

Proposed Organizational-Level Strategy to Increase Local Donor Participation for NGO Sustainability (Case Study: Yayasan Insan Pelita Tangguh)

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ABSTRACT : *As international aid declines and competition among NGOs in Indonesia increases, Yayasan Insan Pelita Tangguh must increase local donor participation for sustainability. This study develops a strategy to attract local donors, particularly institutions and companies in Indonesia, by analyzing internal and external factors that influence donor behavior. Using qualitative methods, including interviews with corporate donors, this study conducted a comprehensive external analysis using the PESTLE and Porter's Five Forces frameworks to assess the competitive environment. The internal analysis examined the company's resources and value chain activities to identify strengths and weaknesses. This analysis was integrated into a SWOT analysis, which formed the basis for strategic development through the TOWS Matrix. The strategy emphasized increasing research and development, strengthening stakeholder relationships, enhancing digital engagement, and advancing talent management. These improvements are critical for Yayasan Insan Pelita Tangguh to remain competitive, attract more local donors, reduce dependence on foreign aid, and ensure future growth and sustainability.*

KEYWORDS – *Corporate Social Responsibility (CSR), Donor Motivations, Local Donors, Non-Government Organization (NGO) Sustainability, TOWS Matrix*

I. INTRODUCTION

Non-governmental organizations (NGOs) are independent entities, distinct from the government or the for-profit private sector. They are dedicated to meeting people's needs in a variety of sectors, including education, health, environmental conservation and human rights [1]. As their role in meeting the needs of society expands, the expectations of governments also increase, requiring continued contributions to community-driven progress [2]. However, the critical role played by NGOs and the high performances expectations set by governments are not adequately supported by available resources. These organizations face various challenges, such as limited funding, human resource management, and leadership issues, which pose a threat to their sustainability [3]. A common situation faced by NGOs is the lack of available funds, as their operational activities rely heavily on funding from donors, including international entities, government sources, and the private sector. Withdrawal of financial support from donors can lead to the collapse of NGOs [2].

Unfortunately, international aid has declined significantly in recent years. Pallas, Anderson, and Sidel have observed an increasing pattern of declining international aid based on World Bank data between 1963 and 2013. There is a total of 539 cases of aid reduction, with 328 cases where aid declined for six years or more. The reduction of foreign aid has a major impact on local CSOs, as this will result in the termination of their programs [4]. Therefore, NGOs must reduce their dependence on foreign aid and increase their income from domestic sources, such as local governments or companies, to sustain their operations.

Although local donor participation plays a crucial role, NGOs frequently encounter difficulties in effectively engaging local donors. The issue is worsened by the intense competition among NGOs in Indonesia. A study observed that NGOs are unevenly distributed throughout regions, with a significant concentration in Java, specifically in West Java and DKI Jakarta. Due to the concentration of NGOs in this region, there is fierce rivalry for financing from both government and private donors [5]. Therefore, it is crucial for NGOs to implement differentiated and effective strategies.

Given this context, it is crucial to prioritize the acquisition of local funds in order to ensure the ongoing operations and long-term viability of NGOs. Yayasan Insan Pelita Tangguh, one of the local NGOs in Indonesia. Its mission is to advocate for children's rights and promote gender equality, especially for girls. The objective of this study is to devise methods for Yayasan Insan Pelita Tangguh to increase the involvement of local donors by comprehending the internal and external factors that affect donor behavior. The strategic assessment and planning will be guided by frameworks such as Porter's Five Forces, SWOT, PESTLE, and TOWS matrix. Therefore, the research question guiding this study is: How can Yayasan Insan Pelita Tangguh increase local donor participation to ensure sustainable operations and long-term impact? To address this question, the study

combines the organizational database, journals, books, and other references with qualitative analysis to obtain insights from corporate interviews.

II. LITERATURE REVIEW

2.1 PESTLE Analysis

The PESTLE framework, a strategic management tool, analyzes the macro environment in which a business operates. PESTLE stands for Political, Economic, Social, Technological, Legal, and Environmental. This comprehensive approach helps identify opportunities and threats that can impact the organization [6]. Additionally, Guerrero et al. state that PESTLE analysis goes beyond a superficial examination of issues, allowing for a deeper understanding of various problems. Particularly, this analysis inherently combines key aspects of sustainable development, such as environment, society, and economy, making it a valuable tool for integrating sustainability into strategic planning [7].

2.2 Porter’s Five Forces

The five forces framework is a strategic analysis tool used to assess the competitive intensity and attractiveness of an industry. These forces help businesses and analysts understand the competitive dynamics and potential profitability within an industry [8]. NGOs must adapt while sticking to their values. Industry structure affects competition and influences NGO strategies, including investing in unique capabilities, forming alliances, sharing resources, collaborating with private organizations, and increasing fundraising. The competitive forces in NGO context are described as Threat of New NGO Entrants, Threat of Substitutes, Bargaining Power of Donors (Bargaining Power of Customers), Public Legitimation (Suppliers of Resources), and Rivalry among Existing NGOs [1].



Figure 1. Porter’s Five Forces Framework [1]

2.3 Resources, Capabilities, and Core Competencies

Competitive advantage is built on resources, capabilities and core competencies, which combine to create organizational capabilities and core competencies. The core competencies are valuable, rare, costly to imitate, and non-substitutable capabilities that provide a company with a competitive advantage. Valuable capabilities enable a company to take advantage of opportunities or minimize threats in its external environment. Rare capabilities are capabilities that few, if any, competitors have. Capabilities that are costly to imitate are capabilities that cannot be easily developed by other companies. Finally, non-substitutable capabilities are those that have no strategic equivalent. These capabilities must be unique, valuable, and inimitable from the customer's perspective. For a capability to be considered a core competency, it must be imitable and cannot be replaced by competitors [9].

