

Fundraising Strategies in Improving Student Organizations At Al-Maun Shelter in Bengkulu City

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Article Information

Article History:

Received : July 30th, 2024
Revised : February 24th, 2025
Accepted : March 22th, 2025
Published : April 24th, 2025

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Keywords:

Fundraising Strategies, Student Organization, Activity Programs

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10.37802/society.v5i2.808

Society : Jurnal Pengabdian dan Pemberdayaan Masyarakat

2745-4525 (Online)

2745-4568 (Print)

<https://e-journals.dinamika.ac.id/index.php/society>

Abstract

Community service activities are carried out by providing knowledge and skills about fundraising strategies in improving student organizations at the al-maun shelter in Bengkulu City. Fundraising strategy is one of the efforts that can be made to obtain funding sources in carrying out activities and activity programs, through this fundraising strategy can reduce dependence on major donor institutions. The method applied during the service activity is qualitative descriptive using the case study menggunakan tools the PRA (Participatory Rural Appraisal) and Focus Group Discussion approach by determining purposive sampling informants with the criteria of 40 volunteers who are active at the Al-Maun Shelter House in Bengkulu City, improve and analyze knowledge about fundraising strategies. data collection through FGD, in-depth interviews, and field surveys. There are 2 strategies that have been implemented but need to be improved, namely, first, the Donor Retention and Development Strategy, fund collecting units and bookkeeping are needed for transparency to donors and the involvement of community leaders. Second, Multichannel Fundraising Strategy is needed to expand information networks and the role of community leaders can play an important role in providing understanding to the community. Corporate Fundraising dan Strategi Dialogue Fundraising have limitations in the implementation of activities that depend on other institutions/organizations. So, a written agreement is needed.

INTRODUCTION

A social service organization is defined as a group of individuals who are members of a forum whose main function is to protect, maintain or improve the personal welfare of individuals by determining or establishing, changing or forming personal characteristics. In running an organization or social service institution, it is certainly not spared from the social service management of the social service institution. The problem that is often experienced by social service organizations is the problem of funding and usually this will affect the activities of the social service organization itself. Planning is a process that defines the goals of the organization, makes a strategy and develops a plan of work activities in the organization. (Utari et al., 2016). In the planning, each organization or institution conducts strategic management.

In Indonesia, many social service organizations have finally stopped their organizational activities due to lack of funding. This is usually due to a dependence on donors who are always late to realize. For example, dependence on foreign donors will have an impact on weakening our resilience as a nation. An example of this phenomenon is

experienced by social service organizations from data compiled by the Public Interest Research and Advocacy (PIRAC) team which has experienced a decrease in foreign funding assistance every year to support its programs, so many social service organizations have decided to go out of business (Rachmasari, Soni akhmad nulhaqim, et al., 2016). There are at least four (4) challenges that are the main findings in the results of this study, including: funding problems; human resources (HR); institutional management; as well as ecosystems and environments that have not supported the strengthening of the organization. This of course happens in various non-government institutions in Indonesia.

This phenomenon shows that social service organizations cannot work without money, so social service organizations do it by fundraising or fundraising activities. According to Kettner, there are 5 points of management aspects, including: Planning, Organizing, Budgeting, Human Resources Development and Information System or POHFI. The five aspects conveyed by Kettner have a function to support the performance of the social service program of an organization in order to achieve the goals of the social service organization. Of these five aspects, there is one that functions as a balance for social service organizations in order to survive and be able to obtain their goals, namely the aspect of funding or budgeting (Kim, 2016). This aspect of budgeting is obtained from fundraising activities which is the main focus of attention, so that this is mandatory for social service organizations. Fundraising activities are one of the funding activities that have a great influence on the sustainability of a social service organization. In addition, fundraising is used to finance social service program activities and social service organization operations so that balance is achieved in the organization (Rachmasari, Soni akhmad nulhaqim, et al., 2016). In other words, the presence of donors is one of the aspects to build social survival. In carrying out fundraising activities, social service organizations need to use fundraising strategies by utilizing the potential and resources available in social service organizations.

