

FRIENDRAISING: BUILDING RELATIONSHIP IN FUNDRAISING (CASE STUDY PERKUMPULAN SUARA KITA)

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Abstract. This study explains the importance of maintaining good relationships with donors in fundraising for Human service organizations. HSOs depend on fundraising for the survival of the organization and to support the running of their services. HSOs working on LGBT issues face difficulties in raising funds because of the discrimination they face. The case study of Perkumpulan Suara Kita with a qualitative approach illustrates the importance of maintaining good relationships with donors in supporting fundraising. Perkumpulan Suara Kita conducted public fundraising after facing obstacles in raising funds from donor organizations. Friendraising or relationship fundraising is one of the methods used by Perkumpulan Suara Kita in raising funds. Relationship fundraising allows Perkumpulan Suara Kita to raise funds and gain support for their work. The three public fundraising efforts carried out by Perkumpulan Suara Kita are very dependent on the loyalty of their donors; therefore, maintaining good relations with donors is one of the ways carried out by Perkumpulan Suara Kita. The Friendraising methods used by Perkumpulan Suara Kita are: be prompt, be interesting and memorable, be involving, be cheerful and helpful, be sincere and show commitment.

Keywords: fundraising; friendraising; relationship fundraising; Human Service Organization

I. INTRODUCTION

In 2016, Indonesia was shocked by the news of the allocation of UNDP funds amounting to 8 million dollars for LGBT (lesbian, gay, bisexual, transgender) programs. The funding initiatives are to promote the welfare of LGBT community and reduce inequality and marginalization based on sexual orientation and gender identity (Detik.com [1]). The allocation of funds caused a negative reaction from the government; the government asked UNDP to stop the allocated fund and the program (Saputri [2]). The case brought pressure on several LGBT donor agencies; and activities related to LGBT issues received negative attention. Perkumpulan Suara Kita (PSK) is a Human Service Organization (HSO) that provides services to the LGBT community on sexuality and gender equality issues in Indonesia. Perkumpulan Suara Kita founded in 2007, originally called Our Voice. Perkumpulan Suara Kita was ratified by the Ministry of Law and Human Rights Number AHU – 185.AH.01.07. 2013, through a notarial deed of Fauzi Agus, SH Number 47 dated 21 May 2013 (Suara Kita) [3].

The government's adverse reaction to the allocation of funds for the LGBT program impacts the sustainability of the PSK and its services. Since 2016, several donor organizations have stopped extending contracts or providing funds to PSK due to the government's strict supervision of activities that support LGBT issues. There are several sources of funding for HSO as a nonprofit organization. According to Andreasen & Kotler [4], nonprofit organizations have four main funding sources: foundations, companies, governments, and individuals. HSOs can expand

their fundraising not to be limited to just one source of funds. Since 2016, donor agencies as a source of funds are no longer reliable, while companies cannot be the best choice because they face the same problem. PSK to start fundraising activities with individual funding sources to survive and maintain their services to the LGBT community, even though negative community sentiments still overshadow them. Based on previous research by Huda [5], regarding the Amil Zakat Institution, whose services apart from developing fundraising, the Amil Zakat institution develops donors to ensure donor satisfaction as part of the Total Quality Management strategy [6]. Research by Rahmalia & Machdum [7] reveals that building and maintaining relationships with donors is a fundamental strategy carried out by nonprofit organizations such as the Amil Zakat Institution. Fundraising for zakat, infaq, and shodaqoh relies heavily on good relations with donors. Both studies reveal the importance of maintaining relationships with donors to support successful fundraising. However, both studies focus on faith-based philanthropic organizations with the convenience of donors who fulfil their religious obligations and have high trust in the Amil Zakat Institution. Perkumpulan Suara Kita is an organization that provides services for the LGBT community who will face very different situations; this paper aims to describe how Perkumpulan Suara Kita raises funds when LGBT issues and identities are in the negative spotlight.

II. RESEARCH METHODS

A qualitative approach is used in this study to explore and understand social problems or phenomena more deeply.

