

Fostering Community Leadership:
Global Giving and Yayasan Usaha
Mulia (YUM)
- Foundation for Noble Work

GlobalGiving is a non-profit based in Washington, DC, with offices in the UK and China. It works with organisations in 175+ countries and connects non-profits with donors and companies while also supporting non-profits in accessing funding, tools, and training needed to serve their communities.

Yayasan Usaha Mulia (YUM) - Foundation for Noble Work is a non-profit organisation dedicated to empowering communities in West Java and Central Kalimantan in Indonesia to overcome poverty by addressing the multidimensional challenges they face. This organisation focuses on three key areas: education, health and community development. In 2011, YUM became a grantee of Global Giving. Currently, they have five projects displayed in the Global Giving platform.

Partnerships between southern and northern organisations frequently perpetuate unequal power dynamics. Donors from the global north commonly dictate funding terms and priorities, which may not align with communities' actual needs. They often impose strict reporting requirements, exacerbating the power imbalance and making innovative solutions almost impossible to develop. Partnerships that promote more equitable relationships between donors and grantees are essential for more effective collaborations.

This case study highlights an empowering and innovative way of collaboration between GlobalGiving, in line with its mission to promote community-led change, and YUM.

A cornerstone of YUM's approach is implementing projects tailored to and reflecting their local communities' needs. This strategy not only promotes the enduring stability of community-based initiatives but also cultivates collaboration among members, showcasing the potential achievements attainable through collective efforts. While YUM adjusts to donor requests that align with the needs of their beneficiaries, they highly value partnerships that enable them the autonomy to set their own priorities and decision-making processes.

GlobalGiving has been actively working to establish such partnerships. Since taking on the project to develop a **community-led assessment tool**, the organisation has embarked on a highly participatory process to strengthen its commitment to community-led change and understand the needs of the communities they are serving. This process fostered new initiatives and internal changes within the organisation, while also demonstrating their dedication to establishing equitable and innovative partnerships and fundraising mechanisms within the international development cooperation sector.

Such an approach facilitates a direct connection between community-based organisations and donors. Acting as an intermediary, GlobalGiving ensures that these organisations retain control over their initiatives, enabling them to address their needs and priorities and establishing no strings attached funds with donors.

YUM's collaboration with them started with their voluntary participation in their online fundraising platform after being vetted. From there, this partnership has facilitated various engagements, from nominations for corporate grants to being a part of GlobalGiving's Disaster Response group in Indonesia and becoming one of the first organisations they directly contact when a crisis occurs.

The contrast between partnering with GlobalGiving and other funders is described as significant. With GlobalGiving, they benefit from remarkable flexibility in utilising donations. Unlike other funders, there's no strict deadline for allocating the funding, enabling them to use it until the project fulfils its objectives. Additionally, they can modify the project team and goals once they achieve them. This flexibility empowers them to respond dynamically to evolving community needs, allowing them to introduce new initiatives as required rather than being restrained to repetitive activities, as they exemplified:

“For example, we had a project called COVID-19 support. Last year, we realised that COVID-19 was already over, and the people that we wanted to help no longer needed help, so we changed the project to become the Empowering Women to Prevent Stunting project, and that is not a problem with GlobalGiving. That kind of flexibility really stands out when you become a GlobalGiving grantee.”

Yolanda Nilasari, YUM's Education Programme Coordinator

This flexibility empowers them to modify their projects while staying connected with their donors. Through GlobalGiving's innovative platform, they can easily reach out to donors, update them about the new project, and ensure a smooth transition, preserving a strong connection with them. Moreover, GlobalGiving's reporting is manageable, with YUM submitting a report every three months through the website and Global Giving sending it to every donor supporting their work.

GlobalGiving is “more than an online fundraising platform; it is also a learning platform” (Yolanda Nilasari, YUM's Education Programme Coordinator) since they provide numerous insights into organisational development and improvement and enhancing project

implementation, including community mobilisation.

The partnership model advocated by GlobalGiving respects that those closest to the ground, working daily with the community, hold significant power. This shift means that decision-making power is no longer solely with the donor, but also in the hands of the grantee. The collaboration with GlobalGiving empowers YUM to improve its efficiency and effectiveness in reaching beneficiaries and engaging with community leaders and representatives, fostering greater buy-in of their work and participation. Key elements enabling this include flexibility, trust, and long-term support.

YUM also emphasises the availability of human resources within its organisation, including capable Board Members who are receptive to innovation and responsive to the evolving needs of the communities. This stands in contrast to members from other organisations who may hesitate to innovate due to concerns that donors might withdraw their support. Furthermore, a common challenge for YUM is the time constraints in meeting demanding donor requirements, unlike their experience with GlobalGiving, and

negotiating with conservative donors, unaware of community needs.

Learnings:

- ▶ ICSSOs can strategically diversify their funding sources by exploring innovative partnerships, facilitating online fundraising, and capitalising on the various learning opportunities such approaches offer. This can also provide increased recognition within the international development field.
- ▶ Flexible online fundraising can allow organisations to adapt rapidly to their changing environments, particularly in emergency response, and increase effectiveness.
- ▶ ICSSOs could prioritise partnerships that offer more than just financial support and provide opportunities for discussions about addressing emerging challenges and adapting projects and the flexibility to change the course of the project when required.