Ausaid in (Fahrurrozi, 2016) mentioned that non-governmental organizations (NGOs) are part of civil society organizations (CSOs), whose work is increasingly developing, where its members organize themselves to achieve common interests or values in their public life. In Indonesia, NGOs are generally synonymous with Non-Governmental Organizations (NGOs). The main characteristics of an NGO are: self-organizing, private, non-profit and having a clear social mission. First, NGOs come in many shapes and sizes, even the definition of NGO or NGO and its choice of terminology are still the subject of debate. (Hill & Negara, 2018) report that Indonesian NGOs are generally generalist institutions that use the approach of social/community service providers or organize communities for self-empowerment/group--mentoring. The report also revealed that national NGOs tend to conduct research or advocacy on certain issues and provide training for other NGOs, while regional NGOs tend to engage in social services. NGOs are engaged in areas such as human rights, environment and conservation, development and peace, or they may also have other social goals. Second, NGOs in Indonesia are also increasingly influential in communities and grassroots activities, even directly involved in policymaking, planning and implementation in various areas of development at the local and national levels, even at the international level. Apart from a number of challenges faced by the NGO sector, ranging from funding issues, human resource capacity, leadership, networking and other aspects of accountability, NGOs are also required to be able to increase their capacity according to their expertise in order to contribute more clearly to development activities in Indonesia. In the current era of evidence-based policies, NGOs and other knowledge-producing institutions at the local level (universities, professional associations, local research institutions, and others) are also expected to have a good capacity in producing and using research results so that their involvement in policy-making, planning and implementation in various fields of development at the local, national and international levels has a real and

strong reference, (Hill & Negara, 2018). Nevertheless, for reasons that vary from region to region, the concept of social enterprise is now gaining rapidly growing interest along with two closely related terms, Social Entrepreneur and Social Entrepreneurship.

Most of the social service organizations carry out fundraising activities without being supported by an effective fundraising strategy. The sources of funding for institutions participating in the survey are from the government, universities, the private sector, to international institutions. The proportion of institutions funded by international institutions is the highest, at 75%. However, there are also many institutions that provide self-funding, which is around 72% of all NGOs surveyed. Similarly, the private sector is one of the funder parties that many survey participating institutions rely on. An interesting finding is that around 5% of institutions fund their activities through donations, including crowdfunding. Almost the same thing is also found among KSI partner institutions or members of ARK Indonesia. The source of funding for most of the members of ARK Indonesia comes from international institutions. In addition, the private sector is also one of the most important sources of funding, (Hill & Negara, 2018). Therefore, many of the social service organizations are currently competing with each other in conducting funding programs or fundraising for their institutions with various strategies.

In general, there are fundraising patterns that are usually carried out by social service organizations, (Nenn, 2020). including:

- a. Community fundraising from available sources; individuals, companies or governments. The strategies used are direct mail, membership, special events, endowments, etc.
- b. Community fundraising from new sources. The strategy used is the development of business units that generate opinions for the institution (earned income), corporate fund, religious fund, traditional fund, charity boxes, social gatherings, media campaigns, etc.
- c. Community social fundraising through the creation of non-financial sources. The strategies used are in the form of donations in kind, volunteerism, designated donations, etc.

Based on this explanation, it is necessary to adjust the fundraising strategy carried out by the social service organization with the condition or circumstances of the organization. A fundraising strategy is needed to support funding activities and create different ways of fundraising to attract the attention of donors who want to donate. In its implementation, fundraising activities do not only focus on creating funding sources, but must maintain trust in the community in the services provided by social service organizations, (Colby, 2019). Therefore, it is important to have a fundraising strategy to maintain the continuity of the organization at the Al-Maun Shelter in Bengkulu City..

IMPLEMENTATION METHOD

The method applied during the service activity is qualitative descriptive using the case study menggunakan tools the PRA (Participatory Rural Appraisal) and Focus Group Discusiion approach By determining purposive sampling informants with the criteria of 40 volunteers who are active at the Al-Maun Shelter House in Bengkulu City, improve and analyze knowledge about fundrising strategies. data collection through FGD, in-depth interviews, and field surveys.