Is the Resource or Capability Valuable?	Is the Resource or Capability Rare?	Is the Resource or Capability Costly to Imitate?	Is the Resource or Capability Nonsubstitutable?	Competitive Consequences	Performance Implications
No	No	No	No	Competitive disadvantage	Below-average returns
Yes	No	No	Yes/no	Competitive parity	Average returns
Yes	Yes	No	Yes/no	Temporary competitive advantage	Average returns to above-average returns
Yes	Yes	Yes	Yes/no	Sustainable competitive advantage	Above-average returns

Figure 2. Sustainable Competitive Advantage Evaluation [9]

However, non-profit organizations operate differently from for-profit businesses. Instead of focusing on maximizing profits, they reinvest their earnings into their mission-driven work. This unique approach allows them to potentially develop a competitive advantage through a strong focus on their values and social impact. Compared to for-profit organizations that prioritize operational efficiency, non-profit organizations can excel in this “value-driven strategy”, offering a distinct advantage in the competitive landscape [10].

2.4 Value Chain Theory

Value chain theory is a concept developed by Michael Porter in 1985 to analyze and understand how businesses create value in their products or services through a series of interconnected activities. It helps organizations identify where they can gain competitive advantage and optimize their operations. The framework proposes to divide internal and external corporate value into two main segments: primary activities and support activities. Primary activities include tasks related to inbound logistics, operations, outbound logistics, marketing and sales, and after-sales service. Moreover, supporting activities include functions related to corporate infrastructure, human resource management, technology development, and procurement [8].

According to Yang & Lin, policy makers of non-profit organizations must consistently address adaptation to the evolving environment, formulate effective long-term management strategies, and ensure high-quality services and performance through internal and external management approaches. These three performance assessment criteria are critical to achieving sustainable development [11].

2.5 SWOT and TOWS Matrix Analysis

SWOT analysis is a useful tool for organizations to understand their current position in the market and identify areas for improvement. This analysis assesses Strengths, Weaknesses, Opportunities, and Threats within a subjective and objective framework. The goal is to help formulate strategies to leverage strengths, capitalize on opportunities, and address weaknesses and threats. In the context of NGOs, SWOT analysis serves as a strategic tool to evaluate their performance in a competitive environment and provides valuable insights for effective decision-making and future strategic planning [12].

After preparing the SWOT analysis, the formulation of the organization's strategy can proceed to the next step, which is to develop the TOWS matrix. Widely adopted in strategic management, this matrix serves as a basis for future research on the interaction between external and internal factors, guiding strategy formulation based on variables. The TOWS matrix encourages managers to analyze their company's situation, promoting the creation of effective strategies, tactics, and actions to achieve the organization's goals and mission [13].

2.6 Stakeholder Theory

Stakeholder theory seeks to improve organizational efficiency by redefining organizational responsibilities. It states that meeting stakeholder needs should take precedence over shareholder needs. In addition, it argues that strategizing with a broader consideration of stakeholder networks and interactions is more likely to result in success than a narrow focus on profit maximization alone (Jamali, 2008). Ensuring the long-term sustainability of companies requires a management approach that prioritizes the interests and benefits of all stakeholders [14].

The level of stakeholder participation depends on various factors such as organizational size, culture, and management style. Although specific roles may vary, understanding the general role of stakeholders in the strategic planning process is essential for effective engagement. According to Allison & Kaye, internal stakeholders can involve the Executive Director, Board of Directors (BOD), Staff members, and Advisory boards. The external stakeholders, who are considered as the people that serve the organization and support the organization's mission to move forward, include Clients, Funders, Government funders and regulators, Community leader and partner organizations, Individual donors, Competitors and potential collaborators, Other agencies in parallel or related field, and Previous staff and board members [15].

2.7 Donor Relationship Management

A study conducted by Adams highlights the important role of relationships between donors and charitable organizations in the fund development process [16]. Referred to as relationship management, this theory suggests that personal relationships, which are based on trust and nurtured over time with dedicated effort, act as a catalyst for contributors to increase their financial commitment to the organization. The implementation of relationship management strategies, such as commitment and honesty, not only cultivates satisfaction, but also directly contributes to potential revenue growth. Particularly, among regular donors, lasting and satisfying relationships emerge as key predictors of ongoing loyalty and propensity to continue support. Moreover, relationship management theory predicts increased financial investment from stakeholders in organizations that practice trust, commitment, customer satisfaction, and mutual control.

2.8 Corporate Social Responsibility (CSR)

CSR is essentially a business approach that emphasizes a company's social and environmental responsibilities. CSR is more than just making profits; it also involves business activities that benefit society and minimize negative impacts. The practice and perception of CSR can differ across different cultures and stages of

development. Therefore, by implementing CSR initiatives, companies can demonstrate their commitment to CSR and contribute to a more positive and sustainable world [17].

