



Capacity Building Landscape for Non-Profit Organisations in Indonesia



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Executive Summary

Background on Methodology

This report forms part of a broader analysis aimed at strengthening the capabilities of non-profit organisations (NPOs) in Indonesia by bridging the gap between capacity-building needs and existing resources. It focuses on analysing and identifying the most pressing capacity-building themes currently facing NPOs across the country. The report is based on surveys data and interviews with 54 NPOs, six Capacity Building Providers (CBPs), and five Funders.

Key Findings

- Limited capacity-building reach – Few NPOs have received structured capacity-building in the past five years, with most funding tied to short-term, project-based grants.
- Regional disparities – Capacity-building needs vary more by geographic location than sector, with Eastern Indonesia showing the lowest access to resources and platforms.
- Digital platform gaps – Only around a quarter of NPOs use digital platforms for capacity building, with usage concentrated in the Western and Central regions of Indonesia.
- Feature priorities – NPOs value detailed service offerings, intuitive provider matching, easy filters, and verified reviews to improve trust and search efficiency.

Key Recommendations

- Funding strategy – Include capacity-building into project budgets through negotiations with donor and promote flexible funding for core organisational needs.
- Regional targeting – Prioritise outreach, onboarding, and partnerships with local hubs in Eastern Indonesia to address access gaps.
- Capacity Building Platform design – If a capacity-building platform is to be developed, build provider profiles with detailed service offerings and expertise, integrate guided provider matching, enable multi-criteria filters (cost, method, thematic focus), and implement a verified review system. Ensure offline-friendly functionality for low-connectivity regions.

Cross-reference analysis of needs shows several recurring topics, while also revealing emerging needs for support in Digital Skills, System Design, and Leadership & Succession

Perceived capacity building needs

✓ Low ✓✓ Medium ✓✓✓ High

Location / Sector	MEL	Fund Raising	Financial Management & Compliance	Human Resource	Governance	Gender, Equity, Inclusion	AI and Other Digital Capabilities	System Design and Internal Processes	Leadership & Succession Planning	Partnership & Alliances	Comms
Literature	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓	✓	✓✓	✓✓	✓	✓
Survey	✓✓✓	✓✓✓	✓✓	✓✓	✓✓	✓	✓✓✓	✓✓✓	✓✓✓	✓	✓✓
KII	✓✓✓	✓✓✓	✓✓✓	✓	✓✓	✓	✓	✓✓✓	✓✓✓	✓	✓

Universally recognised as a critical gap — there is a strong consensus on the need to make a better use of data, strengthen learning, and improve fundraising approaches

Surprisingly low, despite the global focus — indicating a clear blind spot and an area requiring mainstreaming, and signalling a gap in prioritisation

Highlights a high level of need, which contrasts with the low level of need identified in the existing literature. This indicates new or previously underestimated demand for digital skills, systems design, and leadership and succession among non-profit organisations.



Triangulation of resource needs across the literature, the survey, and key informant interviews reveals strong alignment around core priorities such as monitoring and evaluation (MEL) and fundraising, confirming their continued importance for NPOs in Indonesia. However, the data also reveal emerging gaps, most notably in AI and Other Digital Capabilities, systems design, and leadership and succession planning. These areas are strongly reflected in the survey and interview findings but remain underrepresented in the literature. This indicates a shift in field-level priorities towards more operational, adaptive, and technology-enabled forms of support, reflecting the evolving realities of non-profit work in practice.

There are clear gaps between the perceived needs of NPOs and the existing capacity-building support provided by capacity-building providers.

Perceived capacity building needs

✓ Low ✓✓ Medium ✓✓✓ High

Location / Sector	MEL	Fund Raising	Financial Management & Compliance	Human Resource	Governance	Gender, Equity, Inclusion	AI and other Digital Capabilities	System Design and Internal Processes	Leadership & Succession Planning	Partnership & Alliances	Comms
Literature ¹	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓	✓	✓✓	✓✓	✓	✓
Survey ²	✓✓✓	✓✓✓	✓✓	✓✓	✓✓	✓	✓✓✓	✓✓✓	✓✓✓	✓	✓✓
KII ³	✓✓✓	✓✓✓	✓✓✓	✓	✓✓	✓	✓	✓✓✓	✓✓✓	✓	✓

Existing capacity-building support

Location / Sector	MEL	Fund Raising	Financial Management & Compliance	Human Resources	Governance	Gender, Equity, Inclusion	AI and other Digital Capabilities	System Design and Internal Processes	Leadership & Succession Planning	Leadership & Succession Planning	Comms
CBPs	✓✓✓	✓✓	✓✓	✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓✓
Platforms	✓✓✓	✓	✓	✓	✓✓✓	✓✓	✓	✓	✓	✓✓✓	✓✓✓

Access

Gap

Gap

Gap

Access

Aligned

Gap

Gap

Gap

Aligned

Aligned

There is a clear gap in these areas, where perceived needs are high, but there are insufficient capacity-building options to access support from providers and platforms.

These areas require support, but the support is in fact available, indicating a potential lack of access for NPOs to these platforms or providers.

The gaps in these areas are relatively small, which aligns with the strong existing capacity-building support available.

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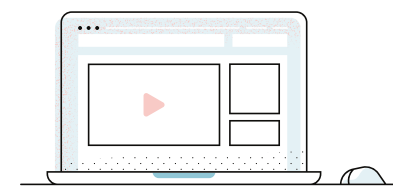
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The research applied a mixed-methods approach—comprising desk research, surveys, and interviews—to understand NPOs’ capacity needs in Indonesia

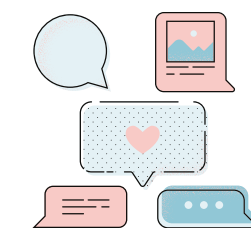
Research Methodology



Desk Research - Secondary Data Collection, Literature review (review of existing reports, studies, and sector assessments)



Online Surveys - Primary Data Collection, Gather general insights from a wide range of NPOs in Indonesia



Online Key Informant Interviews - Primary Data Collection (Deep Dive)
In-depth exploration and develop specific recommendations for strengthening capacity-building efforts in Indonesia

Research Questions

Non-Profit Organisations

Capability Building Providers

Funders

Key Focus

Prioritized organisational needs

Demand trends and current offerings

Expected return for capacity-building investment

- Organisational needs & access to capacity-building Resources
- Preferred learning methods & engagement
- Capacity-building priorities
- Key challenges in accessing required capacity building support
- AVPN platform model & platform features

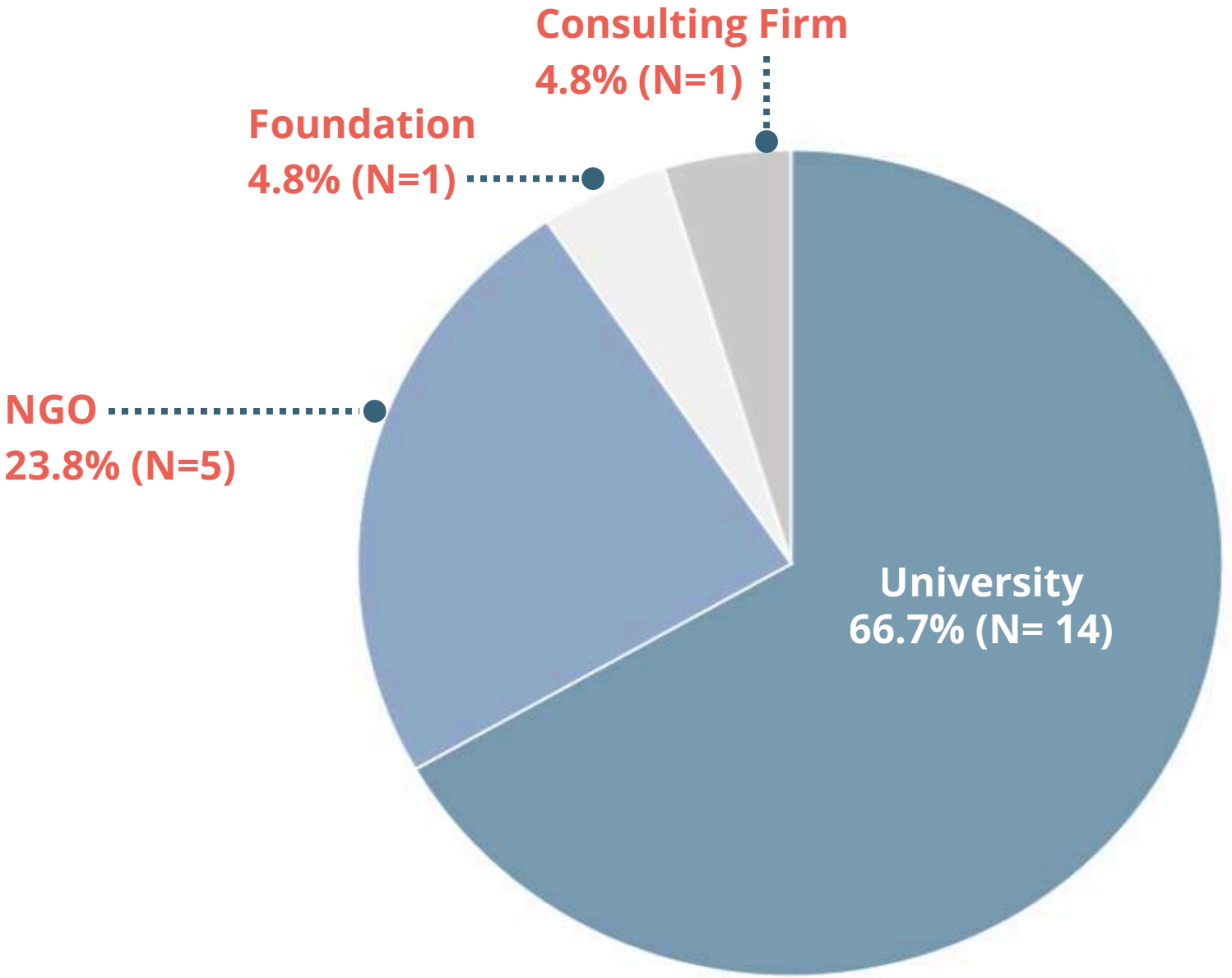
- Current services offering
- Challenges in delivery
- Preferred mode of delivery and engagement
- Capacity-building demand
- Exploration on CB platform creation: preferred features

- Funding priorities and gaps
- Challenges in aligning support to NPOs needs in Indonesia
- Support strategies
- Expectation of outputs, outcomes, and impact of funding capacity-building activities

The desk research covered 24 articles, reports, and modules, most of which were published between 2021 and 2025 (71.4%) and authored by universities (66.7%).

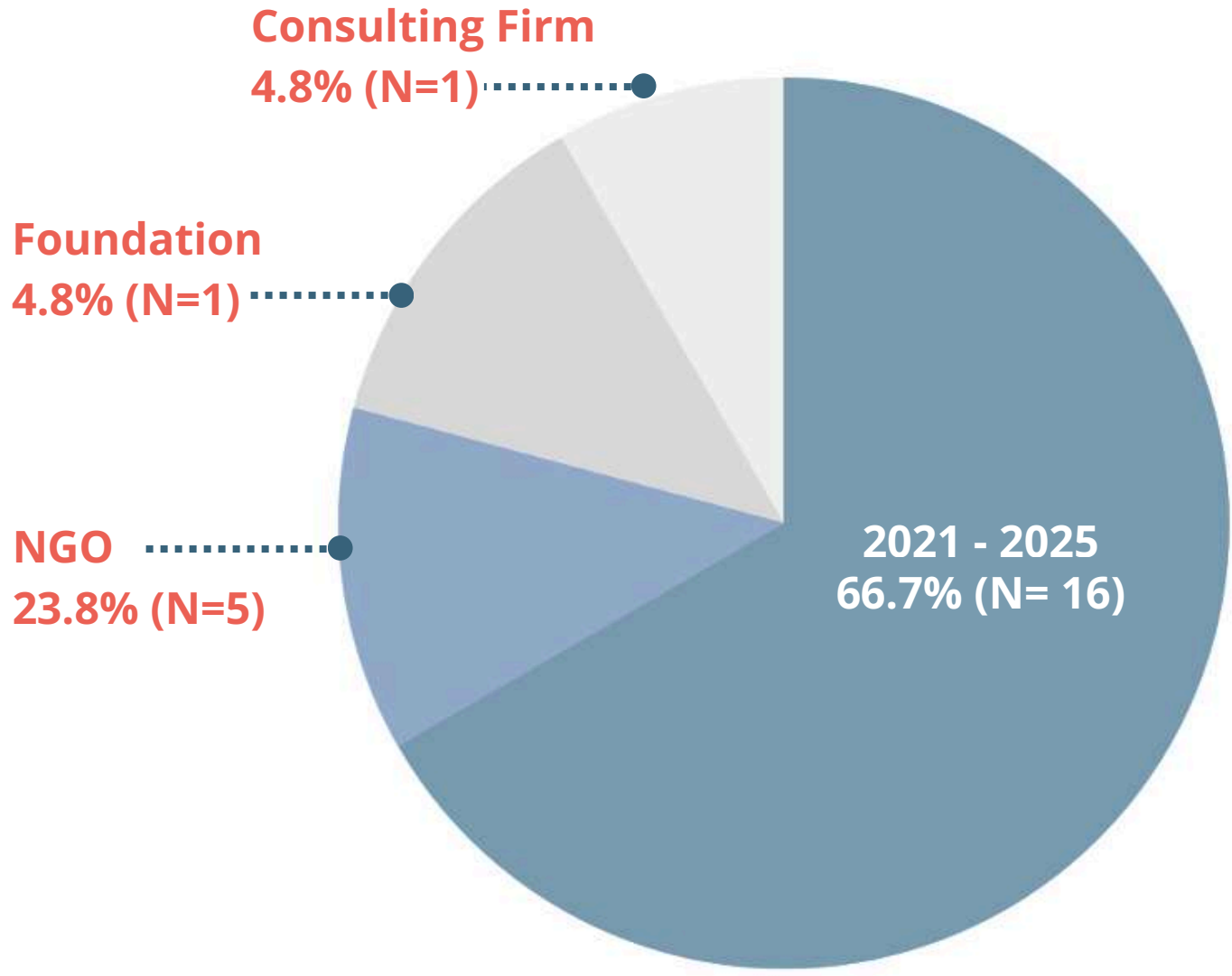
Literature Review Sources

% type of Author, N=21



Publication Years

% grouped by publication years, N=24



For primary data collection, the survey targeted 50 non-profit organisations (NPOs), while the interviews included at least five NPOs, five Capacity Building Providers, and five Funders

Survey

Interview



- Respondents represent a mix of Indonesian NPO Network and AVPN members/intermediaries, ensuring diverse perspectives.



Responses were received from 54 NPOs across six regions in Indonesia, forming the basis for a comprehensive study of Indonesia's capacity building landscape.



An online survey was conducted over three weeks, covering five topics on current capacity-building and NPO needs

Memetakan Dukungan untuk Organisasi Nirlaba di Indonesia

* Indicates required question

Bagian 2: Kapasitas Saat Ini dan Kebutuhan Strategis

Bagian ini bertujuan untuk menggali pengalaman organisasi Anda dalam penguatan kapasitas, tantangan utama dalam perencanaan strategis, serta persepsi Anda terhadap kemampuan organisasi di berbagai fungsi penting. Bagian ini juga menilai seberapa penting dan relevan dukungan yang dibutuhkan dalam setiap area tersebut.

Apakah organisasi Anda pernah menerima dukungan pengembangan kapasitas yang terstruktur dalam 5 tahun terakhir? *

Ya

Tidak

Ragu-ragu

Back Next Clear form

Collected data from survey:

Organisational Profile

Basic information about organisation's structure, focus, operational scale, and stage of growth.

Current Capacity and Strategic Needs

Capacity-building experience, challenges in strategic planning, and perceived capabilities and support needs

Capacity Domains

Capacity-building needs across key domains, assessing current capabilities and preferred support methods

Capacity Building Outcomes

Outcomes of past capacity-building efforts to understand what worked, what did not, and to inform more effective future interventions

Capacity Building Platform Design

Identified which capacity-building support can be delivered digitally and which requires high-touch engagement

Through the KII sessions, five main topics were explored to gather diverse insights on capacity-building from selected NPOs, intermediaries, and funders

KII Questionnaire: Exploring the Capacity-Building Landscape of Indonesian NPOs			
	NPOs	Funders	Intermediaries
Section A: Organisational Context & Strategic Outlook			
1	Can you tell us about your organization—what you focus on, who you work with, and where you work? (Prompt: What issues or themes do you work on? Who are your main communities or groups? Where do you operate?)	Could you start by describing your organisation's mandate and priority focus areas? (Prompt: Which sectors (e.g., gender, youth, climate) do you prioritise?)	Can you start by describing your organisation's core role and activities in supporting capacity building for non-profit organisations? (Probe: Which sectors or themes do you focus on? What types of services? How do you engage with NPOs and funders in this work?)
2	At this stage of your journey, how would you describe your organisation's growth or evolution? (Prompt: Initial, stable, scaling – and what has influenced this trajectory?)	How has your approach to supporting non-profits evolved over time? (Prompt: Are you expanding, maintaining a steady focus, or shifting strategy? What's influenced these changes?)	How would you describe your organisation's growth or evolution so far? (Prompt: Would you say you're in an early stage, stable, or scaling? What factors have shaped this journey?)
3	Who usually makes decisions about building your organisation's capacity or strengthening systems? (Founder-led? Team-driven? Donor-influenced? Board-involved?)	Who shapes your organisation's approach to supporting NPO capacity building? (Prompt: Is it a dedicated program team, leadership committee, board, or external advisors?)	Who drives decisions around your own organisational development or support services for others? (Prompt: Is it the leadership team, donors, board, or program staff?)
Section B: Experience with Capacity-Building			
4	In the last 3-5 years, what kinds of support has your organisation received to build its capacity? (Prompt: Like trainings, mentoring, expert advice, peer learning, or pro bono help?)	In the last 3-5 years, what types of capacity-building have you supported for non-profits? (Prompt: Funding for training, technical experts, learning cohorts, or pro bono support?)	What capacity gaps do you most often see in the organisations you work with? (Prompt: Are these around specific areas like MEL, governance, tech—or broader things like strategy or leadership?)
5	Which of these have been most meaningful or impactful—and why? (Look for design quality, contextual relevance, provider relationships, follow-up support)	In your experience, what are the biggest capacity-building challenges that you've seen grantees face today? (Probe: Is it around strategic planning, MEL, financial management, governance, tech adoption, etc.?)	What underlying factors drive these persistent gaps in capacity building? (Probe: Market fragmentation, lack of localized expertise, donor requirements, absence of shared standards, etc.)
6	Have there been any capacity-building efforts that didn't meet your expectations? What were the key limitations? (Relevance, delivery format, time constraints, lack of follow-through?)	How have you attempted to address these gaps through your funding or programming to date? What has worked well and what hasn't, in your past capacity-building investments? (Probe 1: Dedicated capacity-building grants, embedded technical assistance, peer-learning cohorts, conditional grants.) (Probe 2: Provider selection, design quality, follow-up support, co-funding models.)	Describe how you currently source or recommend capacity-building providers for the organisations you work with. What are the biggest pain points or inefficiencies in your current sourcing approach? (Probe: Personal networks, past partnerships, one-off research, existing databases, peer referrals.) (Probe: Outdated information, inconsistent provider profiles, difficulty verifying quality, lack of sector-specific filters.)

Organisational Profile and Growth

Explored the organisation's focus, location, and beneficiaries or partners, including its current stage (early-stage, stable, or growing)

Decision-Making and Access to CB Support

Explore who decides on internal systems and capacity building decisions, and the challenges in identifying or engaging the right support providers.

Deep-dive on capacity building support

Explored whether the organisation had received various forms of capacity-building support, how impactful or well-aligned it had been, and the ease of access to capacity-building providers.

