



## DONOR FUNDING TO NETWORKS: NETWORK CASE STUDY E

This case study is one of nine case studies capturing the experience and insights from a diverse set of networks about how they mobilize and manage funds. It is part of an in-depth research project undertaken by Collective Mind to help both donors and networks to improve funding to and fundraising for networks.

All case studies were developed by the respondents using a provided template and have been anonymized to allow us to share them publicly. Other research products – including nine case studies of donors and a "how to" guide for network funding and fundraising – are also available at [www.collectivemindglobal.org](http://www.collectivemindglobal.org).

Each network case study provides insights on:

- [The network's funding needs and sources](#)
- [How the network's funding needs are met](#)
- [The network's relationships with their donors](#)
- [The challenges and reflections of the network](#)

### NETWORK E PROFILE

- **Network (secretariat) location:** Indonesia
- **Geographic scope (of activities, members):** Indonesia
- **Network functions undertaken by the network:** Information sharing, filtering, amplification, and diffusion; knowledge generation, exchange, and management; learning and capacity building; community building
- **Number of members:** Approximately 50 people from 32 organizations; still in discussion on the governance, including membership criteria
- **Number of staff:** 3 part-time staff



## NETWORK FUNDING NEEDS AND SOURCES

### WHAT'S YOUR YEARLY (OR OTHER REGULAR) BUDGET?

Our yearly budget is 25,000 USD.

### WHAT DOES YOUR NETWORK NEED FUNDING FOR?

We need funding for staffing, activities, operations, communication, etc.

### WHAT TYPES OF DONORS DO YOU RECEIVE FUNDS FROM?

We receive funds from philanthropic foundations (two in 2020 and one in 2021).

### DO YOU HAVE CORE FUNDING OR ONLY FUNDING EARMARKED FOR SPECIFIC ACTIVITIES/PROGRAMS? HOW FLEXIBLE ARE THE FUNDS THAT YOU HAVE FROM DONORS?

We have both core funding and funding for activities. So far, it is still quite flexible. In a few activities, members also chipped in for activity budgets.

### HOW LONG-TERM ARE THE FUNDS THAT YOU HAVE FROM DONORS?

The funds are for one year.

### DO YOU HAVE OTHER MEANS TO GENERATE FUNDING FOR YOUR NETWORK BEYOND DONOR FUNDING?

In the governance discussion, members started to talk about membership fees or fees to join a certain event, and monetary or in-kind contributions, but it's still an ongoing conversation. For now, it seems that our members would like to keep the network on voluntarily basis. At the same time, they are willing to chip in to fund and/or contribute to activities that are in line with theirs, i.e. organizations contributing to meeting costs, training, providing merchandise, etc.



## MEETING NETWORK FUNDING NEEDS

### HOW DO YOU FUNDRAISE/MOBILIZE RESOURCES?

We write a business plan. Assisted by an advisor who has good connections with philanthropic donors, we try to make a case for a two-year planning process, enabling the network's systems to be built and self-sustained by its members.

### ARE YOU ABLE TO MOBILIZE ADEQUATE FUNDS BOTH OVERALL AND FOR THE SPECIFIC TYPES OF NEEDS YOU HAVE? WHAT PERCENTAGE OF YOUR FUNDING NEEDS DID YOU COVER IN 2021?

Yes, for 2021, we received 100% from grant/sub-grant. And in some activities, members already chipped in monetarily and with in-kind contributions for events. For 2022, we are still in progress.

### WHAT ARE THE PROCESSES LIKE TO SECURE FUNDS FROM DONORS? WHAT ARE THE CHALLENGES OF THE APPLICATION, SELECTION, AND/OR NEGOTIATION PROCESSES?

We developed a thorough business plan. Knowing the landscape we're trying to approach, knowing our niche, and having inside information helps tremendously. Also, we tried to engage the donors in our monthly newsletter and when they have biannual grantee meetings, we tried to have a session to introduce the network and explain what's in it for the grantees and the donors.

The biggest challenge is that we don't know who else is interested in investing in this kind of work. We do not yet have the skill required to find the information, build the network and communications, and get connected to the right people to be informed.



## REQUIREMENTS AND RELATIONSHIPS WITH DONORS

### WHY DO YOU BELIEVE YOUR DONORS FUND YOUR NETWORK?

They want to see their grantees work together collaboratively and achieve more together rather than working individually. We believe our donor sees this network as an opportunity to build that organizational trust and collaboration.