CSR has sparked significant debate among academics, especially regarding the factors that motivate companies to engage in CSR practices. The decision to donate is influenced by various factors, as identified by Love: outcome-driven, mission-driven, communication-driven, accountability-driven, foundation-driven, and board-driven [18]. Additionally, in a study conducted by L. Kane et al., companies consider several factors when choosing which NGO to donate to, including transparency and accountability, track record of impact, alignment with corporate values, sustainability and long-term focus, collaborative approach, capacity and expertise, and innovation and creativity [19].

2.9 Conceptual Framework

The conceptual framework in this research integrates two critical components: organizational capacity and donor motivations. Organizational capacity, as drawn from strategic management for NGO theory, has several critical dimensions: resources, present performance, strategies, and external forces/trends. Human capital, financial assets, technological infrastructure, and other tangible and intangible assets can all be used to help Yayasan Insan Pelita Tangguh achieve its purpose. Assessing an organization's performance entails looking at key performance indicators (KPIs) and metrics to find areas of success and areas that need improvement. Evaluating existing strategies assists in determining their effectiveness in attaining organizational goals, allowing Yayasan Insan Pelita Tangguh to adjust to changing conditions while remaining focused on its objectives. Additionally, understanding external forces and trends through PESTLE analysis and Porter's Five Forces helps the business predict obstacles and opportunities, allowing for proactive strategy adjustments.

Furthermore, donor motivations are critical for understanding how to recruit and retain local contributors, and variables are generated from a mix of donor relationship management and CSR theory. Key motivators include trust, commitment, transparency and accountability, as well as sustainability and long-term focus. According to Adams, trust and commitment are variables that can significantly increase financial support from donors to organizations [16]. Transparency, accountability, and sustainability, as well as a long-term focus, were identified by L. Kane et al. as an important factor that motivates companies to donate to NGOs [19].

In summary, integrating these theoretical insights into the conceptual framework will help Yayasan Insan Pelita Tangguh to create a strong strategy to improve operational effectiveness, attract more local donors, and assure long-term viability. The strategic alignment of organizational capability and donor motives guarantees that the organization can effectively navigate its competitive environment while carrying out its goal to assist women and children in Indonesia.

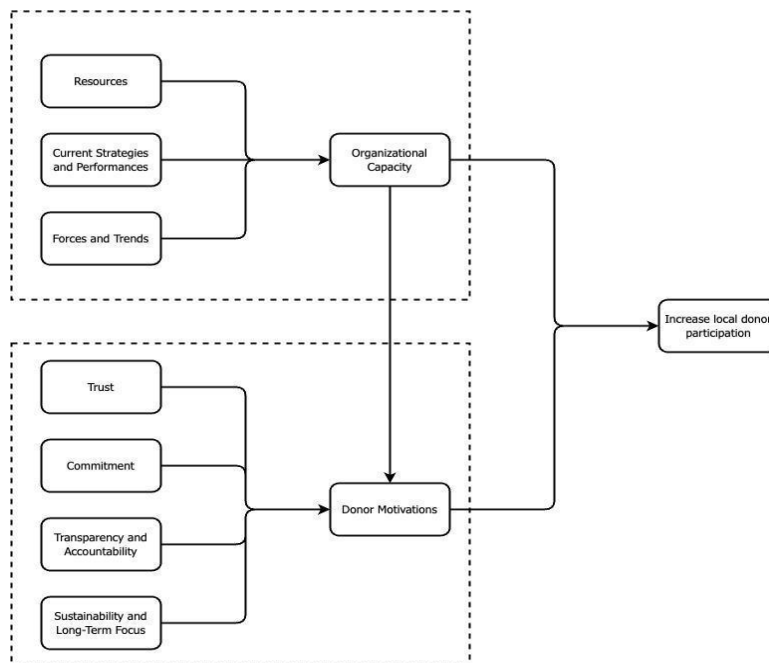


Figure 3. Conceptual Framework (Author’s Analysis)

III. METHODS

The research design for Yayasan Insan Pelita Tangguh involves identifying business issues, setting research objectives, and utilizing literature review to develop strategies for long-term sustainability. Firstly, the identification of issues in the background section is very important to determine which issues will be discussed

and become the subject of research. From the identification of the problem, it set a research objective which is to develop a strategy to increase local donor participation for the long-term sustainability of Yayasan Insan Pelita Tangguh.

The data collected several relevant theories to serve as a reference in developing strategies. Utilizing the Resource, Capabilities, and Core Competencies and Value Chain Theory, an internal environmental analysis is conducted to identify the assets and opportunities that Yayasan Insan Pelita Tangguh can leverage to improve its competitive advantage. Moreover, the organization's position in relation to its competitors in the same sector is evaluated through an external environment analysis using Porter's Five Forces and PESTLE frameworks. This comprehensive approach guarantees that the strategic recommendations are well-informed and customized to the distinctive context of Yayasan Insan Pelita Tangguh.

This research will use two types of data: primary and secondary. Creswell & Creswell suggest the number of participants for narrative studies usually involves one or two people, while phenomenology can involve 3 to 10 people [20]. In this research, the primary data will be obtained with 6 corporation representatives in Indonesia to interview through face-to-face meetings, phone calls, or online platforms (Table 1). The secondary data will be sourced from various sources such as organizational databases, books, journals, articles, websites, etc. The data collected is essential to conduct a SWOT analysis to help identify an organization's strengths, weaknesses, opportunities, and threats, then developed into a TOWS matrix to formulate the best strategy for the organization that capitalizes on strengths and opportunities while mitigating weaknesses and threats.

