakah" (blessing), and "ash-shulh" (good). While zakat according to the term is the amount of wealth that Allah swt has entrusted to us which must be given to muzakki. Zakat means growth, that is, the intention is to give zakat assets to mustahik circulation of money occurs in society which means it also helps the growth of society by giving zakat 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 SWT (Hafidhuddin, 2002). Meanwhile, according to Shari'a terminology, infaq is issuing a portion of assets or income to carry out what is ordered in Islam. If there is a nisab in zakat, then there is no nisab in infaq. According to the Law of the Republic of Indonesia Number 23 of 2011 concerning the Management of Zakat, Infaq is wealth that is issued either from individuals or organizations other than zakat for the benefit of the public. In addition, the difference between zakat and infaq lies in the time. Zakat is carried out at certain times, while infaq is not set

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at a certain time. Sadaqah comes from the word *sadaqah*, which means honest or true. According to Shari'a terminology, the meaning of alms is still the same as infaq, but alms has a broader meaning. In infaq, the assets issued are only material, while alms can be non-material.

Concept of Amil Zakat Institution (LAZ)

Zakat institutions are bodies that manage sources of zakat funds originating from *muzakki*, be they individuals, groups, organizations, or business entities originating from zakat fitrah, zakat assets, or other zakat and in accordance with Islamic principles. In addition, the zakat institution also functions to distribute funds from *muzakki* to 7 people who are entitled to receive (*mustahik*) (Khairina, 2019).

Research Methods

This study uses *field research*, which is a research method used to obtain data directly from informants (Purhantara, 2010). 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 set forth in the form of numbers. This research was conducted on the management of the Solo Cares Foundation, including: the director and manager *fundraising* good *offline* nor *on line*, manager empowerment, and caring ambassadors for the Solo Peduli Foundation. The four studies were conducted at the Solo Cares Foundation which is addressed at Karangasem, Laweyan, Surakarta, Central Java.

Sources of data in this study were obtained from in-depth interviews with Solo Cares management as primary data. What is meant by primary data is data which 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 3 kinds of techniques, namely observation or observation techniques, interview techniques and documentation techniques.

This study used a purposive sampling technique. According to Sugiyono, purposive sampling is a sampling technique as respondents who source data for certain considerations, for example the person is considered to know best about what is expected (Sugiyono, 2015). The use of purposive sampling in this study aims to find out how the recruitment and selection process is with parties who have policies in human resource management.

In an effort 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 (drawing conclusions) (Sugiyono, 2015).

Results and Discussion

The Solo Peduli for the Ummat Foundation or 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 Soloraya 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 realizing this concern, Solo Peduli raises funds through ZISWAF (Zakat, Infaq, Sadaqah, 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 the fields of education, health, social humanity, general compensation, da'wah, 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 (SoloPeduli, 2021).

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Management of zakat certainly requires careful preparation and planning. Everything related to fundraising and its management must be organized so that later all achievements can be evaluated. In this way, zakat management can run effectively. Therefore, the collection of funds must be based on management principles, so that organizational goals can be achieved. 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. (Interview with Mr. Harjito, 2 September 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" maming corn with various flavors, "Sekar Dewi" scrub soap made from herbal spices, bath soap, laundry soap, and others (Interview with Mr Warsito November 10, 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 Ms. Khikmiyati, who has received more than 150 donors (Interview with Mrs. Khikmiyati, 3 October 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 mustahiq. 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

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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.

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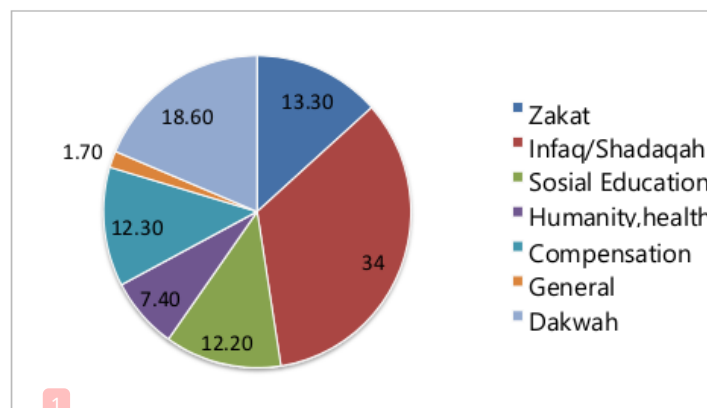
Strategy Evaluation

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 zakat, free SMK, scholarships where these programs have targets for each month. Fixed *accidental* programs, such as Ramadan and qurban. The following is the proportion of the collection of programs in Solo Peduli in 2021:

Figure 2. The proportion of the collection of programs in Solo Peduli n 2021



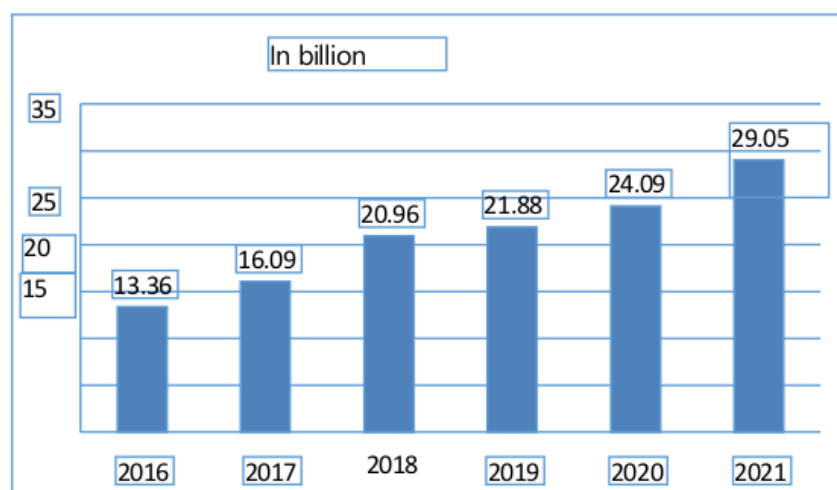
Source: Annual Report, 2021

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 (Interview with Mr. Harjito, 2 September 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 zakat. In the results of the Ijtima' Ulama, the Fatwa Commission of the Indonesian Ulema Council stated that shareholders and companies are obliged to pay zakat (Interview with Mr. Harjito, 10 November 2022).

Figure 2. Comparison of Collection and Distribution of Solo Peduli Tahun 2016-2021



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Source: Annual Report, 2021

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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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