### WHAT REQUIREMENTS OR CONDITIONS DO YOUR DONORS PUT IN PLACE IN RETURN FOR THEIR FUNDING?

For our current donors, it is clear objectives and deliverables because they want to improve their grantees' collaboration. But for donors in general, we don't know yet.

### HOW DO YOU MANAGE YOUR FUNDS AND DONOR REQUIREMENTS?

We have fund disbursements in phases. We have some meetings via Zoom to update the progress, challenges, and any other issues relevant to the deliverables. In the process of establishing the network, we are mentored by an advisor that has knowledge in the sector. is not ideal. We do have extensive financial policies and keep excellent records and checks and balances, but have not undertaken a financial audit or review beyond a couple of desk audits through one of our federal funding partners.

### HOW DO YOU TRACK ACTIVITIES, OUTPUTS, AND OUTCOMES FROM YOUR FUNDING? ARE YOU ABLE TO DEMONSTRATE OUTCOMES AND/OR IMPACTS FROM YOUR DONOR FUNDING?

Yes, we have clear outcomes, deliverables, and timelines laid out in our business plan. Otherwise, we would not get the funding and be able to apply next year.

### WHAT DO YOU STRUGGLE WITH IN MANAGING YOUR DONOR FUNDING?

Spending (see the answer above about members chipping in) and time management. Regarding time, all staff are part-time and thus there are occasions that some activities are pushed back and/or canceled/delayed due to other pressing priorities.

### DO DONORS PLAY OTHER ROLES IN THE NETWORK BESIDES FUNDING?

Yes. Recently, the donor encouraged their grantees to be involved and participate actively in the network.



## NETWORK REFLECTIONS

### **WHAT ARE YOUR KEY CHALLENGES IN MOBILIZING ADEQUATE RESOURCES? WHAT WOULD MAKE IT EASIER TO FIND AND MOBILIZE DONOR FUNDING?**

Making the donor believe and understand that the network's vision represents the aspiration of people in the sector and not just some exclusive organizations, nor is it ours as process-facilitators. I think it is good that some donors would like to invest in the idea and allow us to explore at this early stage. I think finding the right fit with the donors really makes the case.

### **WHAT DO YOU THINK IS MORE DIFFICULT ABOUT FUNDRAISING A NETWORK COMPARED TO AN ORGANIZATION?**

It's more difficult, in a sense, that we can't provide any direct "impact" to ecosystems or communities, but rather to the development actors to be able to do their work better and make impact. Most donors want to see direct impact rather than indirect ones.

### **WHAT DISCONNECTS DO YOU SEE OR EXPERIENCE BETWEEN WHAT DONORS CAN/WILL FUND AND WHAT YOUR NETWORK NEEDS?**

Some donors are result-oriented while building network is process-oriented. Donors only want to target certain actors, while building the network is participatory. People's aspirations are to extend the network to sub-grantees and even organizations that are not related.

### **HOW ARE YOUR DONORS' REQUIREMENTS OR CONDITIONS EITHER HELPFUL OR PROBLEMATIC?**

We provided regular updates to donor to emphasize that building the network in a participatory way is a journey of processes and that the aspiration of members in the network needs to be respected and acknowledged, in comparison to a "tell and do" approach in getting the result.

### **HOW WOULD YOU CHANGE THE WAYS IN WHICH YOU RECEIVE DONOR FUNDING? (E.G. AMOUNTS, SELECTION, DONOR ROLE, FUND MANAGEMENT, ETC.)**

It's not just about funding the network, but investing in building the capacity of the members to learn about network building is also critical.



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Also, to ask members of the network to allocate some percentage of the money they receive for participating in the learning network (e.g. learning and sharing via the network).

### **WHAT INFLUENCE DO THE DONORS HAVE WITHIN THE NETWORK?**

They ask their grantees to allocate some percentage of the money they receive for participating in the learning network (e.g. learning and sharing via the network).

### **HOW ARE YOUR DONORS MOST HELPFUL AND SUPPORTIVE OF THE NETWORK?**

Ask and encourage/endorse their grantees to allocate some percentage of the money they receive for participating in the learning network (e.g. learning and sharing via the network).

Listen to what the civil society organizations (CSOs) are saying and understand that it may be different from their original ideas (e.g. grantees only vs. wider CSOs).