Exploration on CB platform

Explored what was considered a good platform (e.g., types of information, user interface, cost, sector filters, directory of capacity-building providers)

Vision of Capacity Building

Explored each organisation's definition or vision of capacity building vision

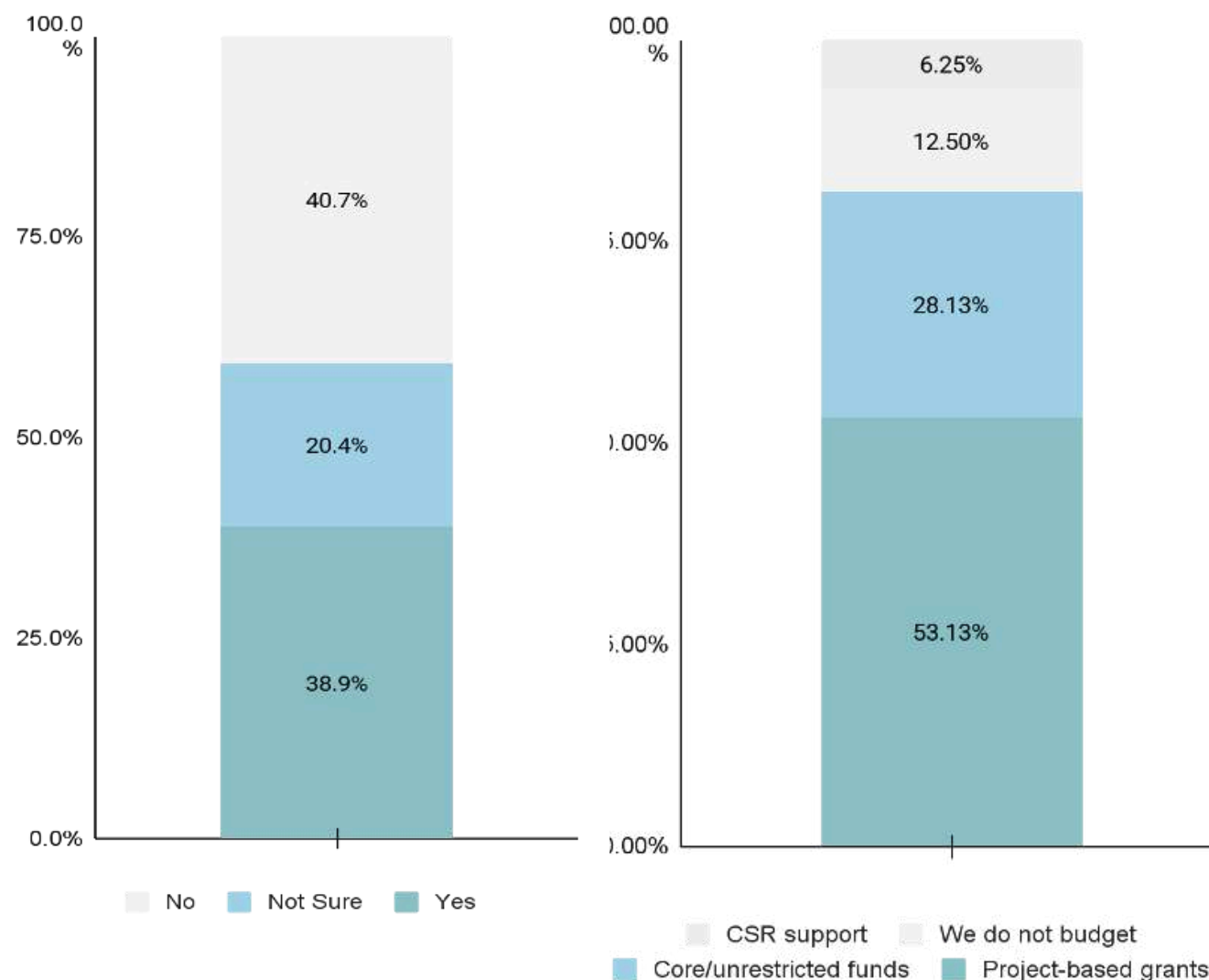
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Over the past five years, NPOs in Indonesia have received limited capacity-building support. Of the funding provided, most came from project-based grants (53.1%), followed by core or unrestricted funds (28.1%)

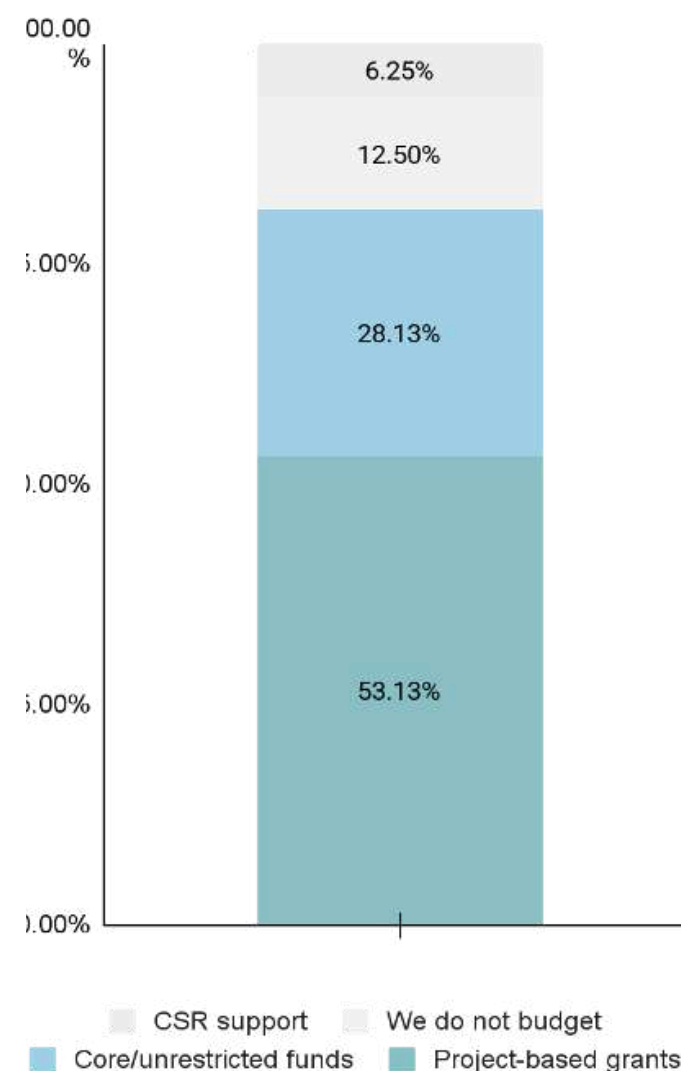
Capacity-Building Support in the Last 5 Years

%, N=54



Capacity-Building typically funded

%, N=32



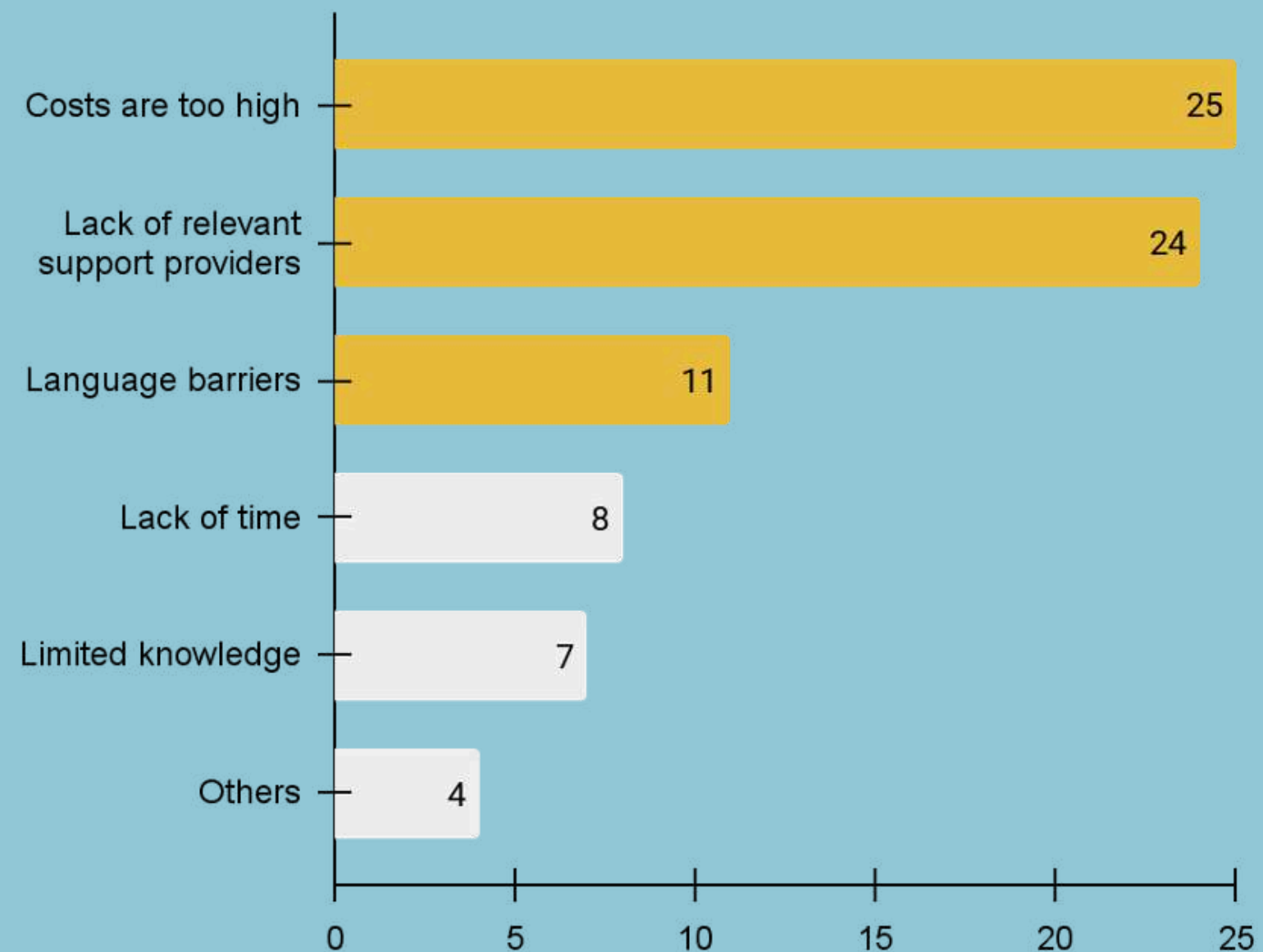
The limited reach of capacity-building support among NPOs, combined with its heavy reliance on project-based grants or donor-specific requirements, often implies:

- Dependence on donor priorities – strategic plan is shaped by external funding agendas rather than the organisation’s own vision and long-term goals.
- Limited organisational autonomy – NPOs have reduced flexibility to invest in areas that strengthen internal capacity

Additionally, another layer of exclusion arises from barriers such as high costs, lack of relevant providers, and language challenges, making alignment with donor priorities even more critical for sustaining capacity-building efforts

Top Barriers Accessing Quality Capacity Building

#, N=54, Multiple Answer



Others: Lack of internal support, Difficult location access, Personnel turnover due to volunteer-based activities

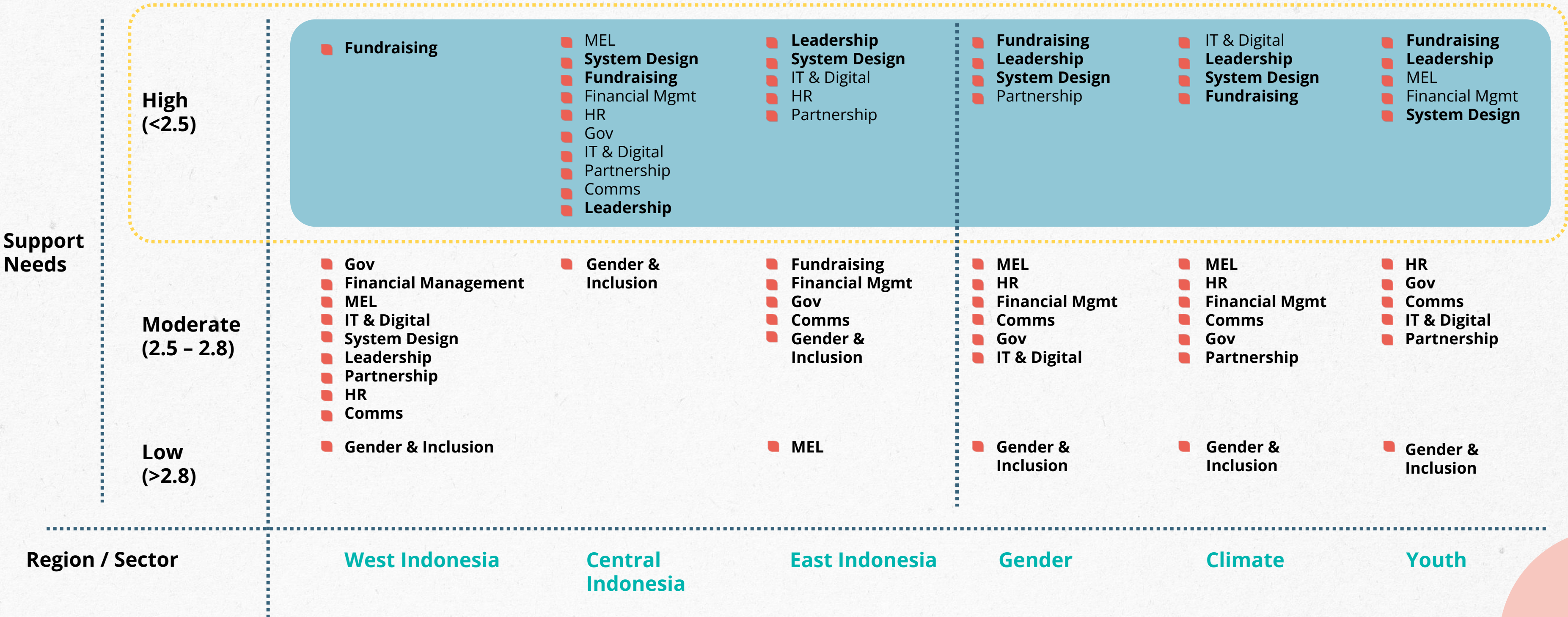
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The research identifies critical gaps across regions and sectors, highlighting areas such as Fundraising, Leadership, System Design, and MEL.

Capacity Gaps Quadrant (location and sector)

(Lower score = greater need for support)



Geography shapes capacity-building priorities in Indonesia, as regional context determines the specific needs of NPOs

Key insight on the Capacity Building Gaps in Indonesia

Critical gaps	Geographic gaps	Sectoral agnostic
<p>Fundraising, Leadership, System Design, and MEL.</p>	<p>Needs are most pronounced in Central and East Indonesia.</p>	<p>Gaps are similar across sectors</p>
<p>This indicates significant skill and resource gaps that hinder NPOs' ability to grow, adapt, and demonstrate impact.</p>	<p>Location-specific barriers, such as limited access to training, networks, or funding, can worsen existing organisational weaknesses and reduce NPOs' effectiveness.</p>	<p>Capacity-building interventions can be designed to address common gaps across sectors, while being lightly adapted to meet the specific needs of each sector.</p>

Capacity-building for NPOs in Indonesia should be tailored to geographic contexts, adapting delivery methods and resources to regional conditions while maintaining nationwide core modules on leadership, fundraising, system design, and MEL.



These differences are likely influenced by structural and contextual factors, such as:

- **Access to resources and networks** – West Indonesia has greater proximity to donor hubs and training providers.
- **Infrastructure and connectivity** – Lower internet penetration and weaker transport networks in Eastern Indonesia hinder participation in capacity-building.
- **Human capital concentration** – Skilled professionals are more concentrated in major urban centres such as Jakarta, Bandung, and Surabaya, limiting availability in remote areas.

A closer look at the location-based breakdown and survey segmentation reveals that capacity-building needs vary more significantly by location than by sector

Average Rating of Perceived Capacity Building Areas (By Location & Sector)

(Lower score = greater need for support)

#, N=54



Location / Sector	MEL	Fund Raising	Financial Management & Compliance	Human Resource	Governance	Gender, Equity, Inclusion	AI and Other Digital Capabilities	System Design and Internal Processes	Leadership & Succession Planning	Partnership & Alliances	Comms
Central	2.1	2.3	2.4	2.3	2.2	2.8	2.4	2.2	2.1	2.3	2.5
East	3	2.6	2.8	2.4	2.6	2.6	2.1	2.1	2	2.5	2.8
West	2.6	2.4	2.5	2.6	2.8	3	2.5	2.5	2.5	2.6	2.8
Gender	2.5	2.3	2.5	2.5	2.5	2.9	2.5	2.3	2.3	2.3	2.8
Climate	2.5	2.4	2.5	2.5	2.5	2.8	2.3	2.3	2.3	2.5	2.6
Youth	2.4	2.4	2.4	2.5	2.6	3	2.6	2.4	2.3	2.5	2.7

Perceived capacity scores highlight regional disparities, with lower scores indicating higher support needs—particularly in Central and East Indonesia

Perceived capacity building score needs by NPOs (Location)

(Lower score = greater need for support)

Average score, N=54



Location	MEL	Fund Raising	Financial Management & Compliance	Human Resource	Governance	Gender, Equity, Inclusion	AI and Other Digital Capabilities	System Design and Internal Processes	Leadership & Succession Planning	Partnership & Alliances	Comms
Central	2.1	2.3	2.4	2.3	2.2	2.8	2.4	2.2	2.1	2.3	2.5
East	3	2.6	2.8	2.4	2.6	2.6	2.1	2.1	2	2.5	2.8
West	2.6	2.4	2.5	2.6	2.8	3	2.5	2.5	2.5	2.6	2.8

West Indonesia

Focus on fine-tuning leadership pipelines and advancing fundraising strategies to sustain and scale existing strengths.

Central Indonesia

Foundational rebuilding is needed, with Central NPOs likely to benefit most from integrated support across core systems (MEL, fundraising, HR, governance, system design, and leadership) to ensure stability and credibility.

East Indonesia

Prioritise digital transformation and operational system design, along with targeted leadership development programs to ensure continuity and organisational resilience, with HR also identified as a key focus area.

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NPOs face major challenges in finding donors, writing strong proposals, and planning long-term funding. They seek support in areas such as funding opportunity tools, grant-writing coaching, and digital fundraising strategies



01

Capacity Gaps in Fundraising and Financial Sustainability

NPOs face persistent fundraising constraints, with top challenges including identifying suitable donors or funders **(22.7%)**, writing strong proposals **(22.0%)**, and planning for long-term or multi-year funding **(21.2%)**.

02

Top Support Priorities

NPOs most often request tools or support to find and track donors **(24.2%)**, help from proposal-writing experts **(21.2%)**, guides for crowdfunding and online fundraising **(20.5%)**.

03

Way Forward

NPOs would benefit most from an integrated fundraising capacity-building approach that brings together funder-mapping tools, proposal-writing coaching, and digital fundraising strategies, complemented by tailored modules on long-term funding planning and donor relationship management.

Leadership and Succession Planning

NPOs face gaps in developing middle managers, succession planning, and mentoring future leaders, seeking support through leadership training, coaching, and structured talent pipelines.

01

Capacity Gaps in Leadership and Succession Planning

Low leadership capacity scores, especially in Central and East regions, reflect gaps in developing middle managers (33%), access to training or coaching (27%), clear succession plans (24%), and mentoring future leaders (22%).

02

Top Support Priorities

NPOs most frequently request leadership-coaching providers (34%), manager-development trainers (33%), and succession-planning experts (30%) to strengthen leadership pipelines and ensure organisational continuity

03

Way Ahead

Invest in a blended leadership pipeline programme combining targeted coaching, practical succession frameworks, and structured mentoring, with priority support to Central and East regions.



Insights

According to [AVPN's AI for All research](#), at least 160 workforce skills are expected to be transformed by AI, including data management (e.g MEL) and compliance monitoring — areas closely linked to emerging needs in human resources upskilling and systems improvement highlighted in this report.

Building capabilities in generative AI, machine learning, and natural language processing will help NPOs remain effective and future-ready by reducing manual tasks and strengthening internal processes.

System Design and Internal Processes

NPOs experience operational inefficiencies due to unclear processes, a lack of SOPs, and weak workflow integration. They seek support in workflow mapping, SOP development, and change-management guidance

01 Capacity Gaps in System Design & Internal Processes

NPOs face persistent operational inefficiencies, with key challenges including standardising MEL processes across programmes (25.8%), developing and documenting SOPs (19.7%), establishing clear finance/procurement steps (12.9%).

02 Top Support Priorities

NPOs most often seek support in mapping and refining workflows (28.0%), consultants to guide change processes across multiple teams (25.0%), and expert assistance in developing SOPs and templates (22.7%).

03 Way ahead

NPOs would benefit from developing and implementing standardised operational systems — including SOPs, workflow maps, and finance/procurement procedures — that can be adapted to different organisational contexts. This should be supported by hands-on embedding, targeted regional support where capacity is weaker, and external consultant-led change management.



Monitoring, Evaluation, and Learning (MEL)

NPOs have limited MEL expertise, unclear impact indicators, and weak data systems, and therefore seek support in developing MEL frameworks, templates, indicator libraries, and technical assistance for implementation.

01

Capacity Gaps in Monitoring, Evaluation, and Learning (MEL)

MEL capacity gaps limit evidence-based decision-making. Key challenges include no internal expertise to lead MEL work **(21.2%)**, collecting/managing data (15.2%), unclear objectives or indicators **(15.2%)**, and creating a Theory of Change or logframe **(13.6%)**.

02

Top Support Priorities

NPOs most often request experts to help design MEL frameworks **(22.7%)**, assistance in selecting/developing indicators **(20.5%)**, templates/guidance for logframes or Theories of Change **(18.9%)**.

03

Way ahead

Offer targeted MEL programmes combining expert advisory, ready-to-use templates, and peer exchange to embed data-driven planning and adaptive management.



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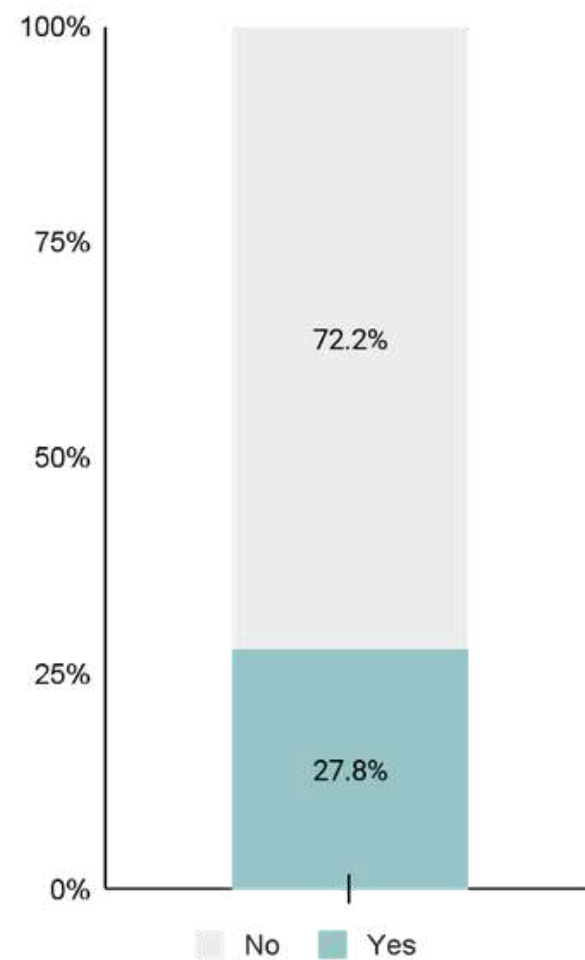
c. Exploration on Capacity Building Platform

04 Annex

Only 27% (15) of NPOs in Indonesia have ever used a digital platform for capacity-building, with notable examples including Indorelawan, PLUS/Re:search, and Campaign.id

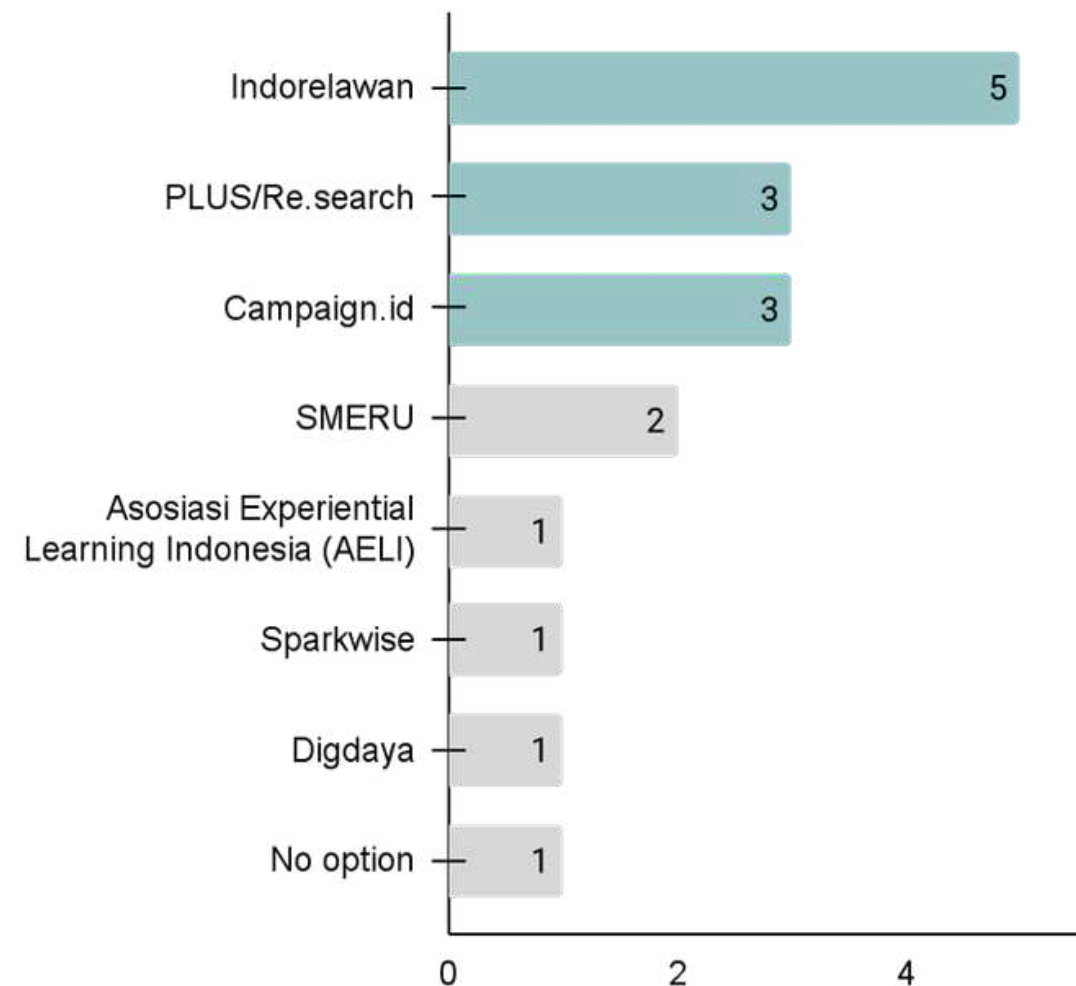
Use of Digital Platforms for Capacity BUilding

%, N=54



Example of Digital Platform used in Indonesia

#, N=15



Access to and awareness of digital capacity-building platforms are concentrated in the western and, to some extent, central regions, while the eastern region remains underrepresented — possibly due to lower digital infrastructure, weaker networks, or limited outreach. (See Annex for regional breakdown.)