The focus on the fundraising strategy in improving student organizations at the Al-Maun Shelter in Bengkulu City which will be held in 2024 is a series of Community Service activities carried out by the team in the previous year, and is planned to continue in the following years, as illustrated in the roadmap below.

RESULT and DISCUSSION

The implementation of community service activities was carried out in July with the aim of increasing the understanding of the organization/implementer of activities at the al-maun shelter in Bengkulu City through the Fundraising Strategy to overcome existing problems and help sustainable activities.

1. Fundraising Strategy Activities in Improving Student Organizations

The al-maun shelter in Bengkulu City has a focus on services to reduce children on the streets, create a safe and comfortable shelter for children and provide educational assistance, mental and spiritual guidance, (Colby, 2019). The Association of Social Welfare Students conducts activities once a week on Friday afternoons to provide learning materials for children and fill their free time while at the shelter. This aims to reduce children being on the street in the afternoon.

A problem that is often experienced by other organizations is funding in the implementation of activities that are sometimes uncertain. So it is important to make a strategy to solve the problem. The discussion that became the focus was to make cooperation with third parties in assisting the implementation of activities in the form of funds and other assistance. The social welfare student association acts as a liaison or broker for the distribution of third-party activities, (Terblanche-Smit & Terblanche, 2015). The third party is a private/government institution that has the same goal in overcoming children's problems and fulfilling children's rights. Before determining the parties to be involved, of course, jointly understand and determine the fundraising strategy that can be implemented. As is known, there are 4 Strategies that can be carried out by the Social Welfare Student Association as the implementer of activities at the al-maun shelter in Bengkulu City.

a. Strategi Dialogue Fundraising

This strategy is carried out face-to-face or in direct dialogue. This strategy is also a relatively new strategy in fundraising activities. The dialogue fundraising strategy is usually carried out on public streets to approach people passing by and involve the community through direct communication and conversational interaction. It is also stated (Rachmasari, Nulhaqim, et al., 2016) that this strategy is one of the easiest and most effective sources to get a large amount of money. This strategy can be used when social service organizations that need quick money for organizational activities, have projects, eternal dreams and financial freedom. In carrying out this strategy, social service organizations can interact directly with the community to achieve their goals,

namely conveying information related to programs and activities carried out and social service organizations can also invite the public to donate directly through this fundraising dialogue. This is in line with the results of Lutsfiah in (Fahrurrozi, 2016) YSDF Surabaya found that the institution in monitoring is carried out by the manager of the relevant field or the body that has been given the task of monitoring the implementing field. Institutions need to conduct evaluations to discuss problems in the field and find solutions to reduce these problems. One of them is through dialogue fundraising..

b. Strategi Corporate Fundraising

This strategy is a context to build the development of social service organizations in collaboration with companies that have certain interests. When collaborating with companies, it should be noted that social service organizations must have certain basic information, such as; terms and policies in participating, the suitability of programs and agreements in carrying out cooperation. Therefore, social service organizations can approach potential companies in carrying out fundraising activities. Image is a public view of the perception of the company (Alamul, 2012). In an institution through a good image, it will influence the interest of the community in giving their donations.

c. Strategi Multichannel Fundraising

This increasingly sophisticated technological development is also followed by the rapid development of fundraising strategies. In using this strategy, there are several keys that must be considered, namely: the determination of strategic objectives, media and selected channels to support social service organizations in carrying out this strategy. The multichannel fundraising strategy is used to generate funding sources for the sustainability of social service organizations with diversity and support in using various channels and communication media to the community. Through this strategy, social service organizations will be easier and more practical in delivering information and inviting the public to donate. New source of funding can be in the form of business units and economies that can increase the institution's funding. This is in line with the findings of Capitalizing non-financial resources in the form of fundraising in kind and volunteerism (Utari et al., 2016). It is something that is able to improve the sustainability of the organization.

d. Strategi Retention and Development Donor

In fundraising, there must be many reasons from donors in social service organizations who seem to have stopped supporting funds to social service organizations. This is due to the poor quality of service from social service organizations, poor communication between organizations and donors and the absence of financial report notification from social service organizations. Therefore, as a social service organization, it is necessary to consider using strategies in caring for and developing bonds with donors. Thus, the fundraising carried out by the organization can maintain loyalty and maintain the trust of donors, (Jason, 2014).