According to Creswell & Creswell [8], "Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem". The qualitative approach seeks to see through the informant's point of view and capture stories about the implementation of fundraising from Perkumpulan Suara Suara Kita. This research is a case study (Creswell [9]), which examines a limited system within a certain period through detailed and in-depth data collection through various sources of information.

There are two kinds of data used in this article, namely primary data and secondary data. Primary data is obtained based on the results of observations and interviews with informants. According to Taylor, Bogdan, & DeVault [10], in-depth interviews aim to understand the informant's point of view on a phenomenon that can express in their language. In-depth interviews were not limited to face-to-face interviews; this study also conducted online interviews due to the limited situation caused by the Covid 19 pandemic. Informants in this study were fundraisers, fundraising administrators, and volunteers from PSK. Observations in the study were carried out by being directly involved in fundraising activities carried out by PSK. Secondary data is obtained based on the results of document studies in the form of organizational reports, social media, and literature studies by studying previous studies that can help to understand the phenomenon of fundraising in HSO.

This article is based on research conducted in the period August-October 2021. In-depth interviews and observations of fundraising activities were conducted at the Perkumpulan Suara Kita fundraising location in the Bidara Cina, Jatinegara, East Jakarta.

III. RESULTS AND DISCUSSION

A. Fundraising Activities

There are three funds needs: operational funds or annual needs, development funds needs or capital needs, and endowment funds or reserved funds. There are several fundraising models that HSO can carry out, namely: social media, direct mail, special events, planned giving, inheritance/waqf, sales of goods and businesses, as well as applications through proposals to donor organizations or the government (Bray [11]).

PSK's fundraising activities consist of raising funds from donor organizations, raising funds through social media, and selling goods or doing business. Fundraising from donor organizations is to fulfil annual and capital needs. The funds obtained from donor organizations are mainly intended to meet organizational operations such as paying office rent, salaries, procurement of office equipment, staff capacity building and others. Meanwhile, individual fundraising is intended to fund programs that cannot be financed with funds from donor agencies. The funds obtained from individual donors are flexible in their utilization. This study will focus more on raising funds from individual funding sources.

Since 2016, Suara Kita Association has been raising funds by selling goods known as Sri Kendes. This fundraising activity then developed during the Covid 19 pandemic. Currently, PSK has two donors from organizations. The two donors assist the organization's annual operations or funds. Meanwhile, individual donors' fundraising activities focus more on PSK's service that donors cannot finance. PSK has three forms of fundraising with individual funding sources: Sri Kendes, Sri Loved and JaKaT.

1. Sri Kendes

The name Sri Kendes is taken from the name of Sri Kandi, one of the wayang characters who is considered to represent a transwoman figure. Sri Kendes was the first individual fundraising conducted by Perkumpulan Suara Kita when funds from donor organizations began to be challenging to obtain due to the government's strict oversight of foreign funds supporting LGBT issues.

Sri Kendes started with Hy idea's, one of the founders of PSK, who was then responsible for the fundraising division. Initially, Sri Kendes only tried to sell traditional fabrics such as batik and weaving. Then this business developed into selling clothes designed by PSK's staff and volunteers.

Sri Kendes marketing activities are carried out door to door to organizations or offices that are pretty open with LGBT issues. PSK also markets their products in bazaar events held by other organizations. While marketing their products, PSK always explains that the profits will be used for programs for the LGBT community; this becomes their way of advocating for LGBT issues. More people are familiar with their program and services for the LGBT community. The Sri Kendes product itself finally has a customer base that, on average, knows about PSK services for the LGBT community.

Sri Kendes activities were initially run by 2-3 people responsible for selling fashion products. 1 person is responsible for design and supervising production, and the other assist with the sale. Sri Kendes sales declined during the COVID-19 pandemic, and business is going down. There are no more bazaars, and offices are closed. During the Covid-19 pandemic, sales of Sri Kendes products were only made via Facebook, Instagram and online marketplace. Currently, the responsibility for Sri Kendes activities is handled by a volunteer, Em, a transgender person. Em handles the design, production supervision and sales of Sri Kendes products. She manages sales through a live broadcast on Facebook, manages Sri Kendes' Instagram account and online marketplace account.