For a CB platform features, NPOs place the highest value on clear service offerings and transparent costs. They also prioritise provider-matching tools, easy-to-use filters, and reliable ratings to improve search efficiency and build trust (1/2)

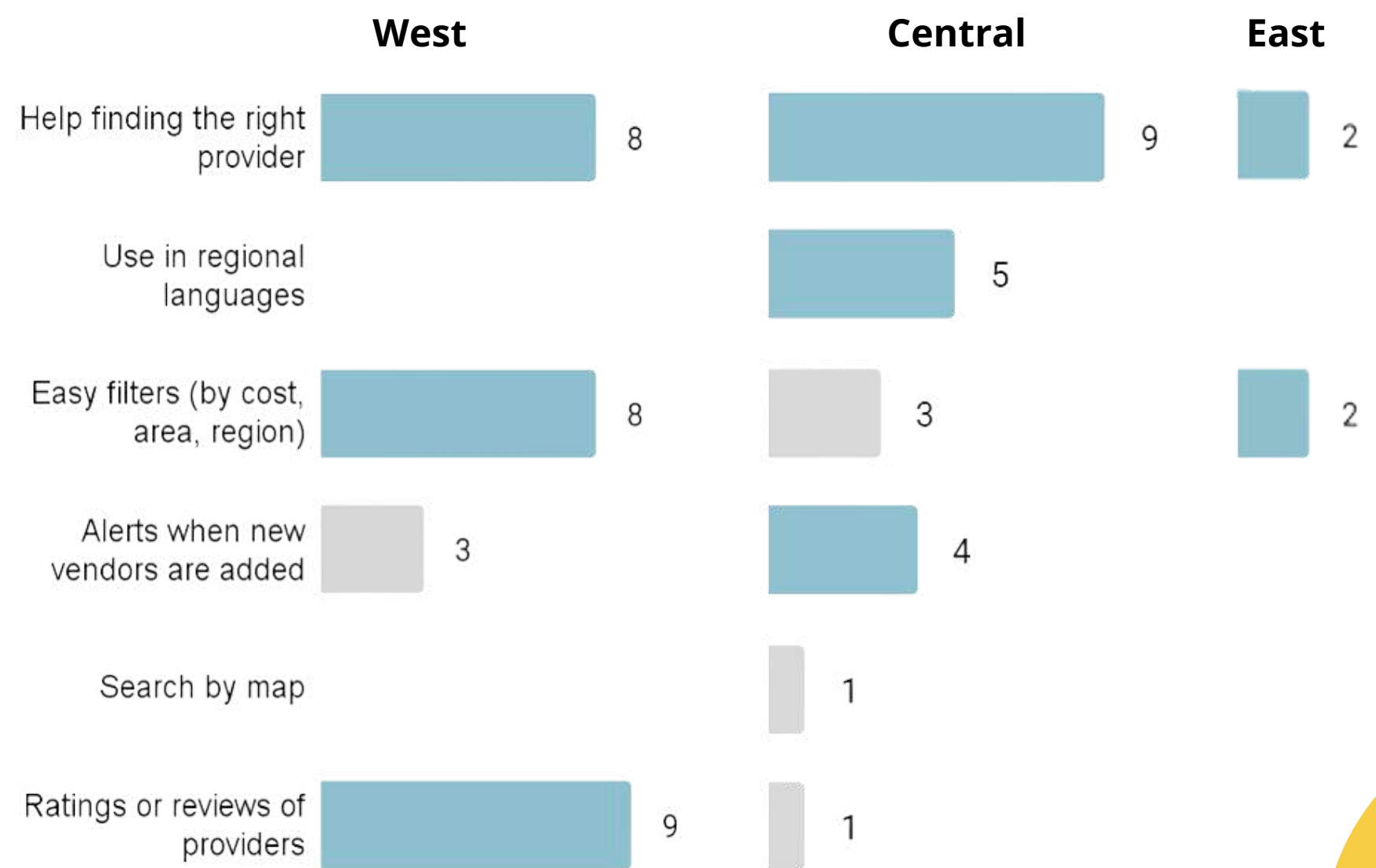
Most Helpful Information, Based on Location

n=15; multiple answer



Useful Features for NPOs, Based on Location

n=15; multiple answer



For a CB platform features, NPOs place the highest value on clear service offerings and transparent costs. They also prioritise provider-matching tools, easy-to-use filters, and reliable ratings to improve search efficiency and build trust (2/2)

Key Features desired

- Service offerings and provider expertise are the most valued information across regions.
- NPOs consistently report difficulty in finding the right providers.
- Easy-to-use filters (e.g., by cost or method) are considered a high-priority feature.
- Ratings and reviews are viewed as essential for building trust.

Analysis

- NPOs want to quickly assess provider relevance. Detailed service descriptions help avoid mismatches and reduce time spent searching.
- The provider landscape is fragmented and often unclear, particularly for smaller NPOs. Guided searches help NPOs navigate available options more confidently.
- NPOs operate with strict budgets and specific needs. Multi-criteria filters (e.g., cost, online/offline format, thematic focus) significantly improve decision-making efficiency.
- Many NPOs lack prior experience with certain providers. Peer ratings and reviews are essential for building trust and reducing perceived risk.

Platform Design Priorities

Highlight detailed services and expertise in provider profiles.

- Example: A provider profile includes “Grant Writing Workshop – 2-day online training for small NGOs”, along with past clients and key thematic focus areas.

Build intuitive matching tools or guided search features.

- Example: A short questionnaire recommends the top five providers based on sector, budget, and preferred delivery method.

Integrate simple, visible multi-criteria filters.

- Example: Dropdown filters allow users to select “Under IDR 5 million” and “Online workshop” to refine results instantly.

Enable a verified review and rating system.

- Example: After completing a training, users can rate providers on relevance, quality, and value for money, with only verified participants able to submit reviews.

Further examples of how the platform features work in practice

Desired Key Features

Example in Practice



Service offerings & expertise

- Provider profile lists: “Grant Writing Workshop – 2-day online training for small NGOs,” with past clients and thematic focus areas.
- Skills tags such as “Fundraising Strategy,” “Monitoring & Evaluation,” and “Gender Inclusion” for quick scanning.
- Portfolio section showing past projects with impact metrics.



Help finding the right provider

- A short onboarding questionnaire suggests top 5 providers based on sector, budget, and delivery method.
- “Ask the Platform” chatbot that gives personalised recommendations based on NPO profile.
- Auto-suggest feature that shows trending or highly-rated providers in a chosen category.



Easy filters (cost, method)

- Dropdown filters to select “Under IDR 5 million” and “Online workshop” to instantly refine search results.
- Toggle for “Free resources only” or “Blended training (online + offline)” to match NPO preferences.
- Keyword search combined with thematic tags for more precise filtering.



Ratings/reviews

- After training, verified participants can rate providers on relevance, quality, and value-for-money.
- Testimonials section highlighting success stories from past NPO users.
- “Verified by AVPN” badge for providers meeting quality standards.


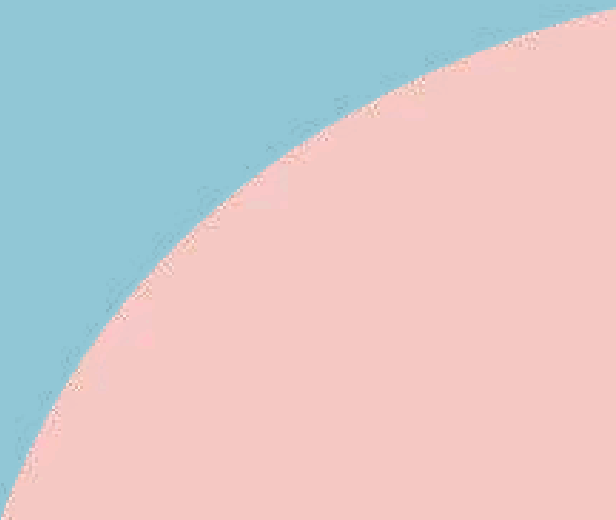


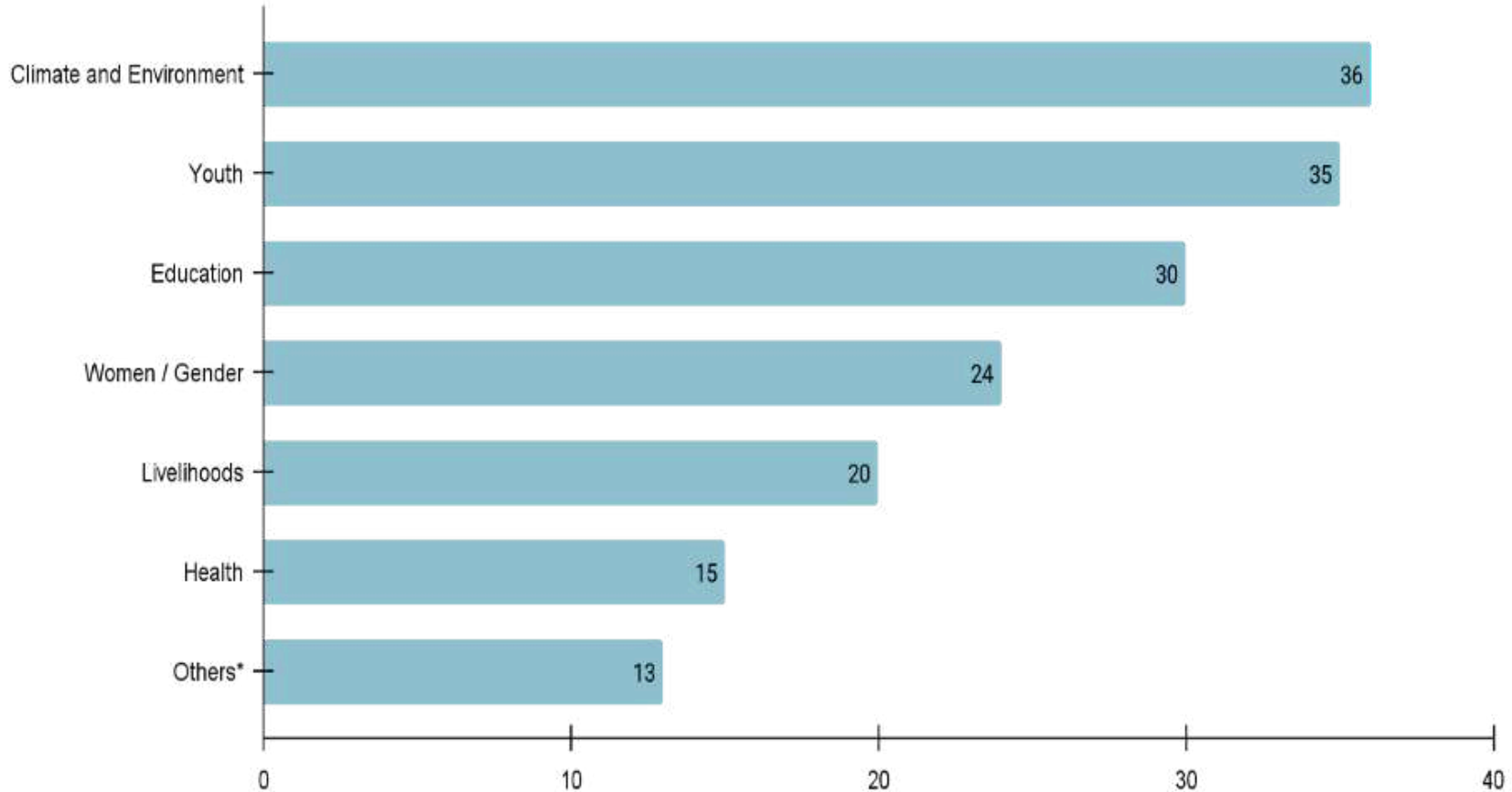
Table of contents

- 01 Executive Summary and Cross Reference Analysis
 - 02 Research Overview
 - 03 Results and Findings
 - 04 Annex
- 

NPOs respondents work across various thematic areas, with the majority engaged in the climate and environment sector and serving rural communities

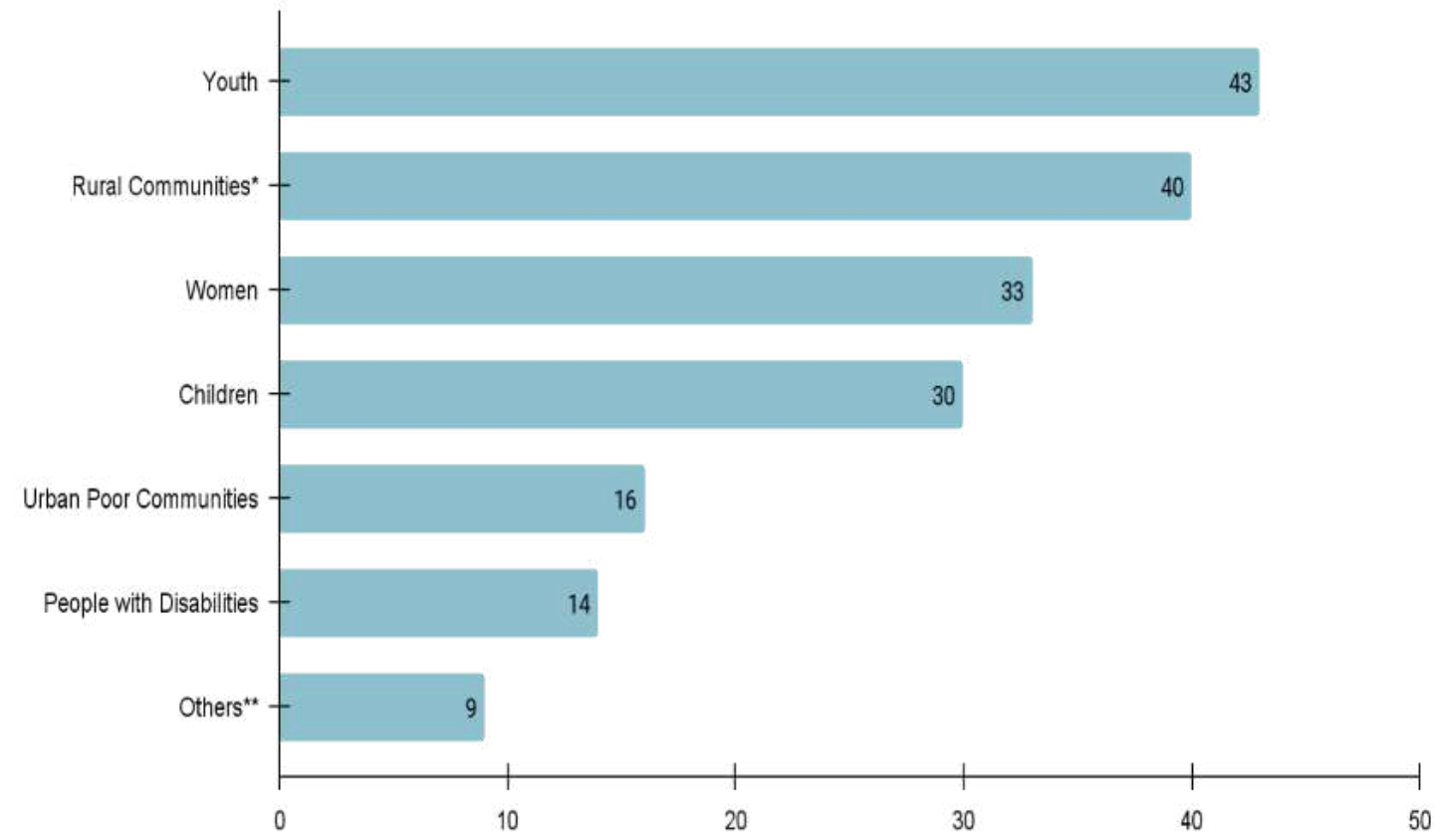
Thematic Areas of Work

#, N = 54, Multiple Answer



Key Target Groups or Communities Served

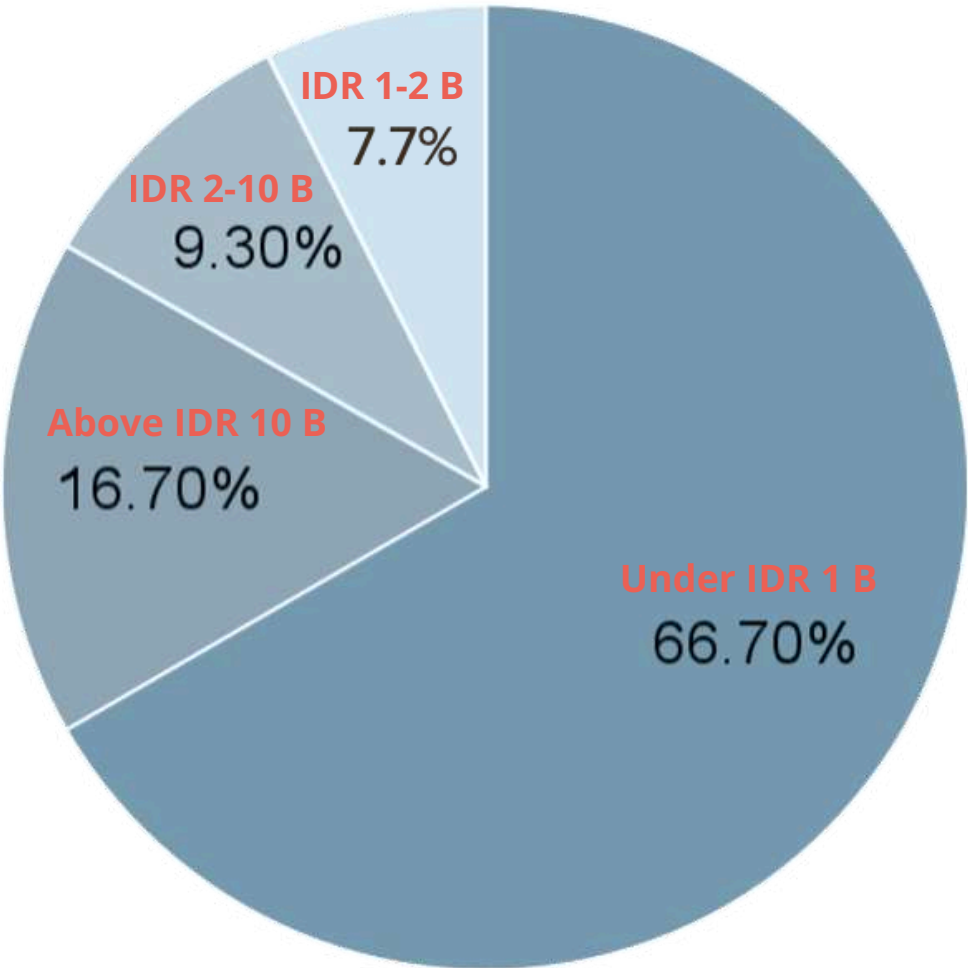
#, N = 54, Multiple Answer



Most NPOs (66.70%) operate with an annual budget under IDR 1 billion (USD 65k), and 37% are in the growth stage, while only 16.7% have budgets above IDR 10 billion (USD 650k)