The al-maun shelter in Bengkulu City has often carried out a donor retention and development strategy and a multichannel fundraising strategy. This is because it is easy to do by looking for permanent or potential donors either directly or using social media to get donations from donors either in the form of funds or other assistance. The problem is often that it does not support sustainability in funding and the implementation of activities is hampered due to the dependence of donors who do not continue to provide assistance. So the social welfare student association tries to carry out a corporate fundraising strategy or find a third party to help with funding and the running of activities at the al-maun shelter in Bengkulu City. The third party chosen is Rumah Zakat

Indonesia which is considered to have a focus on helping vulnerable groups both in food, financial and educational assistance to orphans.

The first task carried out was to identify the needs of the al-maun shelter in Bengkulu City with the management and implementers of the activity through a Focus Group Discussion to get information about fundraising strategies. (Ramadhan et al., 2021). At the meeting, it was known that the first task of the social welfare student association was to make a profile/proposal of activities at the al-maun shelter to be offered to the Indonesia zakat house, which was then held to discuss the activity budget in each activity. In addition, he asked Rumah Zakat as a resource person to share his experience in running the program.

2. Form of Activity

This activity is divided into 3 forms of activities that will be useful and helpful in the implementation of fundraising strategies in improving student organizations at the al-maun shelter in Bengkulu City.

a. Identification, Socialization and Provision of Materials

The Socialization and Provision of Materials activities aims to increase the understanding of the administrators and implementers of the activity, namely the social welfare student association to identify needs and opportunities that can be done to develop the al-maun shelter in Bengkulu City. The activity was carried out on July 19, 2024 with a Focus Group Discussion with 40 Volunteers directed to identify problems and potentials in the al-maun shelter in Bengkulu City, then make a priority scale of the problem and determine the plan to handle the problem. Based on the priority scale of the problem, there are several problems faced. Problems are divided into 5 problems faced by providing a scale of 1-5 levels of problems and the priority of problems faced by the organization.

Table 1. Identification, Socialization and Provision of Materials

No.	Problem	Problem Level	Issue Priority
1	Funding/ Activity budget	*****	1
2	Human resources/ management	****	2
3	Place/ Environment	***	3
4	Perception of society	***	4
5	Internal conflicts	**	5

Source : Research Results 2024

Based on table 1, it shows 2 main problems owned by the al-maun shelter in Bengkulu City, namely funding/budget for activities and human resources/administrators which generally occur by other institutions/institutions. This is the main priority that wants to be resolved during the discussion. After identifying the problem and prioritizing the problem, an intervention plan is determined that will be carried out in solving the problem of funding/activity budget through a fundraising strategy.



Figure 1. Focus Group Discussion

Fundraising strategies can help overcome these problems in accordance with the needs of the institution. So the next step is to socialize and provide material about fundraising strategies to the administrators and implementers of activities at the al-maun shelter in Bengkulu City.

Table 2. Strategi Fundraising

No.	Strategi Fundraising	Opportunity	Information
1	Strategi Dialogue Fundraising	**	Conditional
2	Strategi Corporate Fundraising	***	Not Implemented
3	Strategi Multichannel Fundraising	***	Implemented
4	Strategi Retention and Development Donor	***	Implemented

Source : Research Results 2024

Based on the meeting, it is known that several fundraising strategies have been carried out by the al-maun shelter in Bengkulu City, but there are obstacles, namely management or strategies to maintain funding through routine activities and occasionally holding events or events themed on social issues. In addition, continuous reporting and coordination with several donors, both individuals, groups/government and private institutions, have not been properly maximized. (Norton, 2024). For example, it does not provide explanation or information about the image of the institution with other fund organization. This certainly shows that the running of the Al-Maun shelter organization in Bengkulu City is not sustainable. The positive side involves volunteers from students who increase active activities at the al-maun shelter giving its own color. So seeing this opportunity, the role of volunteers or social welfare student associations to revive the atmosphere of activities that encourage attention to street children will continue to be fought, both in fulfilling children's rights to education, freedom of expression and opinion, having a safe and comfortable place for children.