Table 1. List of Respondents

Name	Institution Description	Position
Interviewee 1	A state-owned enterprise in Indonesia that specializes in the design and construction of primary fertilizer and petrochemical facilities	Vice President
Interviewee 2	A company that develops a CSR platform to facilitate the relationship between funders and recipients	Partnership Manager
Interviewee 3	A private company in Indonesia engaged in the petrochemical industry	Senior Officer Community Program & Evaluation
Interviewee 4	A private company in Indonesia engaged in the mining industry	CSR Officer
Interviewee 5	A private company in Indonesia engaged in the basic chemical industry	Chief of External Relation
Interviewee 6	A multinational company in Indonesia engaged in the petrochemical industry	General Affair Community Development Section

IV. RESULT AND DISCUSSION

4.1 PESTLE Analysis

Political Factors

Indonesia has prioritized economic diplomacy and international partnerships under the administration of President Joko Widodo, which has created opportunities for NGOs to participate in collaborative initiatives. Nevertheless, the primary focus has not been on issues such as women's and children's rights, which has required the development of innovative programs that are consistent with global priorities such as climate change.

Economic Factors

The transition of Indonesia to an upper middle-income country has resulted in a reduction in concessional aid. This economic shift presents a challenge to Yayasan Insan Pelita Tangguh, which is heavily reliant on international funding. It emphasizes the necessity of diversifying funding sources by attracting local donors to assure the continuation of operations.

Social Factors

The government's budget allocation for programs that are directly associated with the protection of women and children is limited. This highlights the significance of Yayasan Insan Pelita Tangguh's involvement in providing supports and raising awareness in these areas, as well as collaborating with the private sector through CSR initiatives.

Technological Factors

Online platforms provide NGOs with opportunities for efficient stakeholder engagement, transparency, and fundraising, because of technological advancements. Nevertheless, Yayasan Insan Pelita Tangguh is confronted with obstacles as a result of the digital divide and restricted resources. This underlines the necessity of partnerships to improve digital capabilities and broaden their reach.

Legal Factors

Yayasan Insan Pelita Tangguh is presented with strategic opportunities to secure funding through corporate partnerships and fulfill these legal obligations, as regulations such as the Minister of Home Affairs Regulation and the Law on Limited Liability Companies in Indonesia mandate social and environmental responsibilities for companies.

Environmental Factors

Climate change is a significant global concern, impacting various sectors. The focus on environmental sustainability in CSR initiatives presents both opportunities and challenges for Yayasan Insan Pelita Tangguh. Aligning their programs with these environmental priorities can attract corporate support while demonstrating the broader impact of their initiatives.

4.2 Porter's Five Forces

Threat of New NGO Entrants: Moderate

While the process of establishing a new NGO in Indonesia is relatively straightforward, it is difficult to establish credibility and secure funding. New entrants may encounter difficulty in rapidly replicating the operational experience, established trust, and existing relationships of established NGOs such as Yayasan Insan Pelita Tangguh.

Public Legitimacy (Bargaining Power of Suppliers): High

To secure funding and public interest, NGOs must establish public trust and legitimacy. It is imperative for Yayasan Insan Pelita Tangguh to preserve its integrity and effectiveness in order to preserve its reputation, as established NGOs are subject to increased scrutiny.

Bargaining Power of Donors (Bargaining Power of Customers): High

Donors have a substantial impact on the selection of NGOs, as they evaluate the efficacy of the organizations and their alignment with the donors' objectives. The substantial number of companies listed on the Indonesia Stock Exchange serves as potential partners for Yayasan Insan Pelita Tangguh, enabling it to capitalize on corporate social and environmental responsibilities in order to secure funding.

Threat of Substitutes: High

CSR initiatives by businesses may serve as substitutes in the NGO sector. This trend has the potential to endanger Yayasan Insan Pelita Tangguh, as companies may opt to administer their CSR funds independently, thereby diminishing the number of potential funding sources for NGOs.

Rivalry among Existing NGOs: High

The Indonesian NGO sector is exceedingly competitive, particularly in the field of women's and children's rights. In order to attract and retain support and partners in a competitive landscape, Yayasan Insan Pelita Tangguh must consistently demonstrate its effectiveness and efficiency, despite the fact that NGOs frequently collaborate on common objectives.

4.3 Resource, Capabilities, and Core Competencies

According to its resources, capabilities, and core competencies, Yayasan Insan Pelita Tangguh needs to increase its resources to be able to compete more effectively with other competitors. From the perspective of tangible resources such as financial, technological, and physical assets, none of them meet the criteria of uniqueness, difficulty to imitate, or sustainability that can differentiate Yayasan Insan Pelita Tangguh from its competitors. This shows that Yayasan Insan Pelita Tangguh's tangible resources do not provide a significant competitive advantage in the market.

In terms of intangible resources, Yayasan Insan Pelita Tangguh is unique in its human resources, including the existence of a youth community which is not found in other organizations. These unique human resources, although valuable and rewarding, offer only temporary competitive advantages. Meanwhile, Yayasan Insan Pelita Tangguh's reputation also only provides a temporary competitive advantage; although valuable and difficult to replace, this reputation is quite rare and relatively easy to imitate by other organizations facing similar problems. Regarding innovation, although valuable, Yayasan Insan Pelita Tangguh's innovations are not rare, easily imitated and can be substituted, so they are unable to provide a sustainable competitive advantage. Thus, Yayasan Insan Pelita Tangguh needs to focus on developing and improving aspects of resources that are scarce and difficult to imitate to truly strengthen their competitive position in the market. This may involve further investment in truly unique innovations, the development of programs that are difficult for competitors to imitate, or improvements in building and maintaining a strong and differentiated reputation.