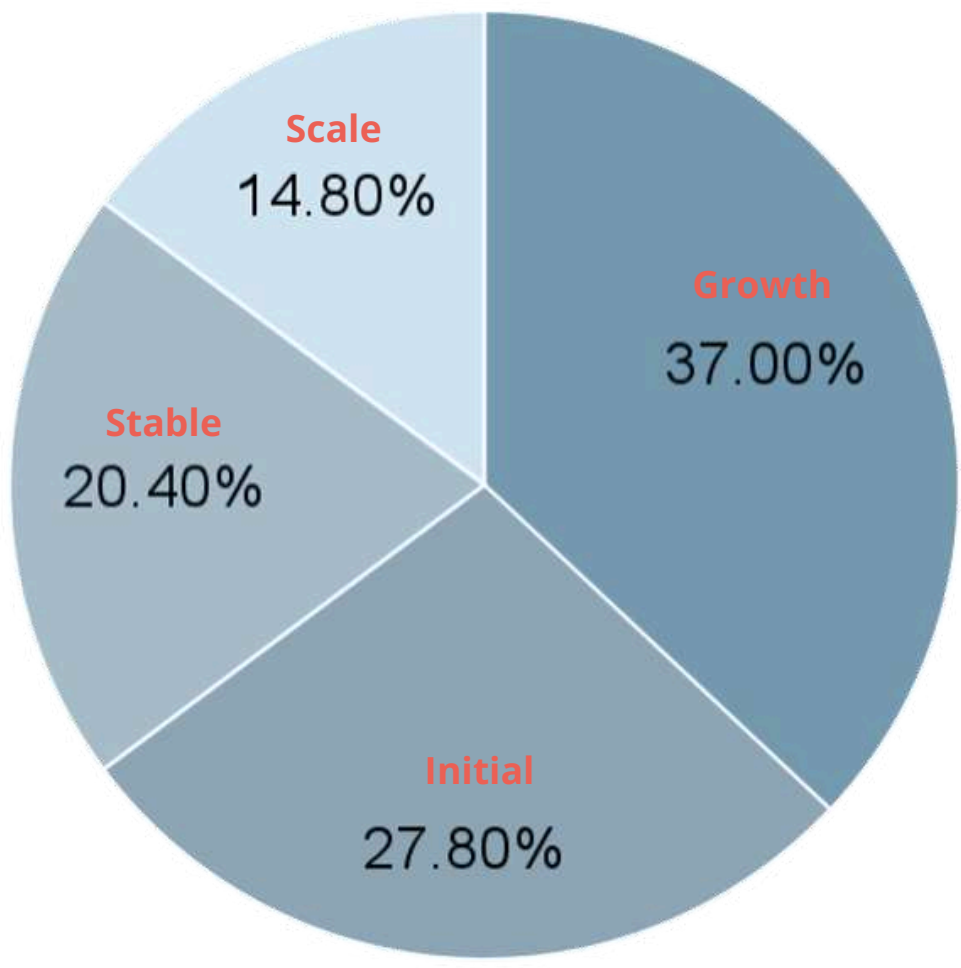
Annual Operating Budget

%, N = 54



Current Growth Stage

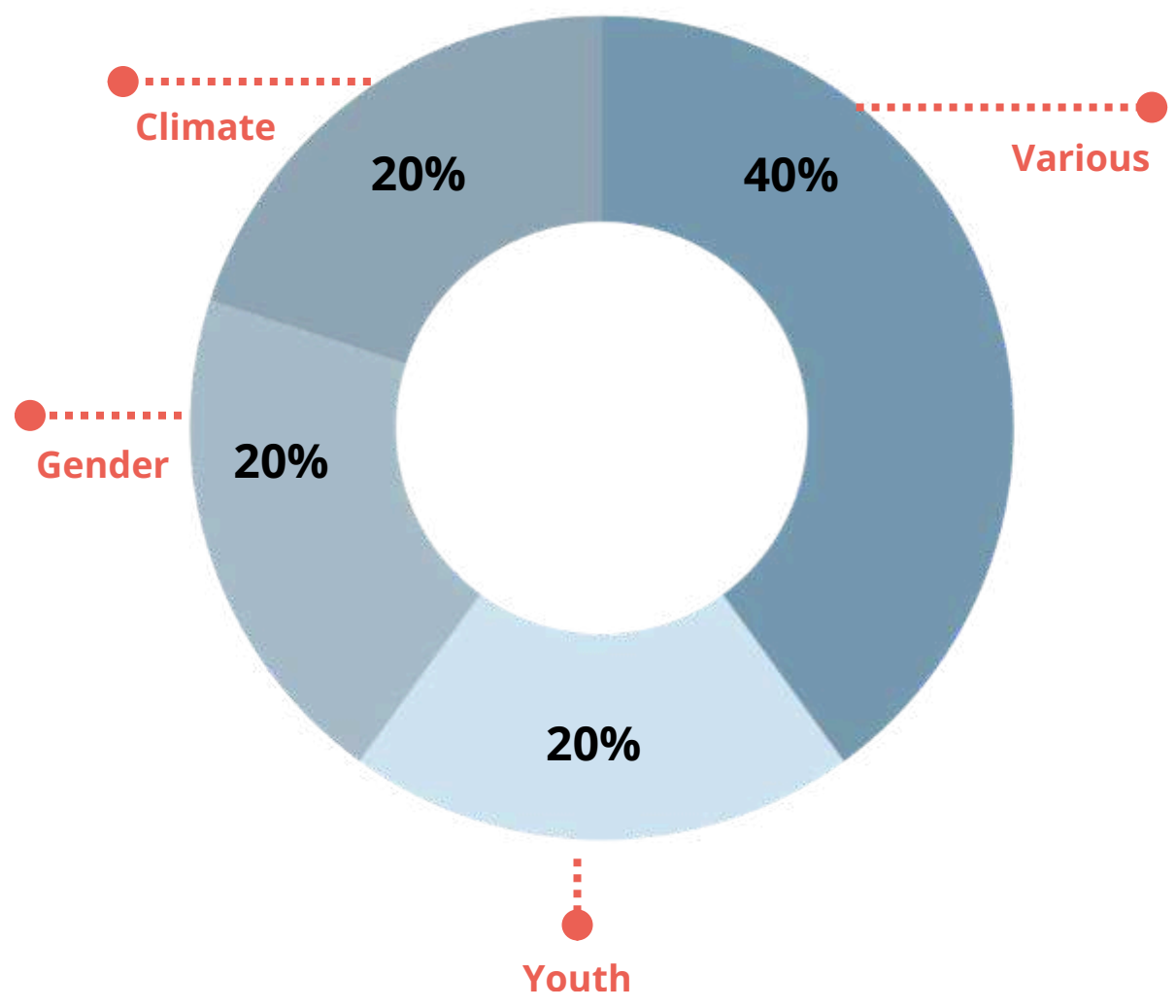
%, N = 54



KII Type and Sector: A total of 16 respondents were interviewed, with most organisations focus on climate, gender and various sectors

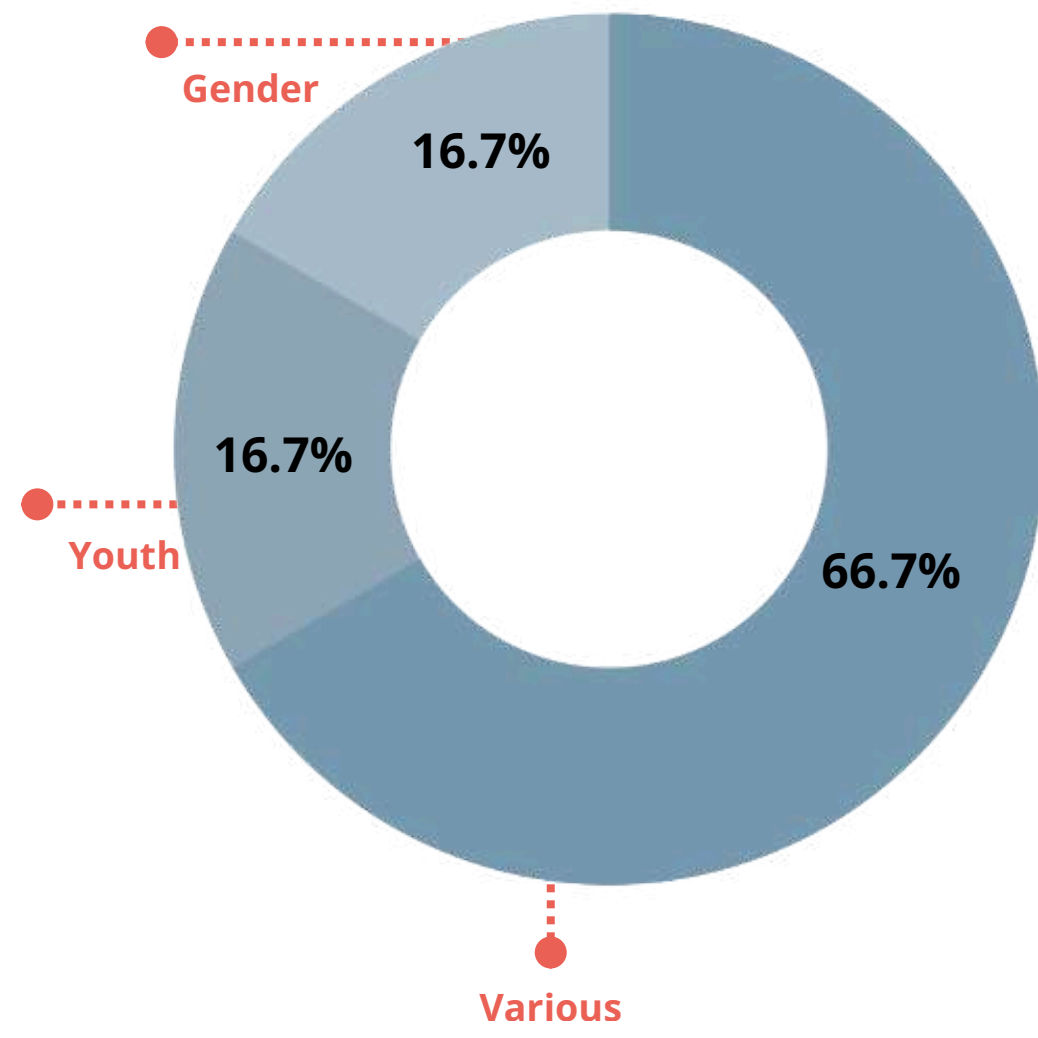
Funders interviewed by Sector

#, N = 5



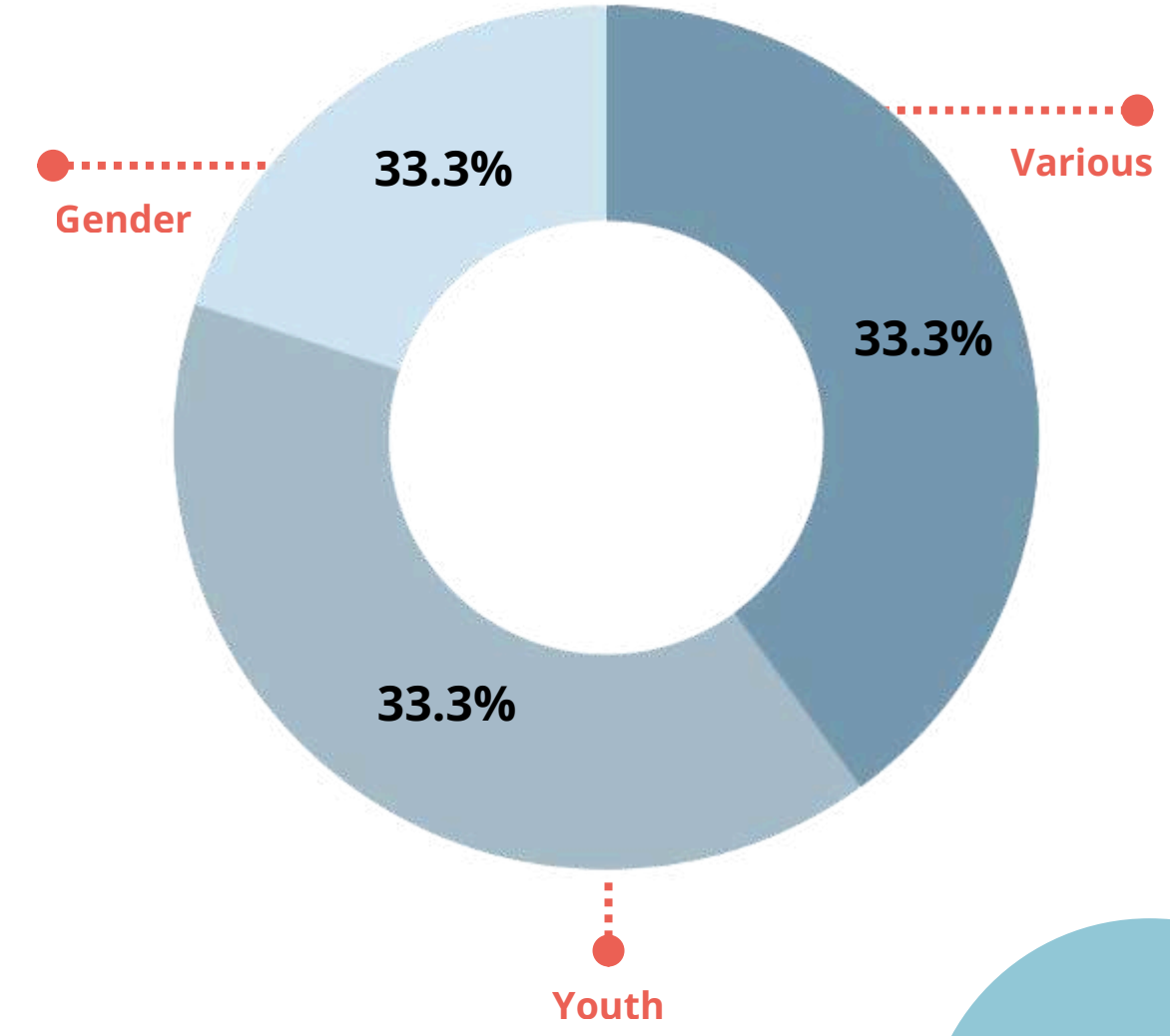
Intermediaries interviewed by Sector

#, N = 6



NPOs interviewed by Sector

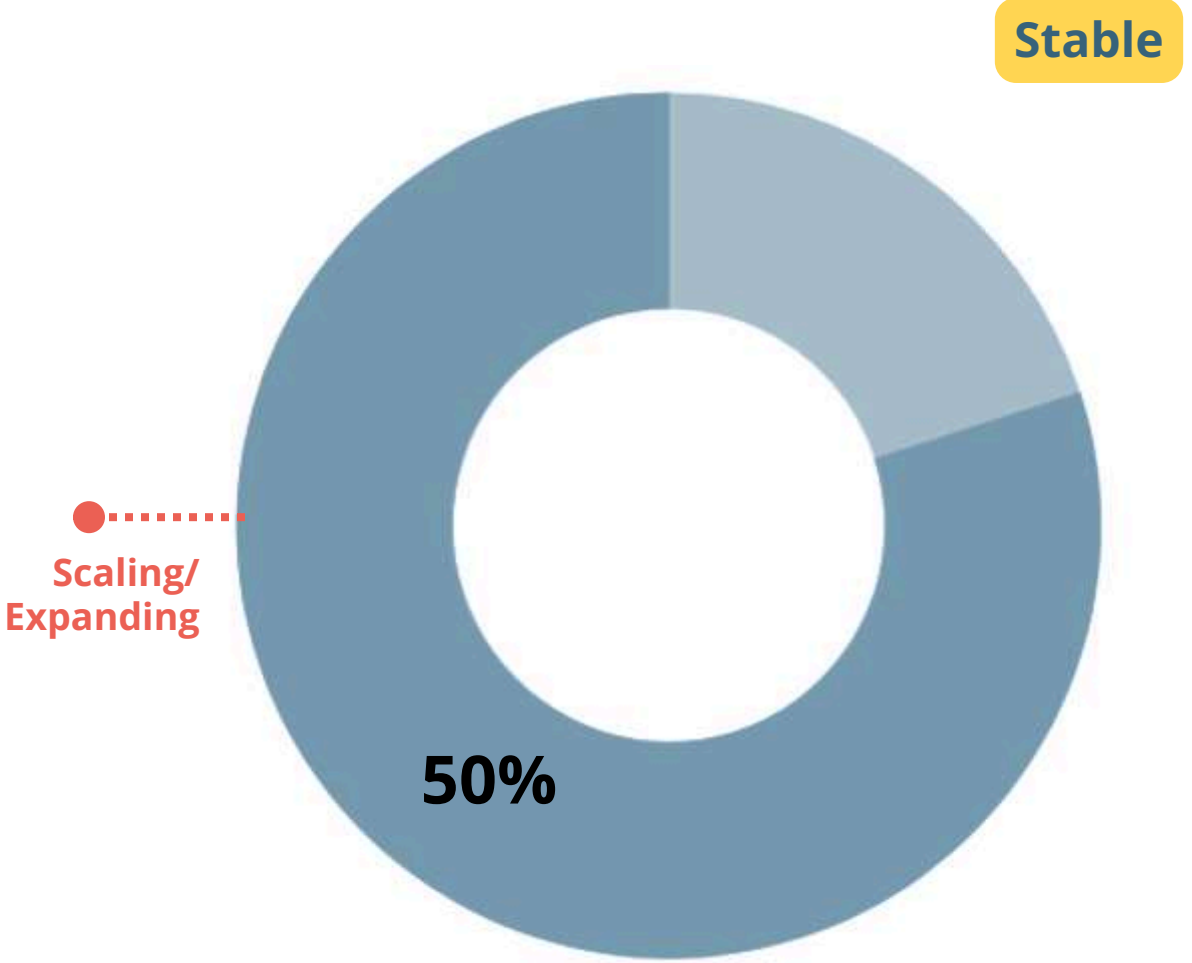
#, N = 5



KII Target Groups: A total of 16 respondents were interviewed, with most organisations focus on youth as their target groups