Figure 2. Socialization and Provision of Materials

The corporate fundraising strategy is chosen by the social welfare student association because it can be involved in routine activities carried out or make activities with the same goal. Of course, there is an opportunity to build cooperation with Rumah Zakat or other institutions to be able to collaborate as donors/targets of activities. The provision of materials and socialization of fundraising strategies was given with the aim of providing an overview to students and the al-maun shelter institution in Bengkulu City to know how to develop activities by making activities/events in collaboration with the zakat house institution. The provision of examples of forms of cooperation is given to obtain a joint commitment to remain owned.

b. Formation of Organizational Activity Profiles/Proposals

After identification, socialization and material, then determine the theme of the activity that will be offered to donors or Rumah Zakat institutions through the Social Welfare Student Association to obtain cooperation, of course, forming a profile/proposal of activities made together.

Table 3. Activity HIMA KS 2024

No.	Association Activities	Form of Activity	Place	Necessity
1	Studi With HIMA KS	Providing learning to street children around Bengkulu in the form of general lessons at the elementary-junior high school level	Rumah Singgah Al-Maun Kota Bengkulu	Nutritional Assistance for Street Children (40 anak)
2	Child Assistance	Providing mental and spiritual assistance to street children		Teacher Incentives (2 orang)
3	Nursing Home Visit	Providing assistance to children living in orphanages and providing motivation to orphans	Panti Asuhan Saat Bengkulu	School Supplies Assistance/Worship Equipment (40 Anak)
4	Fostered Villages HIMA KS	Assisting assisted villages with social welfare study programs with various community service programs by lecturers and students	Desa Susup Bengkulu	Collaboration of empowerment activities for vulnerable groups
5	SOWLUTION	Holding national seminars and activities for social campaigns with up-to-date issues, especially social issues	Bengkulu	Resource persons for activities and activity funds

Source : Profil HIMA KS 2024

HIMA KS activities have 5 main activities that are carried out in several locations, both the al-maun shelter in Bengkulu City, the Bengkulu Orphanage, the Bengkulu Susup Village and the Sowolution event. These activities can be offered to donor institutions/companies as a collaboration of activities or a form of social responsibility carried out by students with the location and needs expected in the proposal made. The expected needs can be in the form of financial assistance, cooperation and requests as resource persons for activities.

3. Implementation of Fundraising Strategy at Al-Maun Shelter, Bengkulu City

Fundraising strategies have 4 forms, including:

a. Strategi Dialogue Fundraising

The dialogue fundraising strategy activities are carried out conditionally by the al-maun shelter in Bengkulu City when meeting with potential donors either through meetings or through social media in helping the funds for activities in the halfway house including assistance with teaching facilities/equipment for children, operational assistance for teachers, food assistance in the form of rice wrappers for street children. This activity is relatively not carried out much because it is spontaneous by the management, on the other hand asking the Muhammadiyah Bengkulu foundation because the halfway house is under Muhammadiyah Bengkulu. So the legality of the organization will make it easier for them to get access to other important things in the field of administration, (Hamidaturrahim et al., 2023).

b. Strategi Corporate Fundraising

The Corporate Fundraising strategy has been carried out through the Muhammadiyah Bengkulu Foundation and the University of Muhammadiyah Bengkulu Campus which has cooperation partners with several institutions or group donations or community organizations. However, it was not done by the management of the al-maun shelter in Bengkulu City alone. This is an opportunity for the social welfare student association to connect with the zakat house through several work programs carried out. (Ramadhan et al., 2021). Communication and making the arrangement of activity events are made in the proposal to establish collaboration.