4.4 Value Chain Analysis

As the primary activity, Yayasan Insan Pelita Tangguh is a service-oriented organization that concentrates on the distribution of resources and aid through strategic donor engagement and effective marketing strategies. The organization employs a well-organized donor management strategy that includes business intelligence, initial engagement, due diligence, decide and program implementation. Yayasan Insan Pelita Tangguh also implements a Partnership Quality Development Program that is intended to engage new corporate partners through direct participation in events and volunteer activities, as well as to retain existing

ones. Furthermore, post-program evaluations with donors are prioritized in order to evaluate performance and encourage future collaboration.

In its supporting activity, the transition to a foundation has fortified Yayasan Insan Pelita Tangguh's organizational infrastructure, facilitating greater collaboration and enhancing accountability to comply with Indonesian regulations. Strategic advisory and supervisory committees provide the management framework with the necessary support to guarantee effective governance. The organization maintains a competent and effective workforce by conducting a comprehensive recruitment process and providing continuous professional development programs in the field of human resource management. In order to enhance service delivery and maintain operational flexibility, Yayasan Insan Pelita Tangguh prefers third-party solutions for technological development, while simultaneously concentrating on their core mission. Finally, the procurement process is scrupulously organized, integrating structured vendor registration and comprehensive evaluation. This guarantees transparency and compliance with anti-corruption standards, which are essential for preserving credibility and securing ongoing support.

4.5 Donor Motivations

Identifying donors' motivations for donating is critical for Yayasan Insan Pelita Tangguh as it can help the organization secure new funding streams for their operations. Understanding these motivations allows organizations to adapt their communication approaches and strategies to be more receptive to potential donors, thereby increasing the likelihood of obtaining financial support. There are four factors that influence donation decisions within companies: Trust, Commitment, Transparency and Accountability, and Sustainability and Long-Term Focus.

Trust

Trust is an important concept in relationship management, as it is important for facilitating transactions between an organization and its stakeholders and fostering loyalty. The capacity of NGOs to forge strong relationships with communities is greatly influenced by the effectiveness of their communications and program initiatives, which in turn build trust [16].

It is essential for an NGO to be transparent in its communication of its operational processes and accomplishments. This transparency in financial reporting and program results is highly valued by companies, as it facilitates the evaluation of an NGO's efficiency and trustworthiness in resource management. Transparency is also a critical factor in the establishment and preservation of trust, as it fosters expanded accountability. The Interviewee 3 emphasizes the efficacy of publicizing program successes as a strategy for NGOs to engage with the business community and build collaboration.

"Effective communication from an NGO naturally leads to the publication of success stories. They can demonstrate the impact of their programs, which attracts other companies to use their services because of the visible results and proven quality" (Interviewee 3)

Additionally, the reputation of an NGO within society is a critical factor in the establishment of trust with corporate entities. Trust frequently originates from the reputation of the NGO and prior personal relationships [21]. Companies conduct due diligence to evaluate the history and efficacy of an NGO in addressing pertinent issues, which includes obtaining references from other businesses that have collaborated with the NGO.

"Seeing who they have worked with, as stated in their profile, is an important point. It is the same as getting recommendations or seeing milestones or portfolios" (Interviewee 6)

Casais & Santos have observed that companies are more likely to make consistent donations to NGOs that they consider to be trustworthy and credible. The credibility of NGOs is frequently associated with the manner in which they brand their programs, as a strong reputation increases their public visibility and perceived reliability [22].

"Usually, we look at the number of partnership collaborations, and credibility can be assessed from the website or social media related to branding. In the end, CSR initiatives often look for elements related to branding, including those involving NGOs" (Interviewee 4)

For NGOs to secure and maintain donor support, which is essential for the sustainability and efficacy of their programs, trust is essential. NGOs such as Yayasan Insan Pelita Tangguh can establish a compelling narrative that attracts and retains donors and corporate partners by effectively communicating their successes and ensuring transparency in their operations. In the nonprofit sector, successful relationship management is determined by the establishment of trust through tangible results and demonstrated accountability.

Commitment

CSR activities are increasingly viewed by companies as a core component of their overall strategy to enhance the strength of their reputation and fulfill their social responsibilities [22]. These activities are aligned with the company's broader goals, from environmental conservation to community development, and play an important role in demonstrating the company's values to stakeholders.

The regulatory framework for CSR varies greatly between types of companies in Indonesia. State-Owned Enterprises (SOE) and public companies are mandated by law to carry out CSR activities, with certain budget allocations required each year in accordance with company policy. These legal requirements ensure that CSR remains a priority for these entities, ensuring consistent engagement in social and environmental initiatives.

In contrast, private companies in Indonesia are not legally required to carry out CSR. Despite this, many private companies maintain a strong commitment to CSR, driven by corporate missions that emphasize social and environmental contributions. One of them was conveyed by Interviewee 6, where the company is committed to carrying out CSR every year because it is stated in one of the company's missions. This practice not only strengthens their corporate identity but also aligns their business practices with global sustainability trends, making them more attractive to consumers and potential business partners who prioritize ethical and responsible business behavior.