Funders interviewed by Target Groups

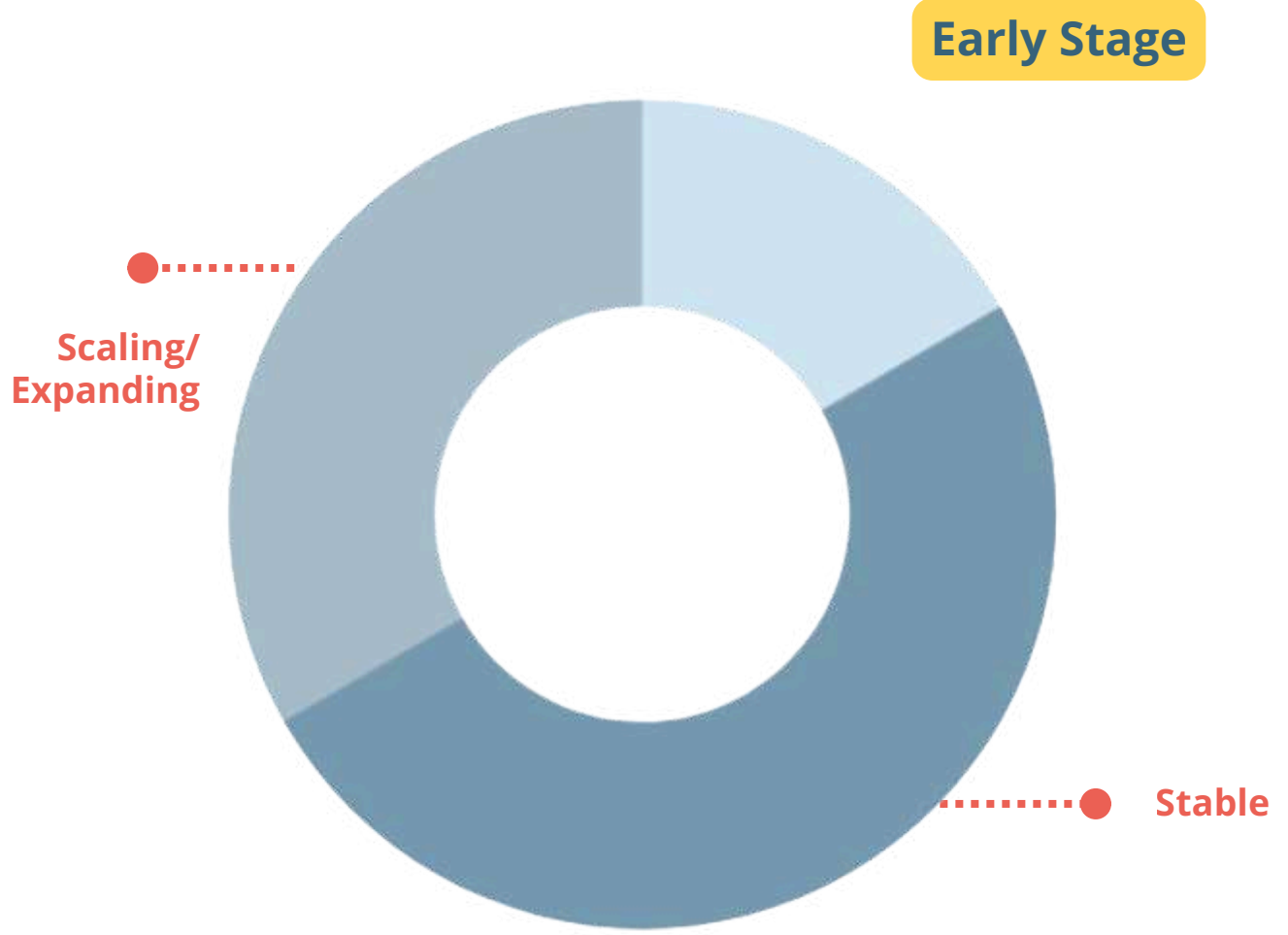
#, N = 5, Multiple answers



#of AVPN Members: 5

Intermediaries interviewed by Target Groups

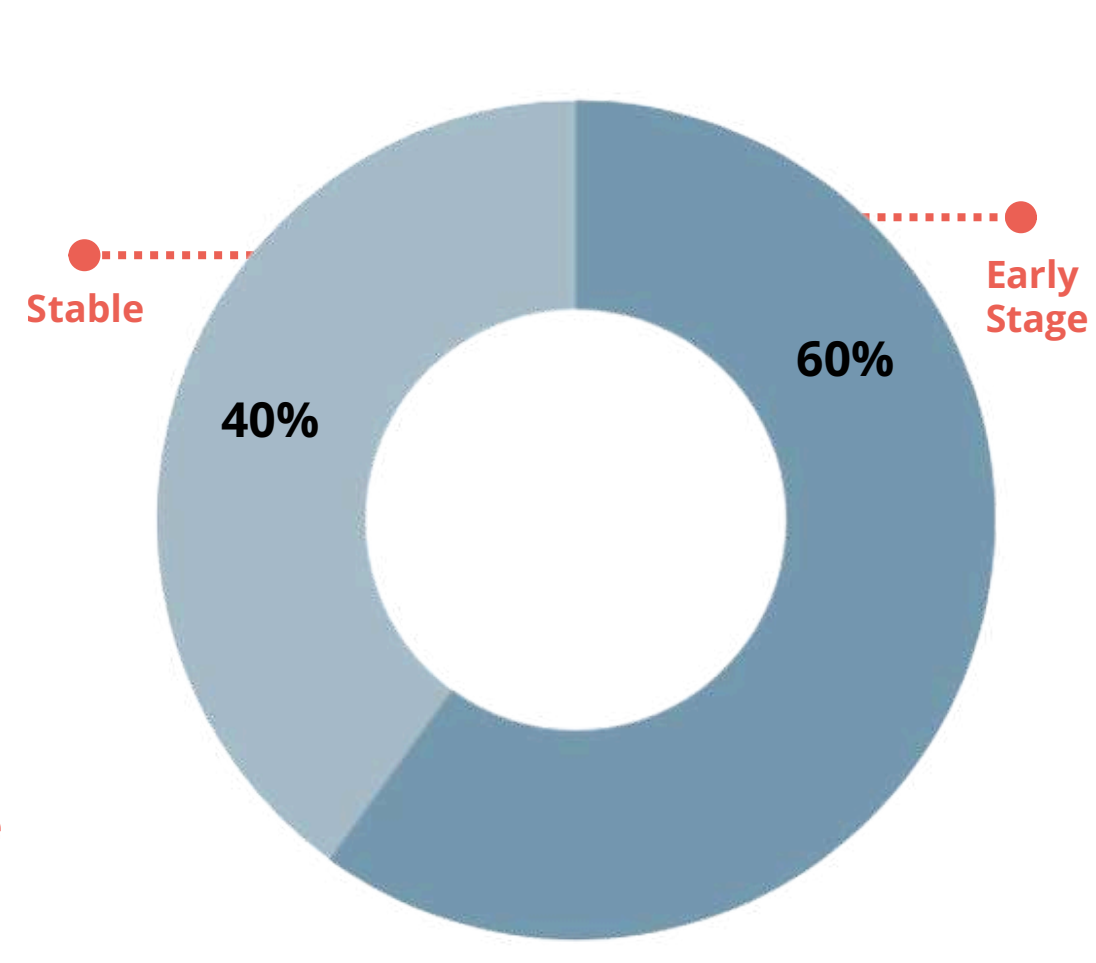
#, N = 6, Multiple answers



#of AVPN Members: 2

NPOs interviewed by Target Groups

#, N = 5, Multiple answers

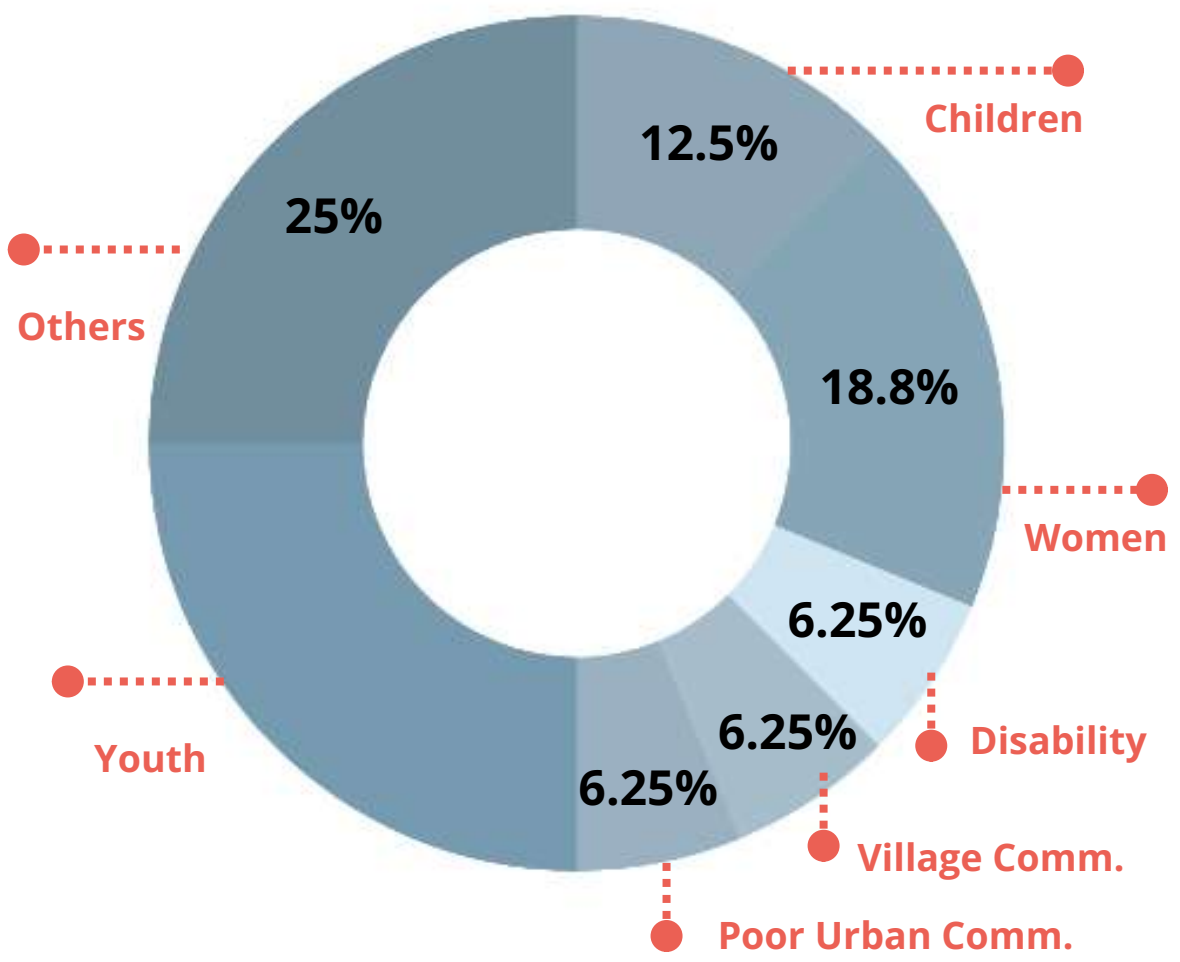


#of AVPN Members: None

KII Target Groups: A total of 16 respondents were interviewed, with most organisations focus on youth as their target groups

Funders interviewed by Target Groups

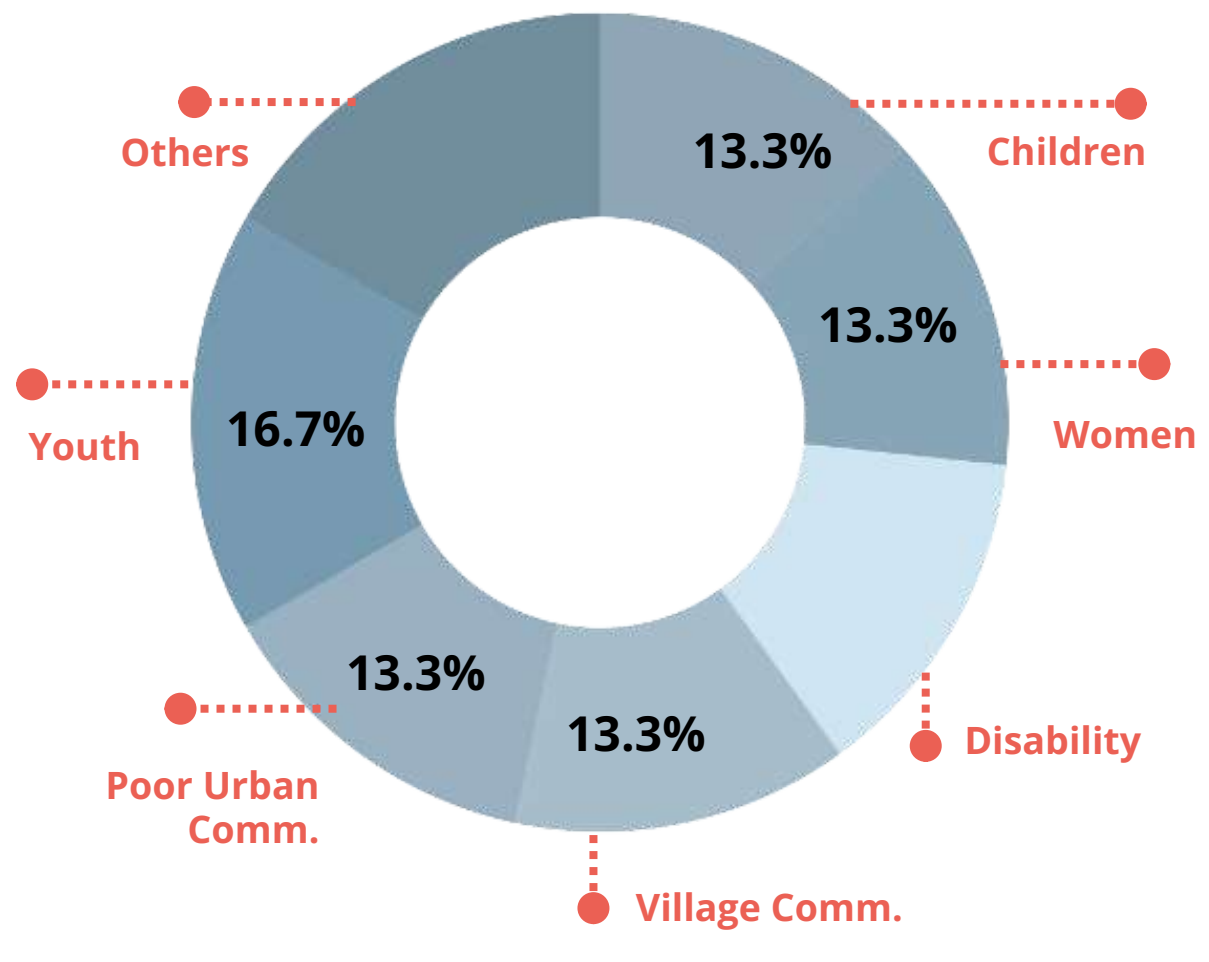
#, N = 5



#of AVPN Members: 5

Intermediaries interviewed by Target Groups

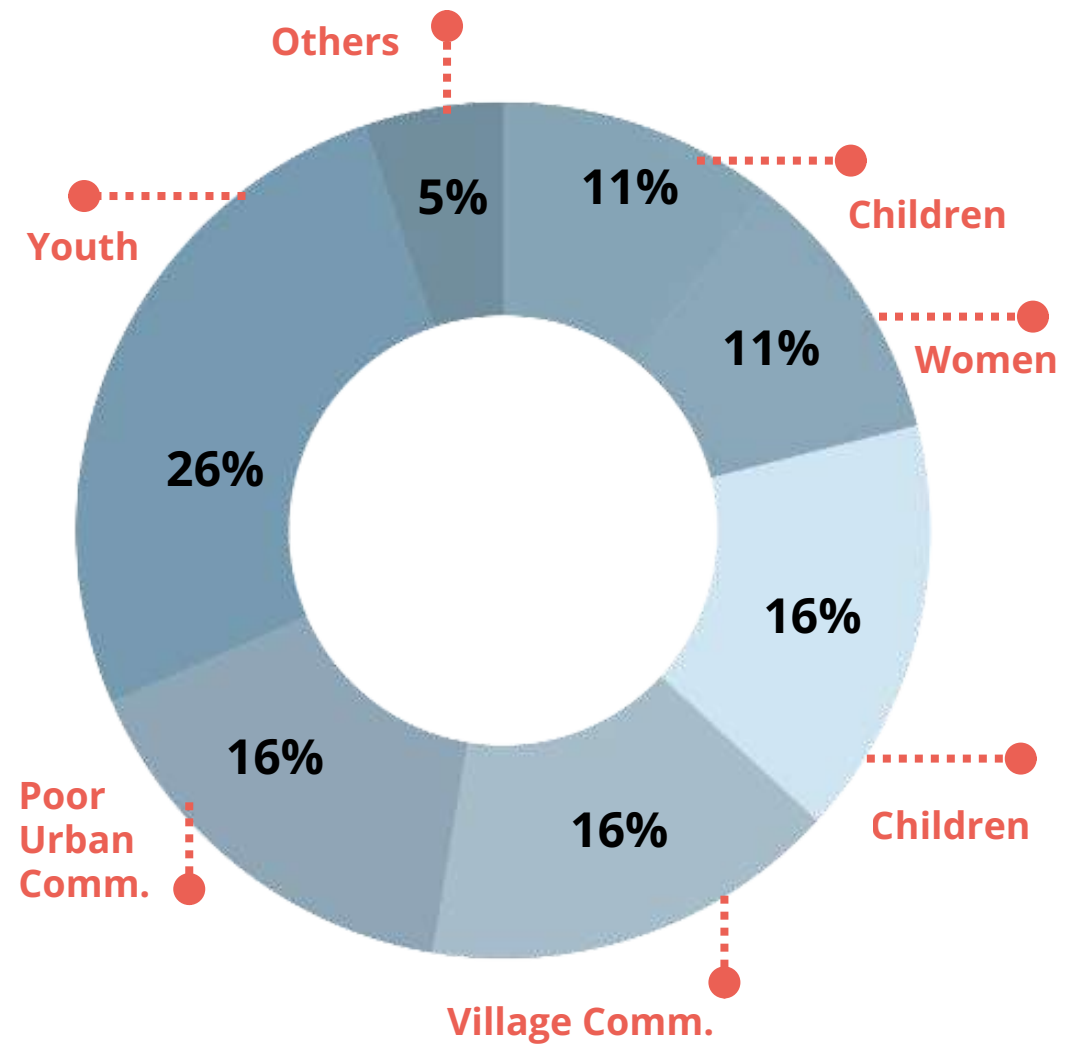
#, N = 6



#of AVPN Members: 2

NPOs interviewed by Target Groups

#, N = 5



#of AVPN Members: None

NPOs need support in developing middle managers, planning succession, and accessing leadership coaching from qualified experts or institutions

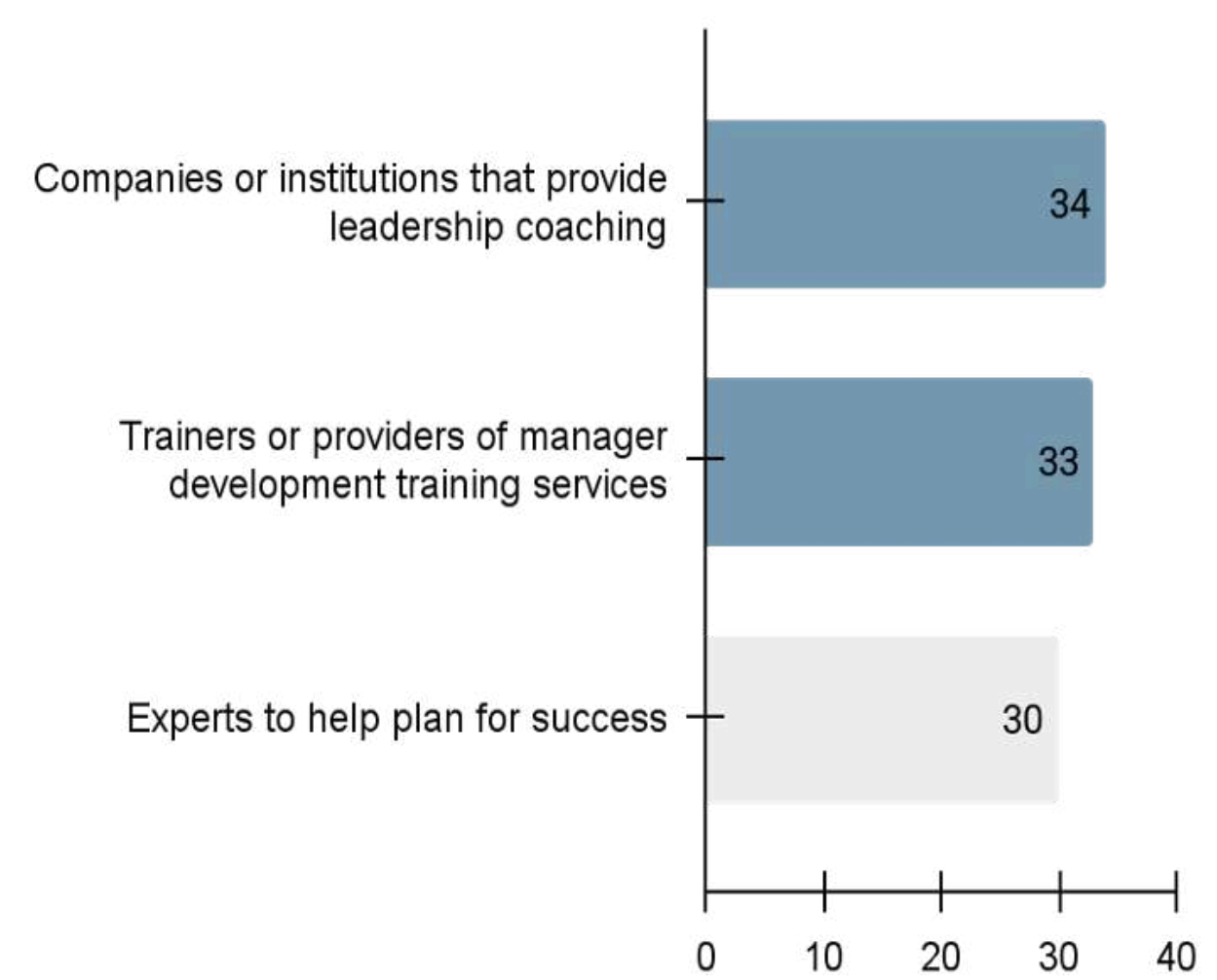
Leadership Key Challenges and Strategic Needs

#, N=54, Multiple Answer

Key challenges



Leadership resources available in the platform

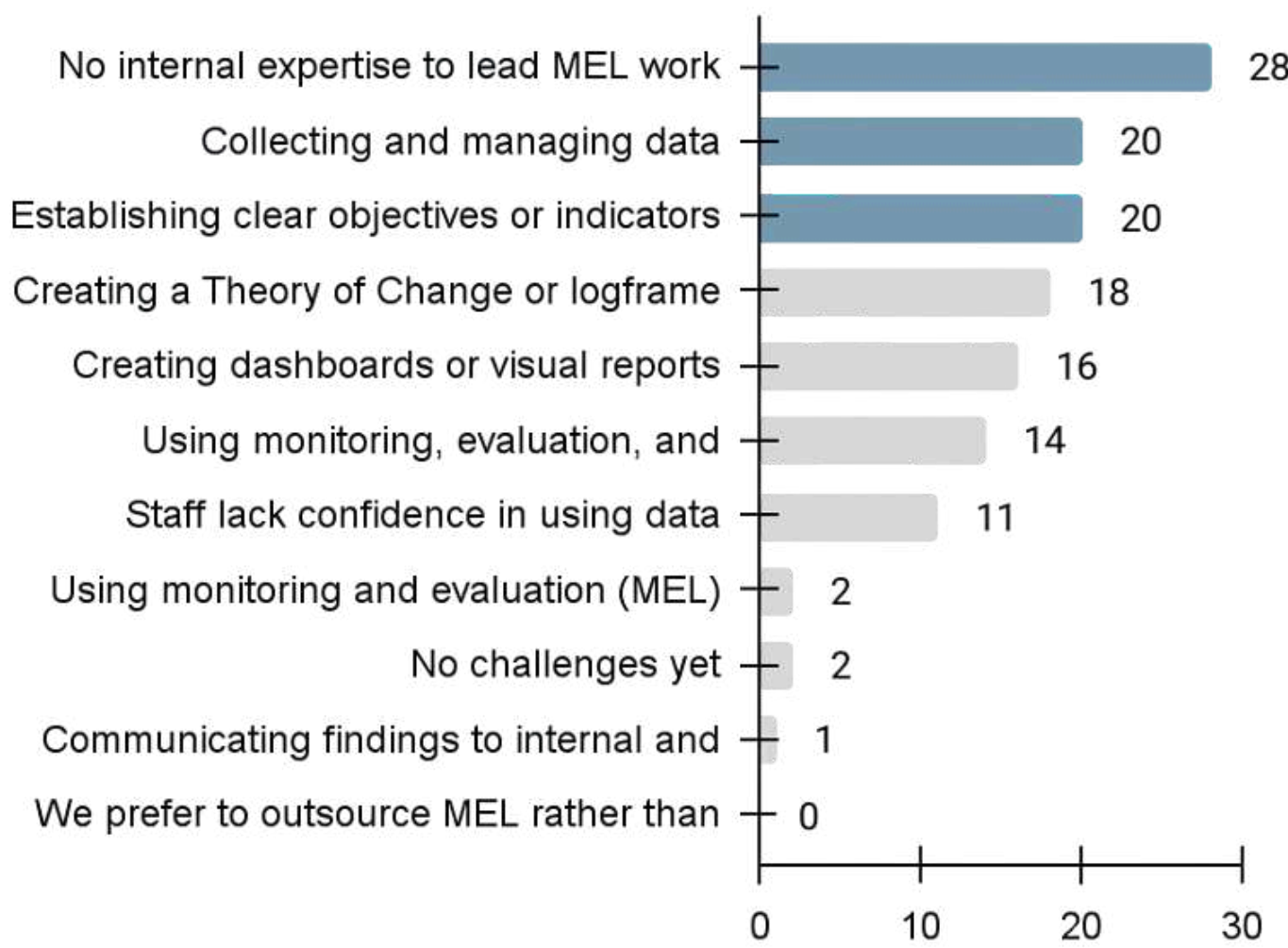


MEL challenges include limited expertise, weak data systems, and unclear indicators. NPOs expressed a need for expert support, indicator development, and practical technical tools

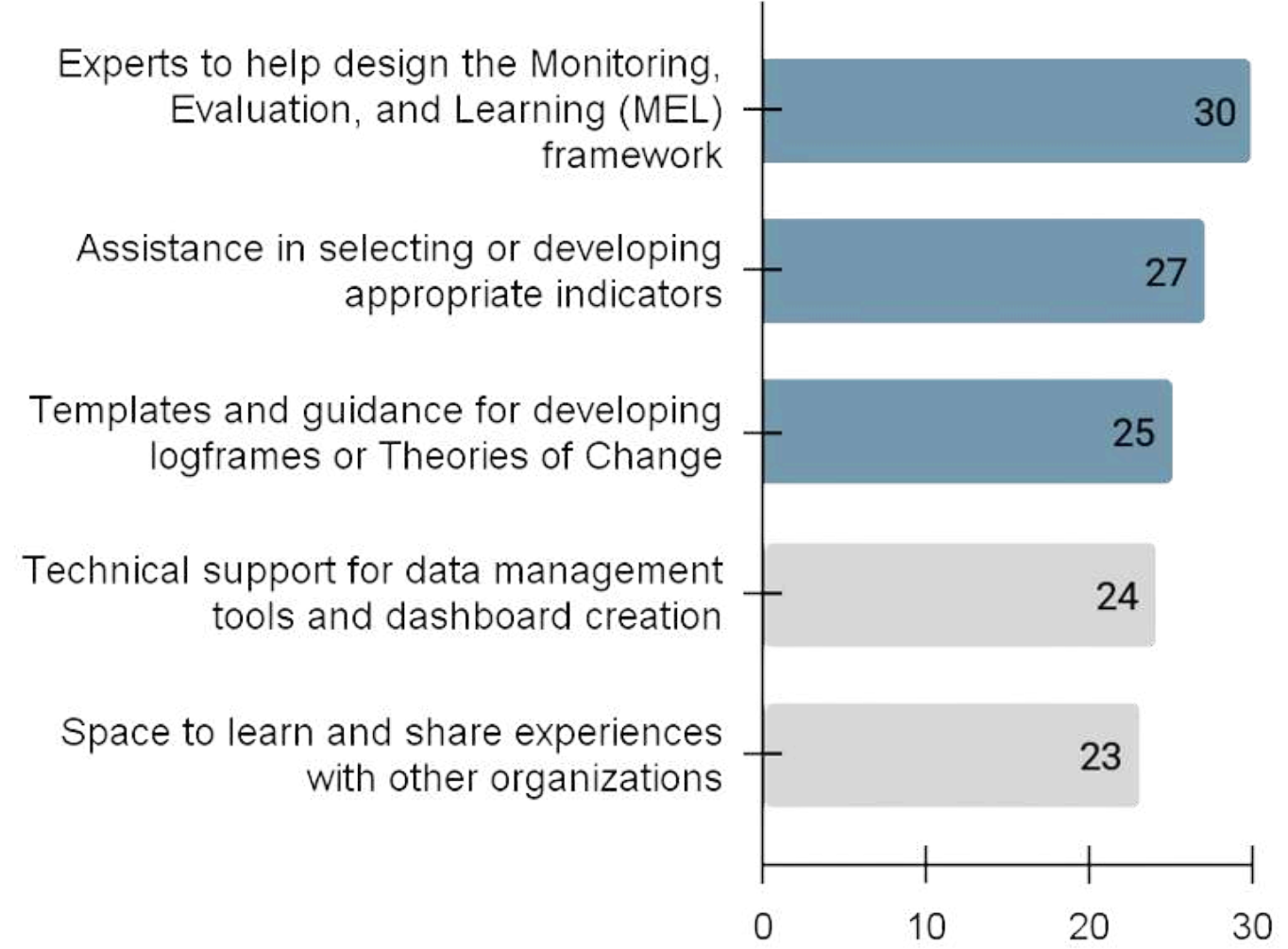
Monitoring and Evaluation Key Challenges and Strategic Needs