According to Em, being prompt and responsive in answering questions from potential donors/customers determine the decision of prospective donors/customers to buy the products offered. A cheerful attitude and willingness to help customers/donors are also very decisive. Often Em has to show many products repeatedly during live broadcasts asked by viewers. The trust of customers is also one of the things that Em is cautious about as a fundraiser, and Em

always ensures that the products she sells are of good quality and that the products are well received. The trust that has been formed sometimes makes donors give more money than the price offered. Although the marketing of Sri Kendes is still profitable, Sri Kendes is considered not very successful in raising funds for PSK. Sri Kendes needs quite significant capital but generates a small profit margin. Nevertheless, PSK saw that Sri Kendes was successful in developing the network.

2. Sri Loved

Sri Loved fundraising is the name given to fundraising by selling preloved goods. Sri Loved was initiated during the Covid 19 pandemic; at that time, the funds collected were used to provide food assistance for the LGBT community and residents of the Bidara Cina flat. Now the funds obtained from Sri Loved's profits are used for several programs, such as supporting transgender ID cards, educational assistance and others. Sri Loved also started with Hy's idea, who saw the potential for selling preloved goods. Hy contacted network or PSK donors who were willing to donate preloved goods. Sri Loved was initially selling preloved goods that came from donations. In addition to receiving donations of preloved goods, PSK also buys preloved goods for resale. The goods sold in Sri Loved activities are clothes, bags, shoes, bed covers, jackets, carpets and others.

At least three volunteers currently support Sri Loved's fundraising activities. The sale of Sri Loved goods is carried out through a Facebook live broadcast from Hy's account, which has many friendship networks with various other organizations. Sri Loved's activity also made PSK have many new donors who were initially only interested in buying the goods offered. On average, the online broadcast sales activity in FB is watched by around 20 people who are always committed to buying..

3. Jalinan Kasih Transpuan (JaKaT)

JaKaT is a fundraising activity carried out by PSK to provide compensation for transgender (transwomen) in Jabodetabek during the holidays. The idea of JaKaT came from Zakat and was carried out for the first time before Eid Al-Fitr 2021. Initially, PSK had distributed a softcopy of a fundraising flyer with the name Zakat Transpuan. The flyer was distributed through PSK's social media such as FB and Instagram. Then the dissemination of this information was also assisted by supporters and networks of the PSK.

This activity attracted DKI Jakarta Regional Office of Religion. PSK received a warning from the DKI Jakarta Regional Office of Religion not to use the term of Zakat if it did not carry out the collection according to government regulations. Then the name of Zakat Transpuan was changed to JaKaT. The good thing that comes from this warning is that the DKI Regional Office of Religion is willing to help the transgender community form a Zakat Institution according to government regulations. To maintain the legitimacy of PSK as HSO, PSK follow the regulations set by the government regarding Zakat so as not to cause conflict with the government.

JaKaT was carried out by spreading information in flyers on PSK social media, through FB and Instagram. However, the flyer was assisted to be disseminated again by the LGBT community and PSK network through their respective social media to spread the flyers more widely.

JaKaT fundraising ahead of Idul Fitri 2021 is set with a minimum donation of IDR 35,000. The collected funds are then distributed in cash to poor transgender in Jabodetabek. Transgender volunteers assisted the distribution of these funds in their respective regions to ensure that the funding assistance was right on target. The accountability report for using the collected funds was uploaded through Hy's FB as the person in charge of the PSK fundraising division. A short film documentary was also made to document the distribution of the funds. The documentary is intended to maintain the donors' trust and to show the commitment of PSK to the target community. The JaKaT fundraising is again carried out ahead of Eid al-Adha 2021; this time, the donation is set at a minimum of IDR 50,000. After the funds are disbursed, this time, the fund report is uploaded through the PSK Website.