"We have a company background or mission of – providing prosperity, comfort to people and society with our unique technology –... one of which is – contribute to the global environment preservation both for now and for the future – which is the background in the CSR program" (Interviewee 6)

It is important to recognize that securing private companies' commitment to implement CSR initiatives is a challenging task. As CSR actors, ensuring that the program they execute will benefit their company is a major undertaking. In this situation, businesses frequently highlight the "sustainability" element, which affects operations over the long run. Interviewee 5 further mentioned the difficulties in obtaining support for putting CSR initiatives into action.

"Indeed, it requires a lot of extraordinary effort. First, we must be able to convince management that the sustainability of a corporation will still have an impact on the environment, as well as an environmentally conducive atmosphere will also have an impact on the sustainability of a corporation. So, the two must be able to work together. That understanding is then conveyed so that later the company will be committed to being beneficial to society and must have an impact on industry" (Interviewee 5)

In conclusion, corporate commitment to CSR initiatives is a result of their profound comprehension of their long-term effects on society and the environment, as well as legal mandates. Successful partnerships can be facilitated for organizations such as Yayasan Insan Pelita Tangguh by capitalizing on this dedication. In order to effectively engage with corporate CSR programs, Yayasan Insan Pelita Tangguh can ensure sustained support from the corporate sector and enhance their impact by aligning their initiatives with corporate strategic objectives, demonstrating long-term benefits, and maintaining transparent communication.

Transparency and Accountability

The success of a program run by an NGO is primarily measured by its ability to implement the program as outlined in the agreement. NGOs that proactively commit to publishing detailed information about their missions, projects, results and financial status will significantly improve their prospects for engagement with the corporate sector. These transparency practices are critical because they help build trust and increase the credibility of NGOs, which is important for fostering strong partnerships [21].

Interviewee 3 outlined several company criteria for evaluating NGO performance, including work quality, timeliness, resource management, cooperation, coordination, communication, goal fulfilment, and most importantly, monitoring, evaluation, reporting, and documentation. As these evaluation metrics improve, the likelihood of repeat partnerships between companies and NGOs will increase. She emphasized that monitoring and evaluation is critical, especially for long-term projects, as it enables early detection and mitigation of challenges, ensuring that the project continues to achieve its goals despite potential future obstacles.

"Monitoring and evaluation are very important, especially for long-term projects. If there are obstacles, we can predict and overcome them early on. Effective monitoring and evaluation not only provides preventive measures but also ensures that the project continues to meet its targets despite obstacles potential future challenges" (Interviewee 3)

Companies appreciate detailed reports that make it easy to monitor program progress. Providing comprehensive reports regarding the use of funds and the results achieved is key to building trust and encouraging long-term commitment [22]. When the program ends, the company will match the budget usage and program KPIs in the report with the proposal to ensure all aspects of the proposal are met. The better the quality of the reporting, the stronger the impression the NGO will have on the company, potentially opening the door to future collaboration.

"...usually clients (corporates) will be more interested if there is additional supporting technology. Because currently many CSR measurements are used for ESG, for example or what are called sustainability reports, in our opinion this requires further monitoring. Therefore, with the help of technology, the quality of monitoring and reporting can be improved." (Interviewee 2)

“If their reports are impressive because they are used to making detailed reports, that is a big added value. The detailed and high-quality report reflects positively on the NGO” (Interviewee 1)

In conclusion, transparency and accountability play a very important role in building partnerships with companies. Companies pay close attention to how NGOs report on the implementation of their programs, including finances and the results achieved from the program. The more detailed and clear the report submitted, the higher the trust given by the company. Yayasan Insan Pelita Tangguh needs to leverage these practices to improve the prospects for success of their collaboration. By improving its ability to prepare accurate and informative reports, Yayasan Insan Pelita Tangguh will improve its reputation as a credible and responsible NGO. This will certainly open up more opportunities for sustainable and productive partnerships with the corporate sector.

Sustainability and Long-Term Focus

Strategic planning is essential for NGOs to ensure their long-term sustainability and effectiveness. With strategic planning, NGOs can better determine their policies and procedures, implement effective marketing strategies, and more successfully achieve their organizational goals [23]. Companies that implement CSR programs by involving NGOs are based on the company's limitations in implementing the program so that a third party is needed who technically understands and can carry out the program. In line with this, Interviewee 4 stated that NGO strategic planning is also an important factor in a company's assessment of NGO credibility. If NGOs have good strategic planning, this will influence opportunities for collaboration with companies.

“For selecting NGOs, they must have a clear strategic plan. What I mean is that if their vision is clear, then the activities they want to propose are clear.” (Interviewee 4)

The focus of issues brought up by NGOs is also a company's concern. Companies also see that NGOs that focus on specific issues and align with the company's vision and mission will have a great opportunity to collaborate with companies. By having a specific issue focus, NGOs are considered more credible and truly understand the field they are involved in. This will attract more donor attention.

“It is more focused, they have issues that they focus on themselves. As for the environment, where the environment is specific, so their objectives will be more focused... for me, the issues and objectives are important, so that the company also knows that those handling program A will be handled by NGO A, which means they have specialists” (Interviewee 3)

Currently, environmental issues have become an interesting issue and are the focus of companies. Because environmental issues are closely related to sustainability. Apart from that, state-owned companies also make environmental issues the main issue in implementing their CSR programs, followed by education issues and economic empowerment issues. By delivering this issue, it will become a sustainable issue for CSR actors and for NGOs themselves.