#, N=54, Multiple Answer

Key challenges



MEL resources available in the platform

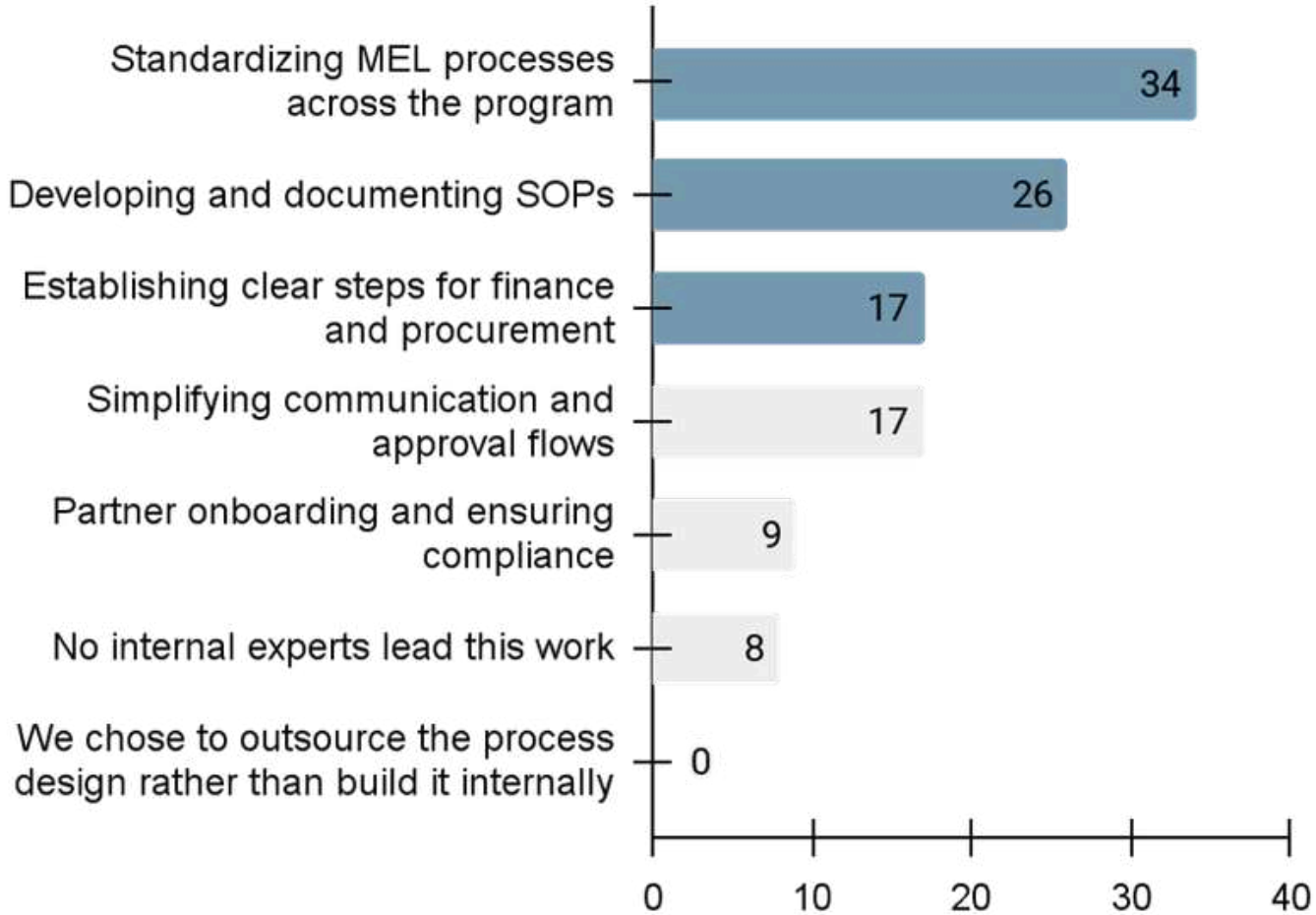


NPOs struggle with inconsistent MEL, missing SOPs, and unclear finance steps, and seek expert support to map workflows and develop template

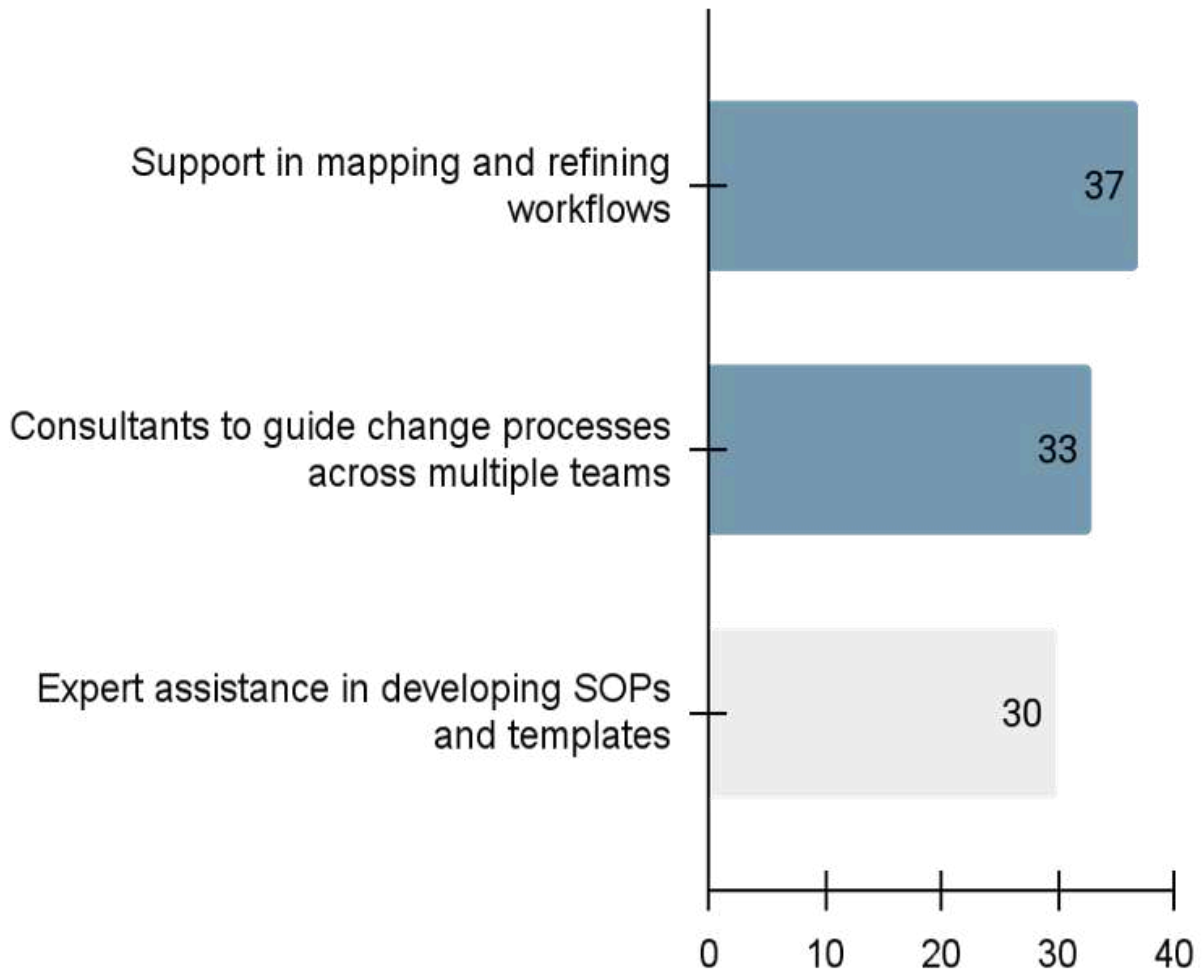
System design and Internal Processes Key Challenges and Strategic Needs

#, N=54, Multiple Answer

Key challenges



System design and Internal Processes available in the platform

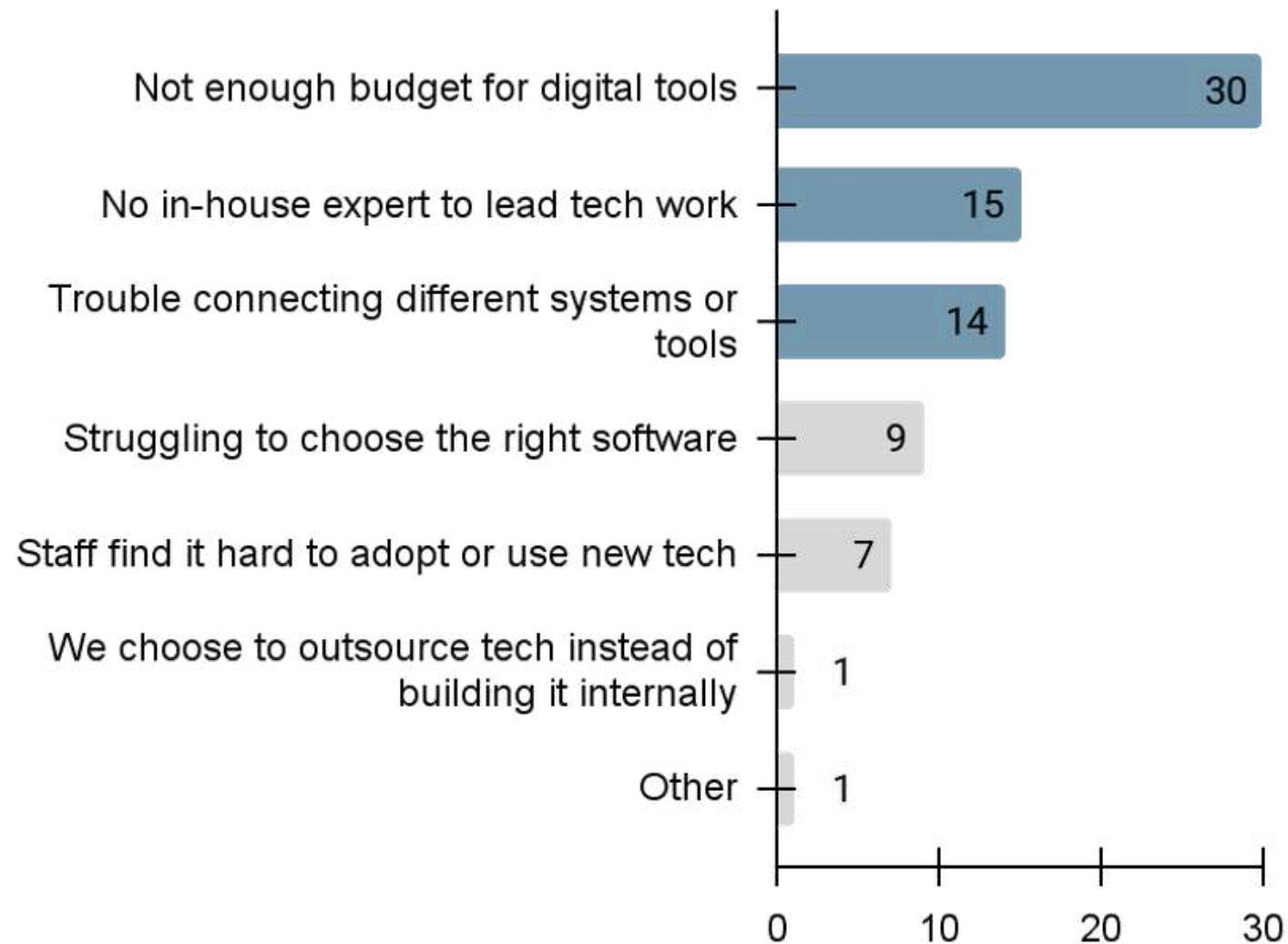


NPOs face challenges in **AI and Other Digital Capabilities**, particularly in staff tech skills, lack of experts, and selecting suitable software—while expressing a strong interest in tools for data collection and internal capacity building

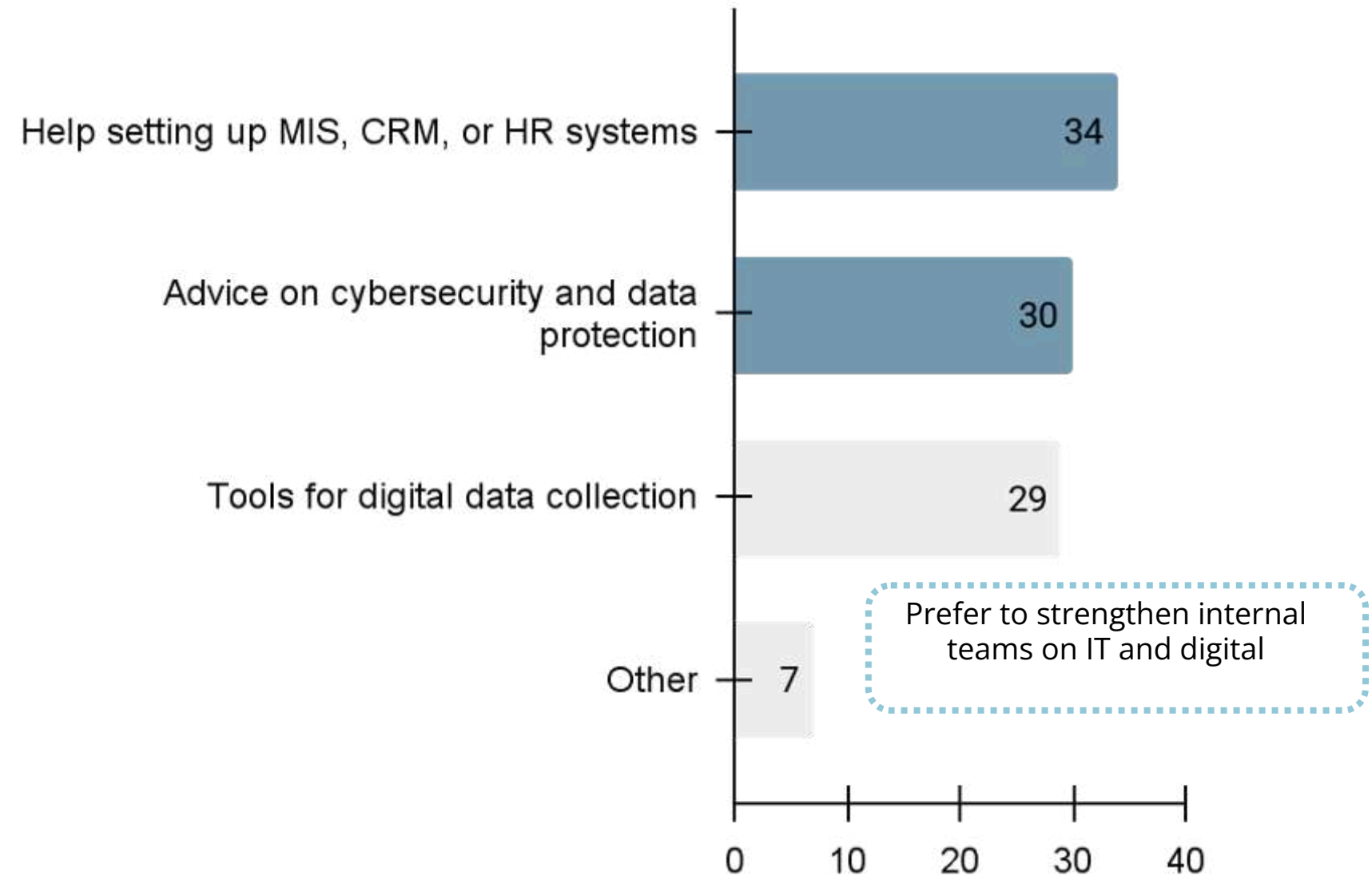
AI and Other Digital Capabilities Key Challenges and Strategic Needs

#, N=54, Multiple Answer

Key challenges



IT and Digital resources available in the platform

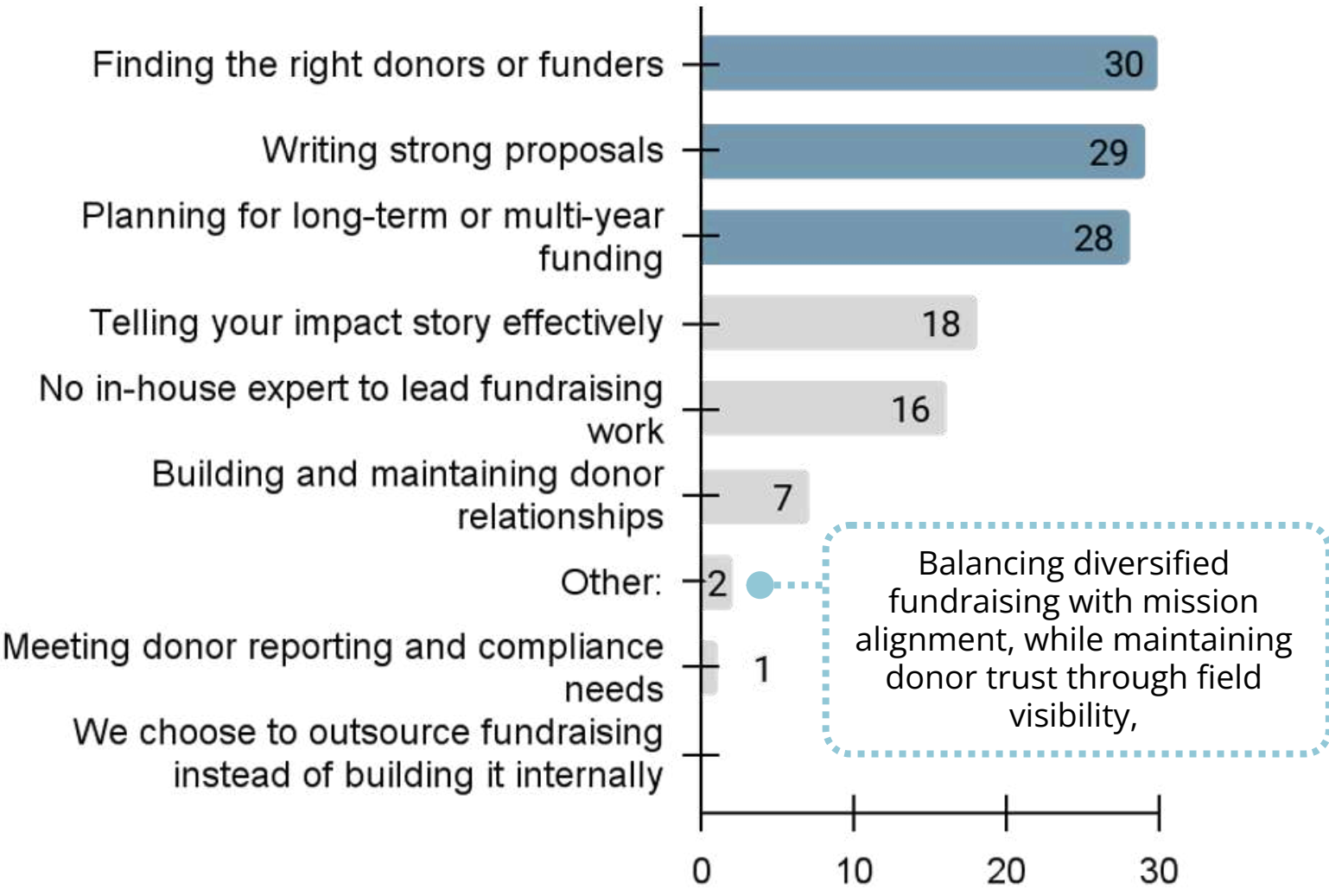


In terms on **fundraising**, NPOs need focused on long-term planning, donor outreach, and proposal writing—highlighting the demand for expert support, crowdfunding tools, and team coaching