Table 4. Activities HIMA KS 2024

No.	Activities	Implementation Time	Sources	Necessity
1	Sowlution The Role of Zakat Institutions	Sabtu, 07 September 2024 1 Tahun sekali	UPZ Bengkulu Rumah Zakat Indonesia	Resource persons for the activity
2	Child Learning and Assistance (Study with HIMA KS)	Every Friday 16.00 12 Months	HIMA KS	Providing subject matter, mental and spiritual guidance for street children
3	Nursing Home Visit	2 times a month in 12 months	HIMA KS	Providing motivation and assistance with learning equipment
4	Fostered Villages	Conditional	HIMA KS dan Prodi S1 Kesejahteraan Sosial	Program Assistance, Socialization and Community Empowerment

Sumber : Activity of HIMA KS

The preparation of the arrangement of activities carried out by HIMA KS provides an overview to enter the Rumah Zakat Indonesia program that allows collaboration. Of course, communication or follow-up activities to prospective cooperation partners are an important part of Hima KS to succeed in the running of activities, both in the form of material and non-material support. At this time, the form of cooperation that is expected is to become a resource person in Sowlution activities (national seminars) as well as cooperation in food assistance for street children and incentives for teaching staff at al-maun shelters in Bengkulu City and orphanages during Bengkulu.

c. Multichannel Fundraising Strategy

The multichannel fundraising strategy is widely used to maintain communication with donors by showing evidence of activities to donors either personally through social media or personal contacts. However, because there are not many activities carried out by the al-maun shelter in Bengkulu City due to the lack of street children who do not participate in activities. This is because there is an internal conflict between the Muhammadiyah Bengkulu foundation that once expelled street children from the halfway house. Misunderstanding and not having the value to build the image of the institution is one of the problems because street children provide a negative image and profit value. What needs to be the focus of improving the Institution in carrying out activities requires a group of supporters in providing relevant information to people in need. Sympathizers and supporters can also benefit from the expansion of information networks otif dibalik pelaksanaan program ini yaitu kurangnya kemampuan sasaran dalam hal *branding/marketing* (Nafasari et al., 2023). The role of community leaders can play an important role in providing understanding to the community.

d. Strategi Retention and Development Donor

The Donor retention and Development strategy is most commonly carried out by the al-maun shelter in Bengkulu City. The preparation of activity reports to the Muhammadiyah Bengkulu institution makes a form of responsibility in the implementation of activities and the management of the funds given, the report is made at the end of the year. This activity is a step to give trust to donors who are part of Muhammadiyah Bengkulu. In addition, maintaining a good public image through social media or activities that are concurrent with the implementation of foundation activities, (Kristen & Wacana, 2022). The provision of the establishment of fund-collecting units in each and every place in accordance with the organization's goals, the opening of a fund-raising place or an independent secretariat of the institution that is not dependent on the Muhammadiyah Institution, then the need for bookkeeping through accounts is one of the effective strategies in collecting and, this provides an overview of the transparency of zakat management and can make it easier for donors to supervise and lastly. It is important to provide adequate insight to the public about the funds regarding the benefits obtained, (Debby et al., 2024) Assistance provided related to the use of social media and e-commerce for promotion.

CONCLUSION

The delivery of information about fundraising strategies play an important role, there is still not much known or optimal socialization of the Al-Maun Shelter in Bengkulu City to the community and there has been no cooperation with local companies. If the institution can implement the strategy well, it can be made to obtain funding sources in carrying out activities and activity programs, through this fundraising strategy can reduce dependence on major donor institutions and social services can develop. There are 2 strategies that have been implemented but need to be improved, namely, first, the Donor Retention and Development Strategy, fund collecting units and book keeping are needed for transparency to donors and the involvement of community leaders. Second, Multichannel Fundraising Strategy is needed to expansion of information networks and The role of community leaders can play an important role in providing understanding to the community. For Strategi Corporate Fundraising and Strategi Dialogue Fundraising have limitations in the implementation of activities that depend on other institutions/organizations. So a written agreement is needed.

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