“There is the issue of economic empowerment, also because this is related to the environment which we can pass on to the next generation.” (Interviewee 6)

“That is the main issue and apart from that, from the Ministry of State-Owned Enterprise there is an obligation to have three priorities in CSR activities, namely in the fields of environment, education and development of PUMK (Funding for Micro and Small Businesses)” (Interviewee 1)

From the company's side, CSR programs generally carried out by companies raise social and environmental issues. This is because the company considers that social and environmental issues are issues that are very close to the company's operations and can also have direct impact on the surrounding community. Thus, CSR activities are considered as a company's obligation in running its business so that it continues for a long period of time. According to Brzustewicz et al., companies that participate in CSR initiatives have a greater opportunity to achieve their sustainability goals, comply with international standards, and address emerging social and environmental problems [24]. Additionally, it will help organizations achieve competitive advantage by differentiating themselves through impactful CSR initiatives.

CSR activities can be carried out internally by the company or in collaboration with third parties, such as partnerships with NGOs. Ali et al. stated that corporate partnerships with NGOs can enhance a company's legitimacy and public image by aligning with popular areas of interest such as the environment and human rights. This means that collaborating with NGOs can be used as a way for companies to improve their reputation and expand their partnerships by involving NGOs in CSR programs [25]. In line with this, Interviewee 4 said that in his company there is an assessment of CSR activities which, if the program involves NGOs, will provide added value to the company.

“Well, for cooperation with governments, NGOs, and so on, that has its own points. For example, if a program can collaborate with the village government, sub-district government, district government and NGOs, that has its own sub-points. So, if we collaborate with NGOs, for example we can get additional points. But this doesn't mean it's an obligation, but there is a plus point.” (Interviewee 4)

Proposed Organizational-Level Strategy to Increase Local Donor Participation for NGO...

Additionally, Den Hond et al. stated that companies that demonstrate a strong dedication to CSR are more likely to collaborate with NGOs to strengthen their social responsibility efforts and increase their contribution to society. Companies that implement CSR programs by involving NGOs are based on the company's limitations in implementing the program so that a third party is needed who technically understands and can implement the program [26]. As stated by Interviewee 3 regarding the involvement of NGOs in the CSR program carried out by her company.

“For example, we need people to build houses, even though what we need are civil servants and architects. So, we collaborate with third parties because they are more expert and know better what is needed, what is right, and what it should be like.” (Interviewee 3)

In conclusion, the sustainability and long-term focus of NGOs is an important factor in implementing CSR programs because the sustainability of an NGO shows that the NGO has a good reputation and is still operating today. Additionally, NGOs that focus on sustainability issues, such as the environment, education and economic empowerment are more attractive to companies and many CSR practices also promote environmental programs. This is a challenge for Yayasan Insan Pelita Tangguh which focuses on empowering women and children. This means that Yayasan Insan Pelita Tangguh needs to increase its capacity on issues that are currently of great concern to the company but still align Yayasan Insan Pelita Tangguh's vision and mission with the company's vision and mission on related issues.

4.6 SWOT and TOWS Matrix

Based on the results of the analysis of the organization's internal and external environment, coupled with the donor's perspective in making donations, the researcher developed these findings into a SWOT analysis to determine the strengths, weaknesses, opportunities and threats for Yayasan Insan Pelita Tangguh in increasing local donor participation for the sustainability of Yayasan Insan Pelita Tangguh in the future. The SWOT analysis will then be developed into a strategy in the TOWS matrix (Figure 4).

	Strength S1. Legal Status as a Foundation S2. Promote Its Flagship Program S3. Collaboration with Various Sectors S4. Participation of youth community S5. Donor Mapping for Mission Alignment S6. Conduct Donor Survey and Feedback for Continuous Improvement	Weakness W1. Lack of Donor Participation W2. Lack of Advanced Technology for Reporting Systems W3. Physical Reach Restrictions W4. Dominance of Fixed-Term Employment Contracts W5. Heavily Dependence on Existing Donor Relationships W6. Low Quality of Reports W7. Lack of Expertise on Certain Issues
Opportunity O1. Raising Awareness and Advocacy for Women and Children O2. Technological Advancements O3. Potential Collaboration with New Donors O4. Public Legitimation and Trust	SO Strategies <ul style="list-style-type: none"> Raising awareness and advocacy for women and children issues through Yayasan Insan Pelita Tangguh's flagship program in collaboration with various sectors (S2, S3, S4, O1) Develop Customer Relationship Donor (CRM) systems for all interactions with current and potential donors (S1, S5, S6, O2, O3, O4) Leverage donor segments to reach out new potential donors that align with Yayasan Insan Pelita Tangguh vision and mission (S5, O3) 	WO Strategies <ul style="list-style-type: none"> Design innovative programs that utilize technology to increase transparency and attract donors (W1, W2, W4, W5, W6, O1, O2, O3, O4) Collaborate with expertise in social media to promote certain issues and its correlation with women and children rights (W3, W7, O1, O3)
Threat	ST Strategies	WT Strategies

<p>T1. Low Prioritization of Women and Children’s Issues T2. Shift in International Aid Priorities T3. Increased Competition for CSR Funding in Environmental Issues T4. Digital Divide and Resource Limitations T5. Competition from Other NGOs T6. Threat from Internal Corporate CSR Initiatives</p>	<p>Increase advocacy activity to key stakeholders to raise prioritization in women and children issues</p>	<ul style="list-style-type: none"> ● Develop unique and impactful programs that align with local companies’ CSR goals (W1, W2, W5, T2, T3, T4, T5, T6) ● Recruit skilled talent with specific expertise in Environmental, Economic Empowerment, any other trending issues to attract new donors (W7, W6, W4, T3) ● Increase visibility through social media to outreach potential donors (W3, W6, T1)
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Figure 4. Yayasan Insan Pelita Tangguh’s TOWS Matrix (Author’s Analysis)