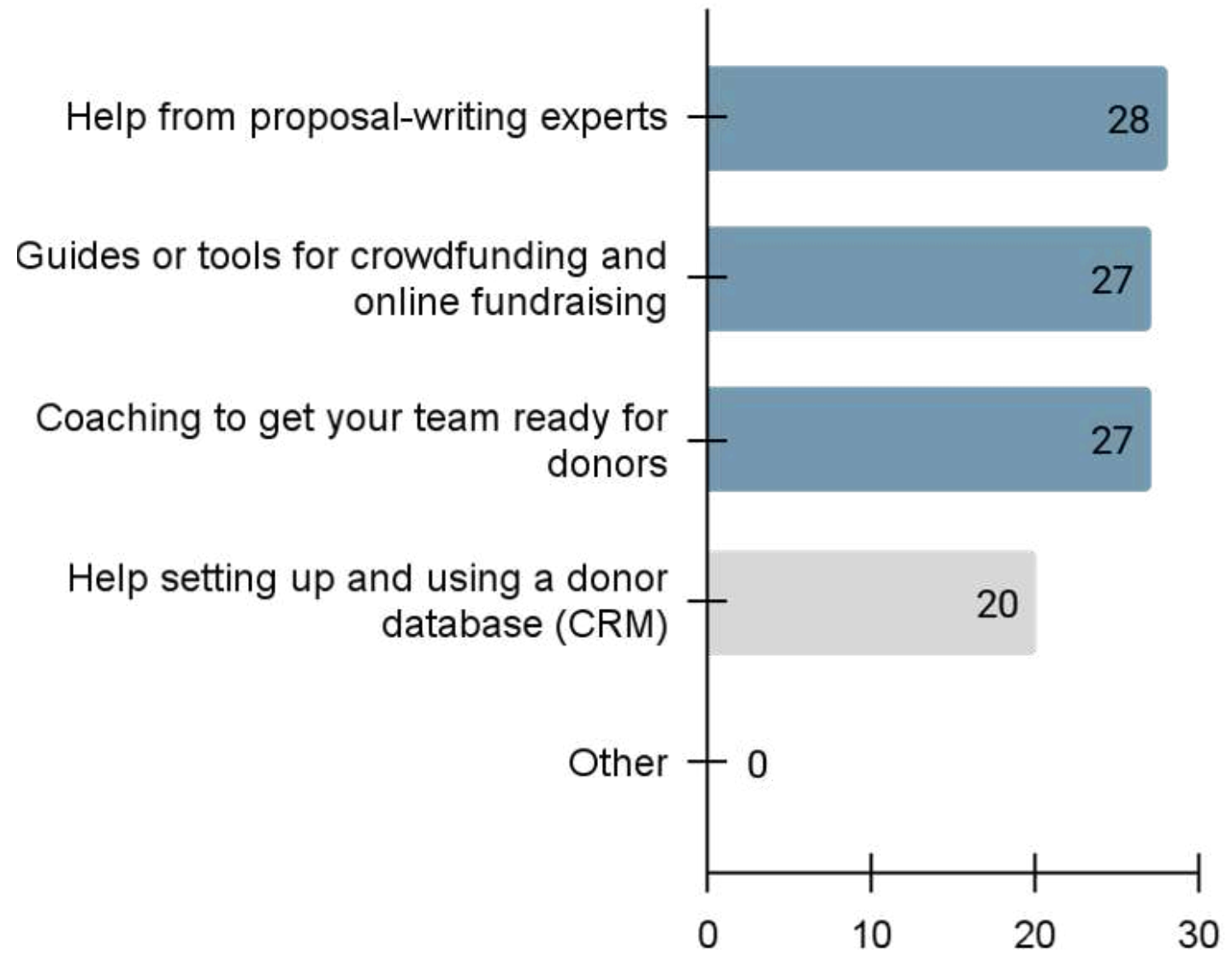
Fundraising Key Challenges and Strategic Needs

#, N=54, Multiple Answer

Key challenges



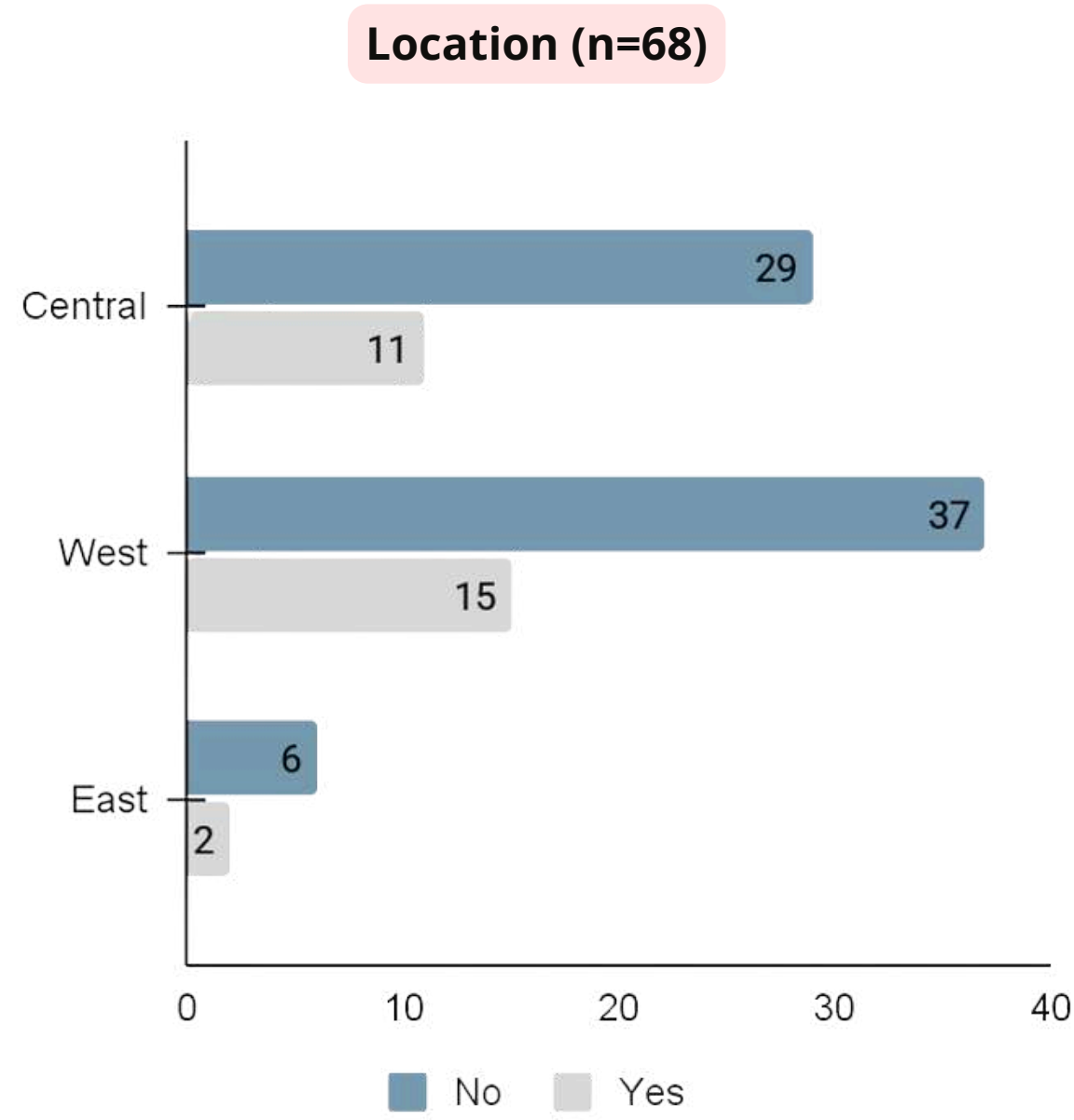
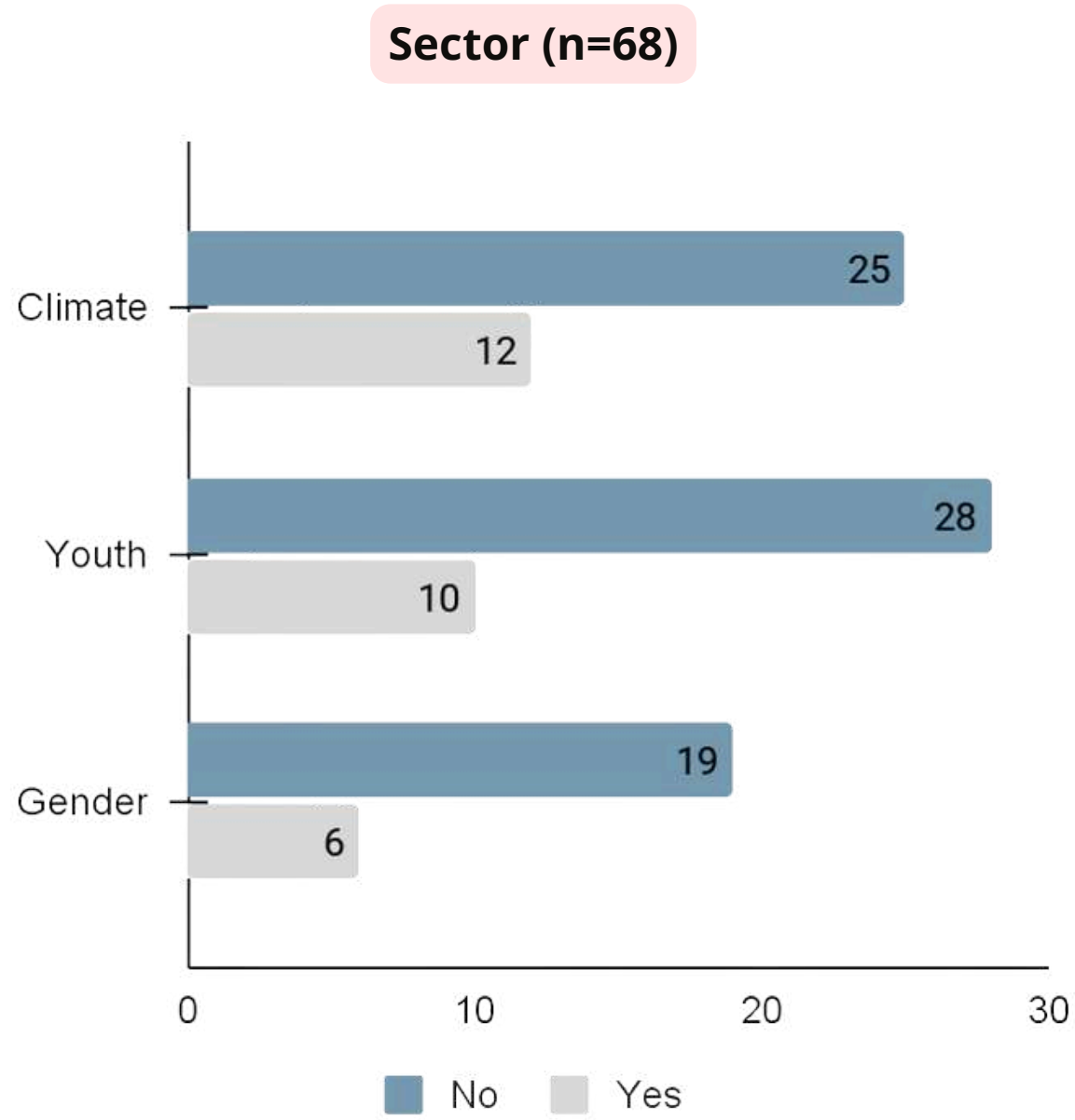
IT and Digital resources available in the platform



Digital platforms remain an untapped resource for capacity building, offering strong potential for growth across sectors and regions

Use of Digital Platforms by NPOs

#, N=54, Multiple Answer



Insights

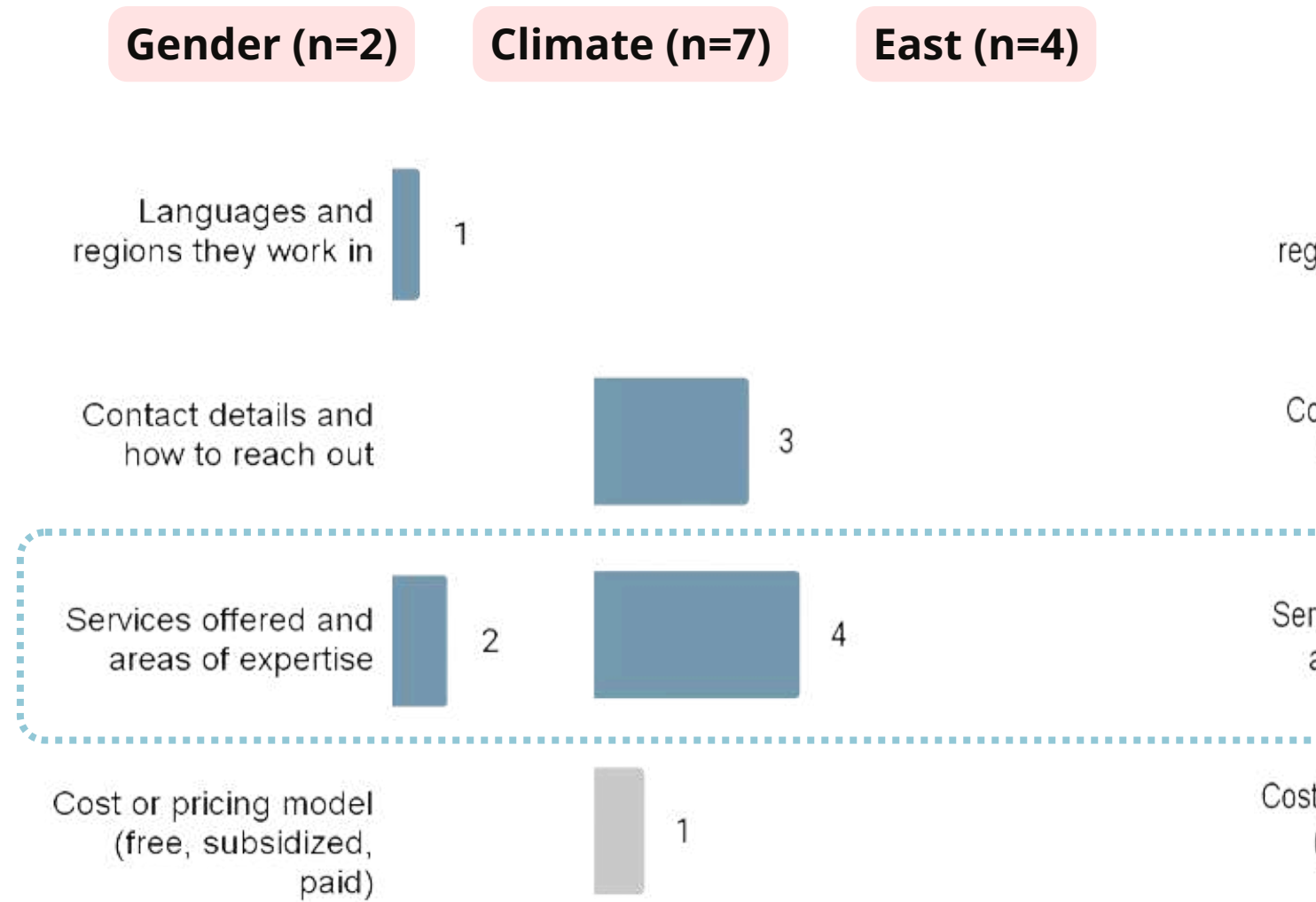
Survey respondents from Eastern NPOs reported that only 25% have ever used digital platforms for capacity building, aligning with their expressed need for **digital transformation and operational system design**

'Services Offered and Cost' ranks as the most helpful information on providers' platform profiles, especially among West-based NPOs

Perceived helpful information in provider profiles on digital platforms*

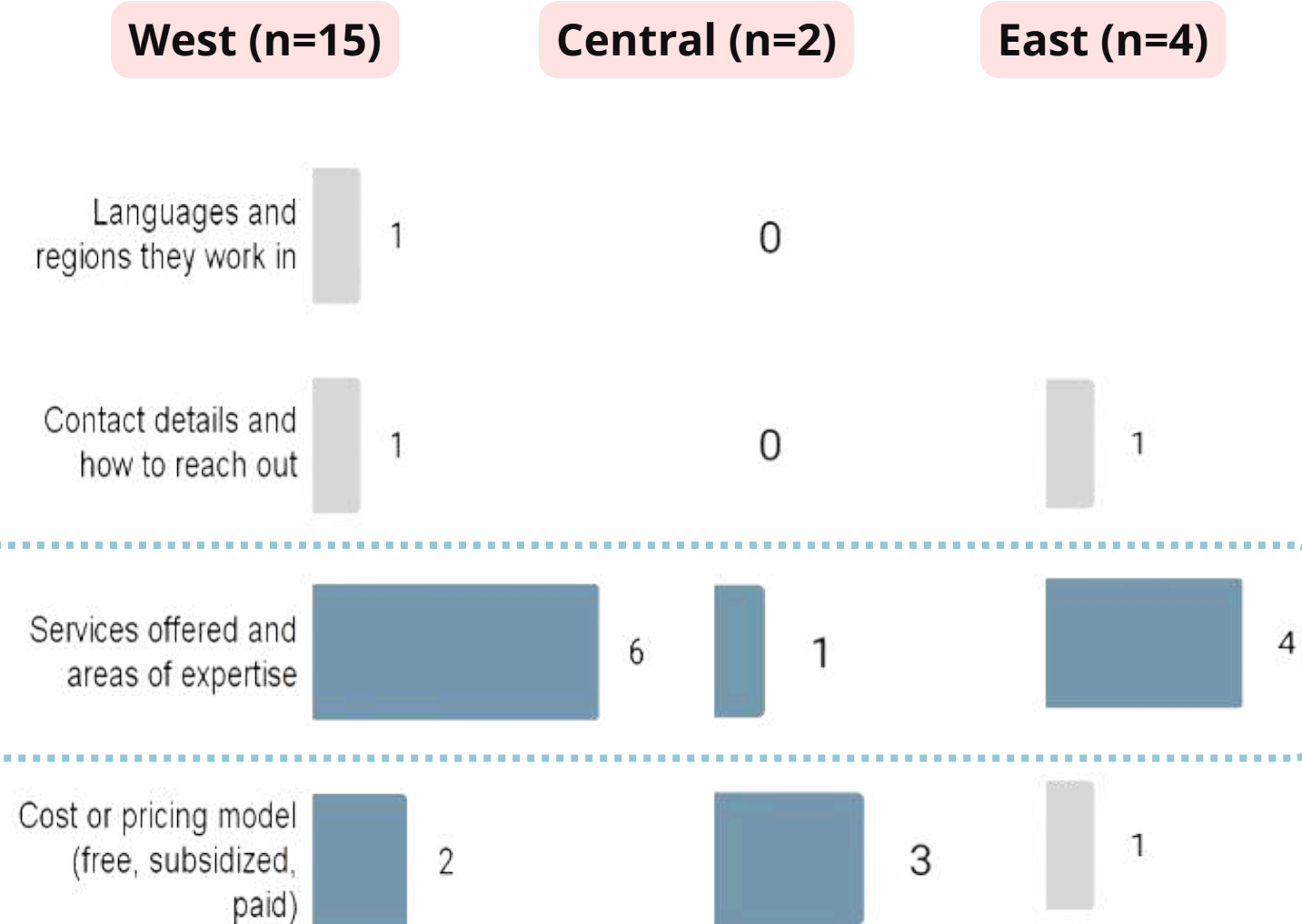
Most Helpful Information, Based on Sector

N=54, Multiple Answer



Most Helpful Information, Based on Location

N=54, Multiple Answer



Insights

Among NPOs in Indonesia, **'Services Offered'** ranks as the most helpful information on providers' platform profiles, especially among West-based NPOs

*NPOs were asked to choose up to 3 answers

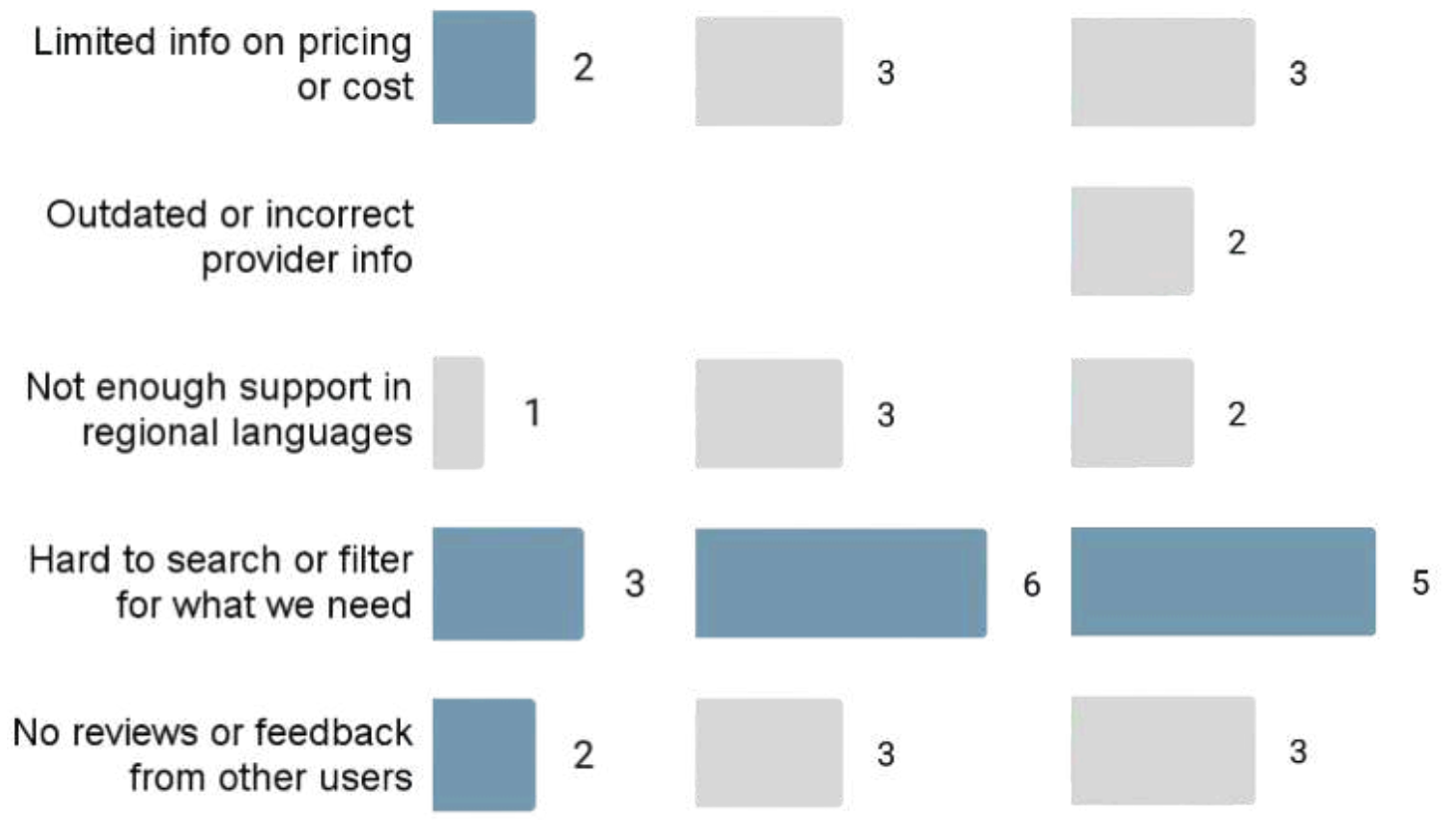
Most NPOs consistently face challenges in using platforms, mainly difficulty in filtering, lack of user reviews, and limited pricing transparency

Perceived challenges in using digital platforms to access capacity-building providers*