B. Friendraising Build Relationship with Donor

Human Service Organization (HSO) provides services to people in need to improve their welfare. The raw material of HSO's work is people; that is why HSO is known as moral work. As a moral work, HSOs maintain their services' legitimacy by adapting and working according to the existing system and culture. HSO becomes dependent on the system and the existing rules to gain legitimacy. The legitimacy, of course, will affect HSO to get resources (Hasenfeld [12]). The challenges faced by HSOs in carrying out their services are working with people, serving clients, and depending on outside funds. If the HSO fails to fulfil its social responsibilities, it will cause the opportunity to get funds to decrease or disappear altogether (Jaskyte [13]). HSO does not seek profit in carrying out its services, so the sustainability of HSO and services are highly dependent on the availability of funds. As an HSO, PSK is also very dependent on the availability of funds to provide services to the LGBT community. Fundraising is about connecting with people. People will not contribute to something unclear, but people make donations to people (Norton [14]). HSOs must build public trust and seek to create long-term engagement to gain more funds.

HSO fundraising is not only a transactional activity but also a relationship with donors. The trust of donors largely determines the success of fundraising in the organization. To maintain this trust, organizations need to maintain good relations with their donors. When donor trust increases, they will be more committed, so their donations will increase along with a sense of belonging (Weinstein [15]). Friendraising or relationship fundraising is a way to build good relations between organizations and donors to create commitment from donors to organizations to provide more often and even more significant funds. Many organizations have lost the loyalty of their donors so that the funds obtained are donors are no longer making donations.

Donor loyalty to the organization will potentially increase commitment to the organization and affect donations made by donors. Donors who have a personal relationship with the organization will have a higher level of active commitment (Sargeant & Woodliffe [16]). So, it is essential to establish good relations with donors.

As stated by Burnett [17], there are nine ways to build relationships between organizations and their donors, namely:

1. Be honest, honesty is essential to gain donor trust.
2. Be sincere and showing commitment, show that the organization is committed
3. Be prompt, respond to questions or requests quickly.
4. Be regular, communicate regularly with donors.
5. Be interesting and memorable, gives an interesting and memorable impression.
6. Be involving, invite donors to be more involved.
7. Be cheerful and helpful, give the impression that helping donors is not a burden.
8. Be faithful, always carry out what has been promised to donors so that donors can trust the organization.
9. Be cost effective

Fundraising activities carried out by PSK use a friendraising approach because PSK tries to get loyal supporters or donors who will commit to providing funds. Based on the nine ways described by Burnet to build relationships with donors, the methods used by PSK are:

1. PSK shows honesty by providing reports on the use of funds either through financial reports or through activity reports in the form of documentation uploaded on social media.
2. PSK always shows organizational commitment to providing services to the LGBT community; for example, making a documentary film showing the commitment of PSK in cash disbursement for JaKaT program.
3. Respond quickly in answering questions asked by donors whether it is related to the product or regarding the PSK's program.
4. Attractive and memorable, the fundraising method by selling through live broadcasts on social media is very attractive and easy for customers to remember. Fundraiser attracts potential donors with a unique style.
5. Involve and invite donors to be more involved. In the live broadcast, the fundraiser is always communicative, inviting to buy or donate. The fundraiser will also announce if any items sold are donations from donors. By mentioning the donation, it makes donors feel more involved in fundraising and increases a sense of belonging.
6. Cheerful and willing to help, this is always shown by fundraisers when they do live fundraising broadcasts.

IV. CONCLUSION

Fundraising with individual sources of funds by PSK is carried out using two fundraising methods: the online selling method with Sri Kendes and Sri Loved; and fundraising through social media with JaKaT.

PSK's fundraising activities are not just transactional activities; PSK also takes a friendraising approach or establish closer relationships with their donors. PSK strives to maintain good relations with donors by showing honesty, commitment, prompt responsiveness, interesting and memorable, inviting donors to be more involved, and demonstrating friendliness and willingness to help donors.

Good relations between psk and donors add value to the organization. Donors' loyalty has also begun to form; donors buy the products offered and donate funds and goods to support organizational activities. Fundraising for perkumpulan suara kita is not only to aim their sustainability and continuity of their services but also to expand their network. The relationship that exists between perkumpulan suara kita and their donors can be separated from the interests of financial transactions

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