4.7 Business Solutions

Improve R&D Management

Yayasan Insan Pelita Tangguh needs to improve its R&D management to expand its potential reach of corporate donors in Indonesia. This involves evaluating and updating donor mapping to adapt the organization's vision and mission to the company's current values and priorities. The annual report shows collaborations with banking, financial services, cosmetics, beauty products, and limited liability companies. However, there are opportunities to expand cooperation with untapped industries like food, chemicals, textiles, and electronics. Furthermore, it is important to enhance the capacity for social mapping in order to create more relevant and effective programs. The quality of social mapping could facilitate the development of well-informed, data-driven proposals and provide a more comprehensive understanding of the needs of marginalized communities.

Enhance Collaborative Partnership

In order to enhance the living conditions of children and women in Indonesia, Yayasan Insan Pelita Tangguh has strengthened partnerships with a variety of sectors, such as the government, corporations, universities, and mass media. This collaboration has resulted in the expansion of the reach and effectiveness of programs, enabling Yayasan Insan Pelita Tangguh to create customized CSR programs that are consistent with the organization's mission. This method enhances the relationship with the government and expands the opportunities to access government funds. A penta-helix approach can also be employed by Yayasan Insan Pelita Tangguh in annual forums to ensure that stakeholders' objectives and efforts are aligned, which promotes harmonious cooperation. This strategy will enhance Yayasan Insan Pelita Tangguh's capacity to attract new donors and increase reputation among other stakeholders.

Enhance Digital Engagement

In the digital era, NGOs like Yayasan Insan Pelita Tangguh must have a strong digital presence to raise awareness about women and children's issues. By using an effective digital engagement strategy, they can disseminate educational information and generate empathy among a wider audience, strengthening relationships with the online community, including potential donors. Yayasan Insan Pelita Tangguh can increase its visibility by developing digital content rich in success stories and testimonials from beneficiaries, which should be updated regularly on their website and social media.

To encourage the success of its collaboration with companies, Yayasan Insan Pelita Tangguh can integrate its employees as active volunteers, transforming their experiences into inspiring stories. This can be done through videos, podcasts, or narratives published on the Yayasan Insan Pelita Tangguh website and newsletter. Additionally, Yayasan Insan Pelita Tangguh can also collaborate with community figures who have significant influence and consistently show concern for issues related to women and children. Lastly, Yayasan Insan Pelita Tangguh can utilize targeted digital marketing strategies, such as targeted online advertising, SEO, and social media campaigns to increase digital engagement. These strategies will position Yayasan Insan Pelita Tangguh as a top choice for companies looking to invest in CSR programs, securing ongoing support and enhancing the effectiveness of Yayasan Insan Pelita Tangguh's programs.

Improve Talent Management & Development

Yayasan Insan Pelita Tangguh's People & Culture (P&C) team plays a crucial role in talent management and development, aiming to improve operational capabilities and attract local corporate donors. This includes recruiting top candidates with specific skills, organizing training that aligns with current needs and trends, conducting regular performance assessments, and increasing employee satisfaction and engagement.

These approaches are crucial for continuous improvement, demonstrating the organization's commitment to personal and career development, and increasing employee productivity, organizational achievements, and Yayasan Insan Pelita Tangguh's credibility in successful program implementation.

V. CONCLUSION

After identifying the business issues at Yayasan Insan Pelita Tangguh, particularly the lack of local donor participation from corporations, and establishing research questions, researchers conducted comprehensive internal and external studies and analyses to address these questions. As its internal analysis, Yayasan Insan Pelita Tangguh needs to improve its competitive advantage by investing in rare resources and enhancing its human resources. The P&C team plays a crucial role in managing human resources, recruiting diverse individuals, and supporting the RM team in developing innovative proposals. Integrating technology into operations will increase operational efficiency and attract donor interest in innovative programs. In addition, external analysis shows that Yayasan Insan Pelita Tangguh has the opportunity to collaborate with new donors to advocate for children and women's issues, but this issue receives little attention from the government and companies. From the donor's perspectives, the factors that motivate them to donate through CSR activities include trust in the NGO's reputation, the company's commitment to CSR, and NGO transparency and accountability. In addition, the sustainability and long-term focus of NGOs is also very important. These four factors significantly increase the potential for collaboration between NGOs and companies. Therefore, to increase its local donor participation, Yayasan Insan Pelita Tangguh needs to improve R&D management, enhance collaborative partnerships, increase digital engagement, and improve its talent management and development.

However, it is important to note that the scope of this research is limited to the context of Yayasan Insan Pelita Tangguh. Situations and strategies may vary depending on the specific problem and NGO environment. Future research should consider expanding the scope of donor engagement strategies beyond corporate donors to include individual donors and other potential funding sources. In addition, a comparative study involving several NGOs in various regions in Indonesia can provide broader insight into the generalizability of the proposed strategy. It is also important to explore the long-term impact of increased local donor involvement on the sustainability and operational effectiveness of NGOs. Finally, a deeper examination of the cultural and socio-economic factors that influence donor behavior in Indonesia will enrich understanding of how to more effectively tailor fundraising strategies to various donor segments.

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