Common Platform Challenges, Based on Sector

N=54, Multiple Answer

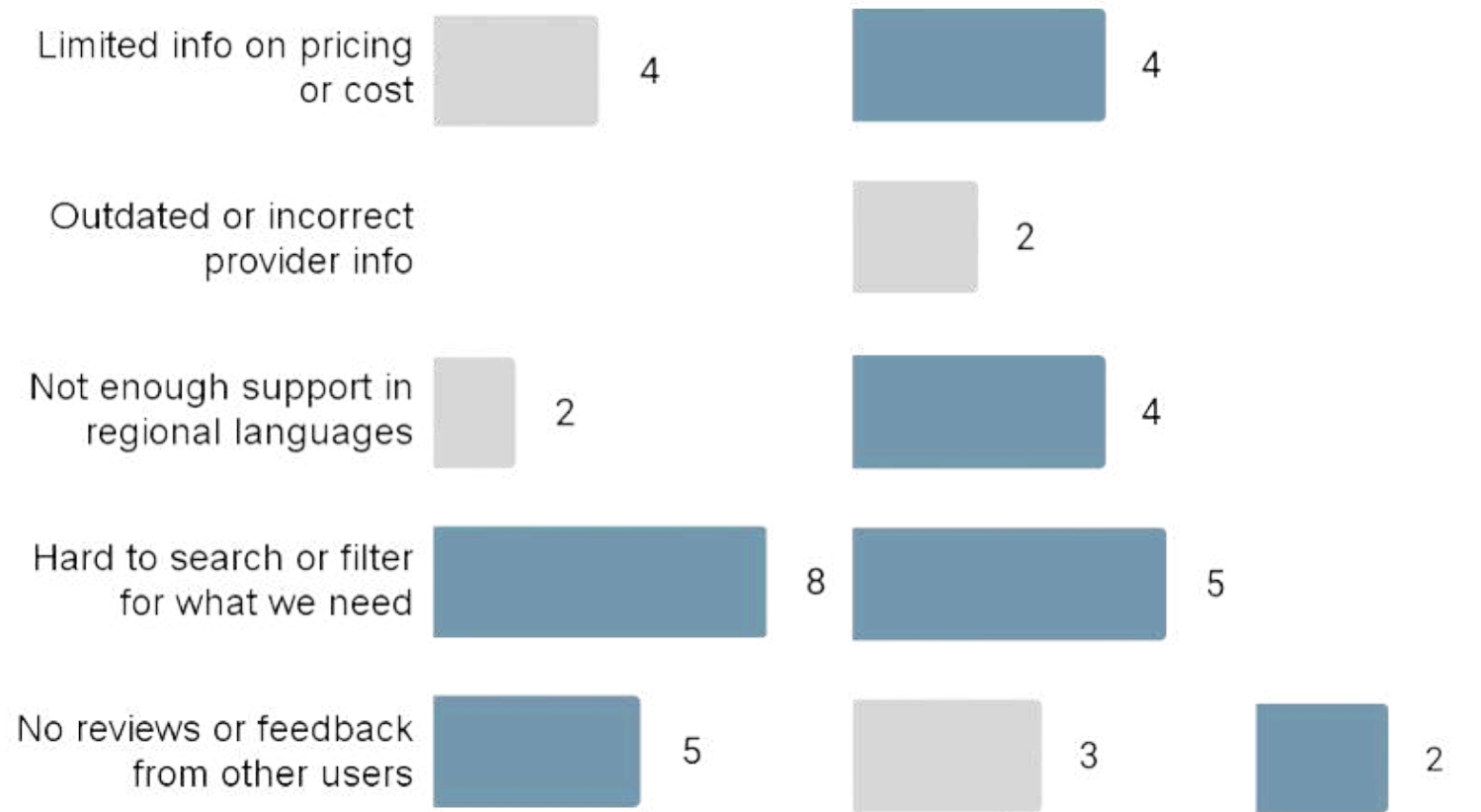
Gender (n=8) Climate (n=15) Youth (n=15)



Common Platform Challenges, Based on Location

N=54, Multiple Answer

West (n=19) Central (n=18) East (n=2)



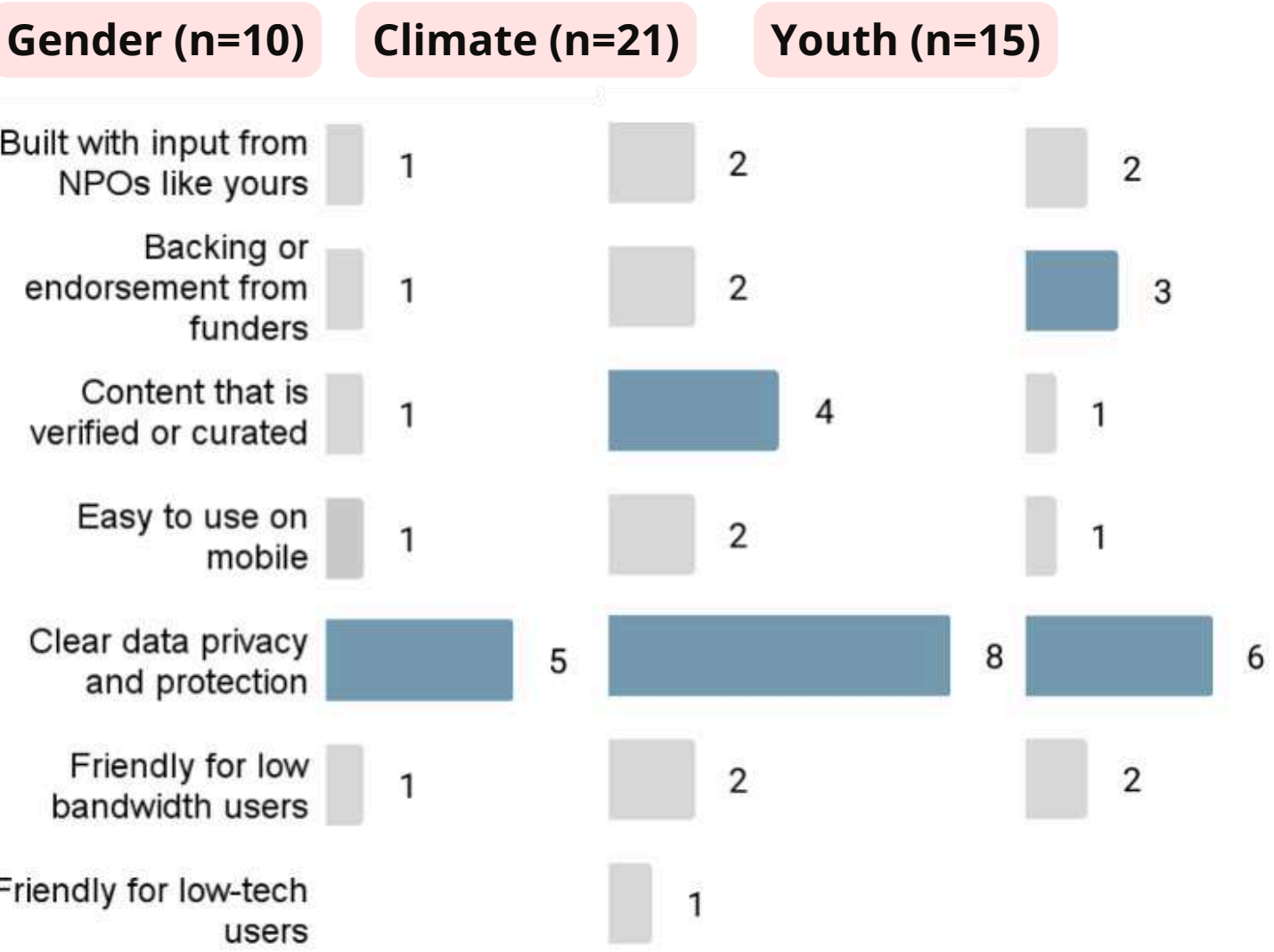
*NPOs were asked to select all that apply

Clear data privacy and protection is the top priority across NPOs all regions and sectors. Additionally, low bandwidth and low-tech friendliness are crucial, especially in East

Key factors influencing trust and likelihood of platform use*

What Builds Platform Trust, Based on Sector

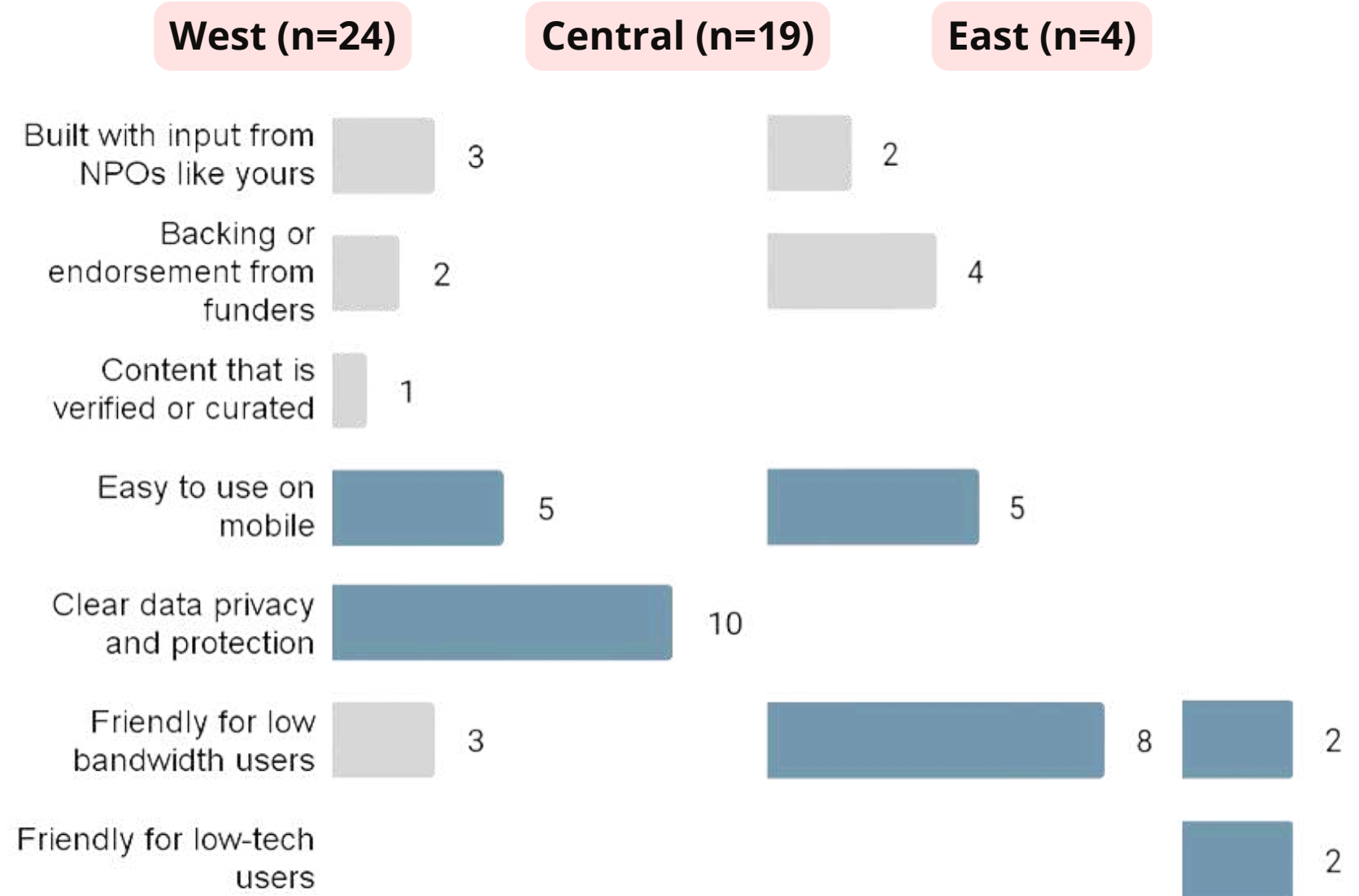
n=54; multiple answer



*NPOs were asked to select the top 2 answers

What Builds Platform Trust, Based on Location

n=54; multiple answer

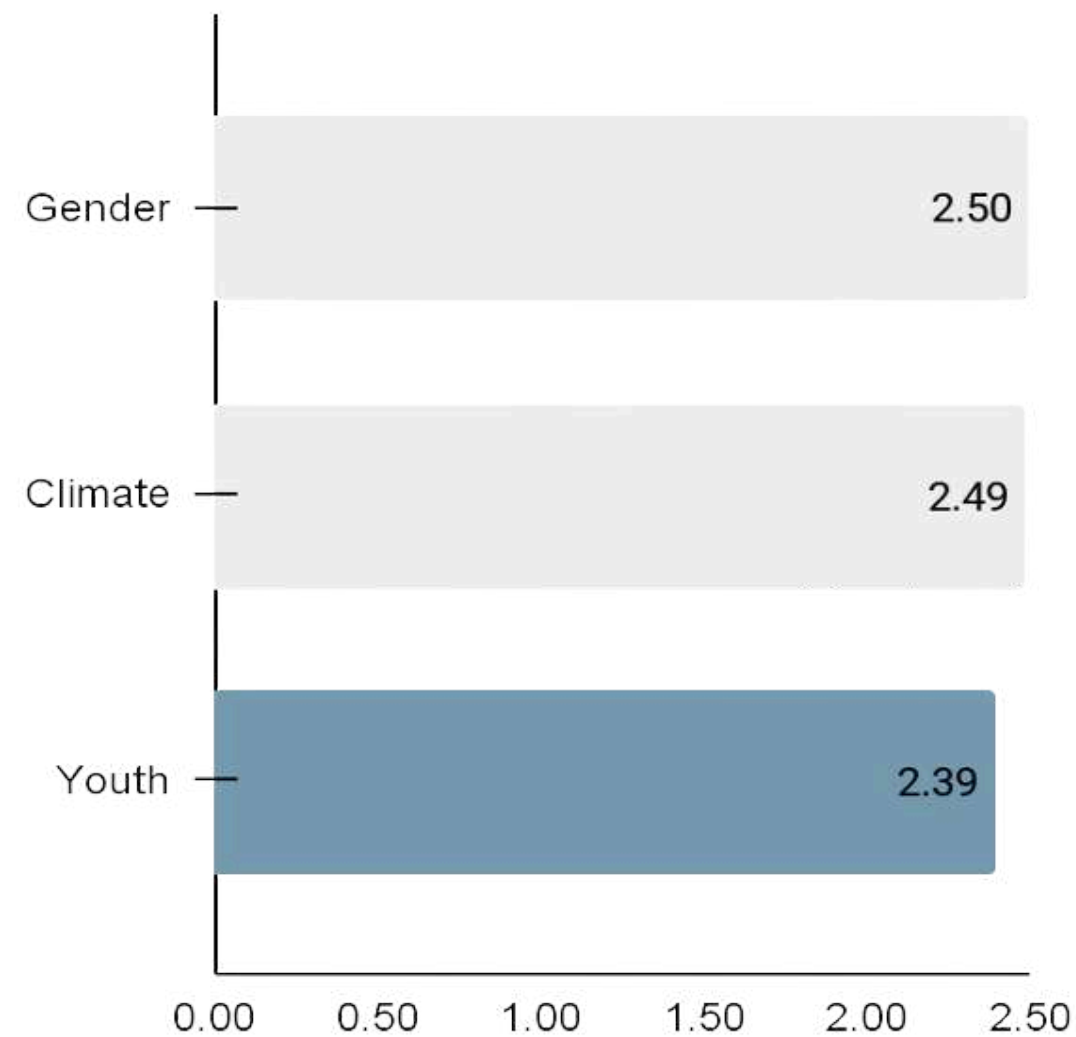


Youth NPOs, especially those in Central Indonesia, expressed a greater need for MEL capacity building compared to other sectors

Key factors influencing trust and likelihood of platform use*

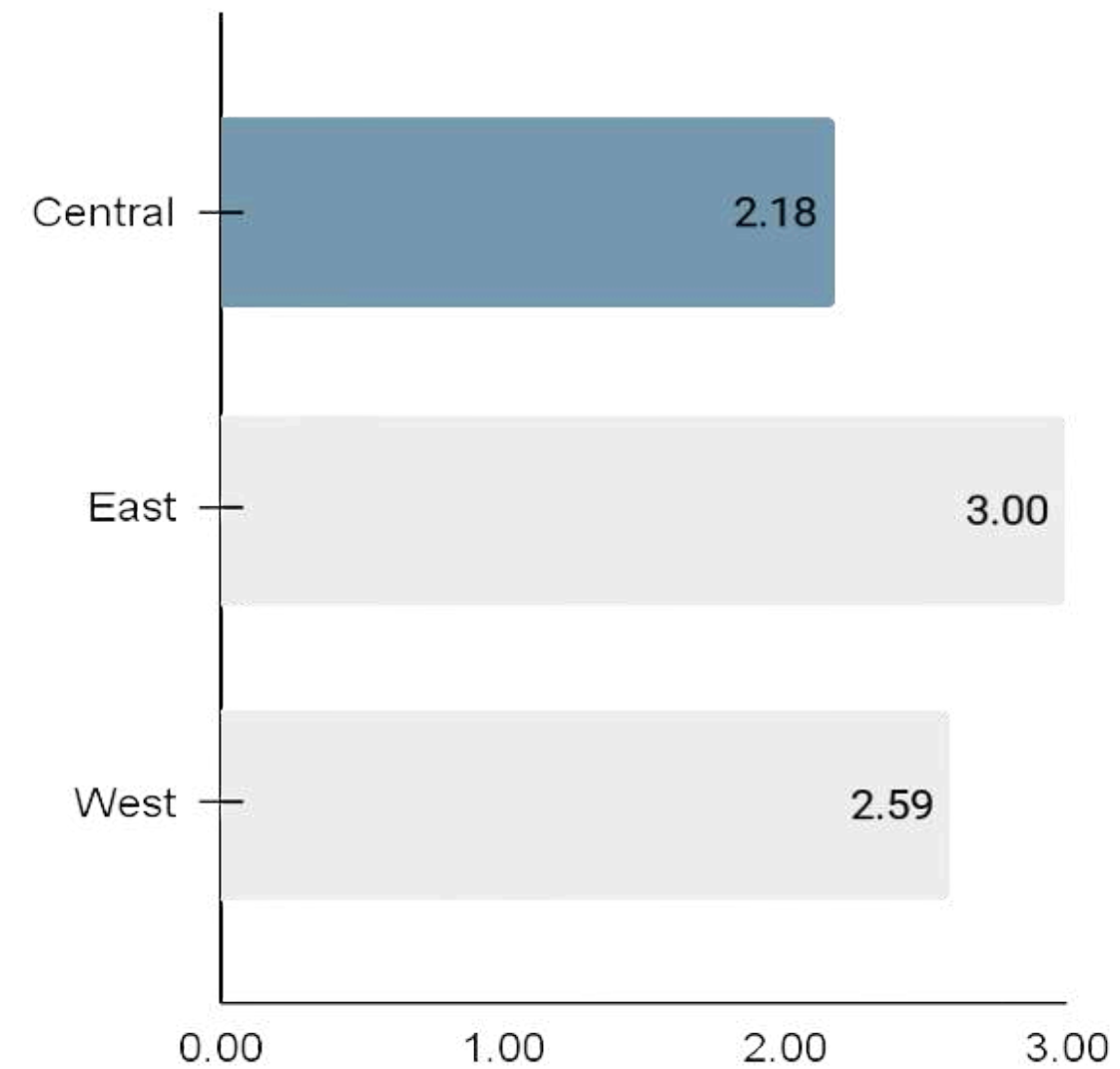
Monitoring, Evaluation and Learning by Sector

#, N = 54



Monitoring, Evaluation and Learning by Location

#, N = 54



Insights

Among NPOs in Indonesia, those working with youth in Central Indonesia show the greatest need for MEL capacity-building training

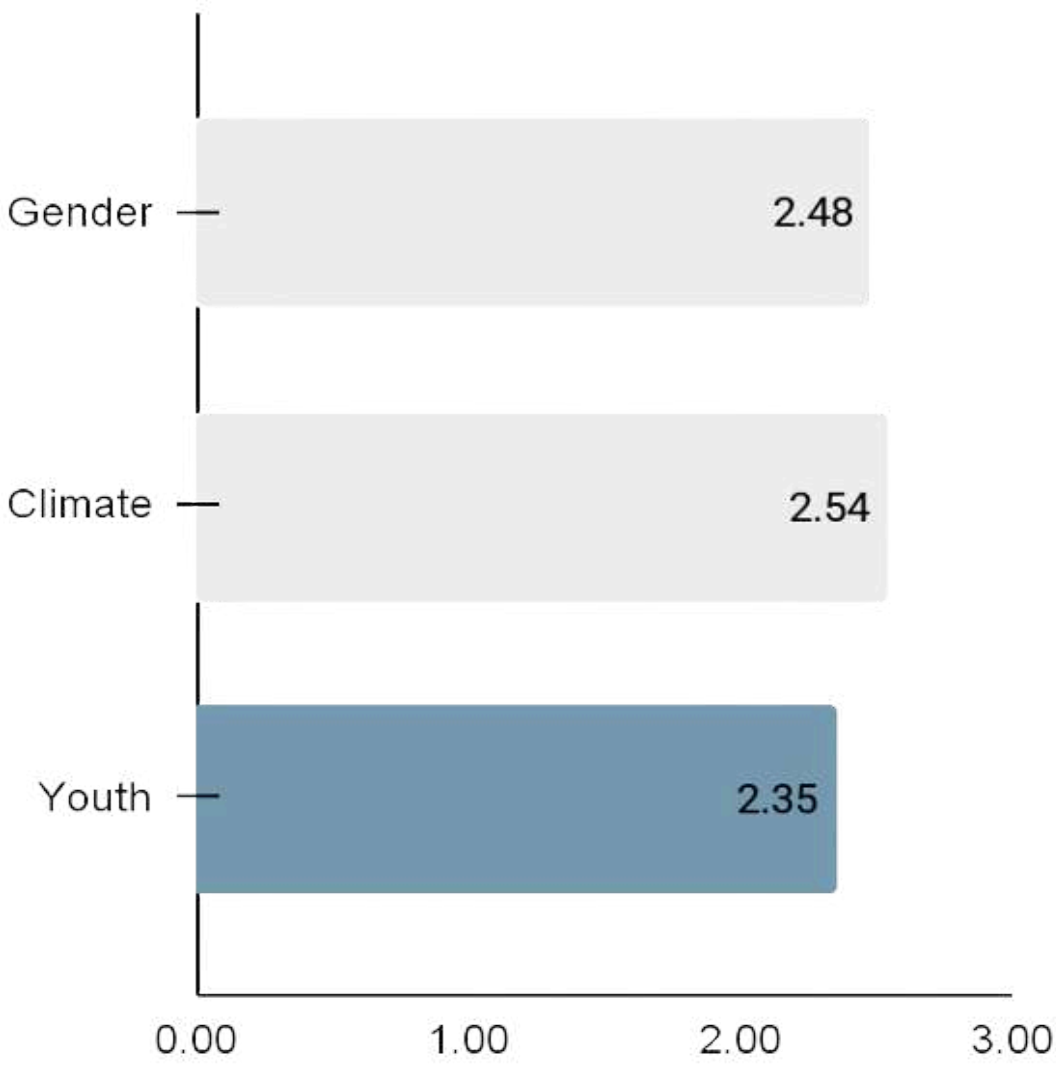
* NPOs were asked to rate based on these options: 1 = None; 2 = Emerging; 3 = Established; 4 = Advanced

Financial Management and Compliance show a similar pattern to MEL, with lower perceived scores among youth NPOs and those based in Central Indonesia

Perceived rating for Financial Management & Compliance*

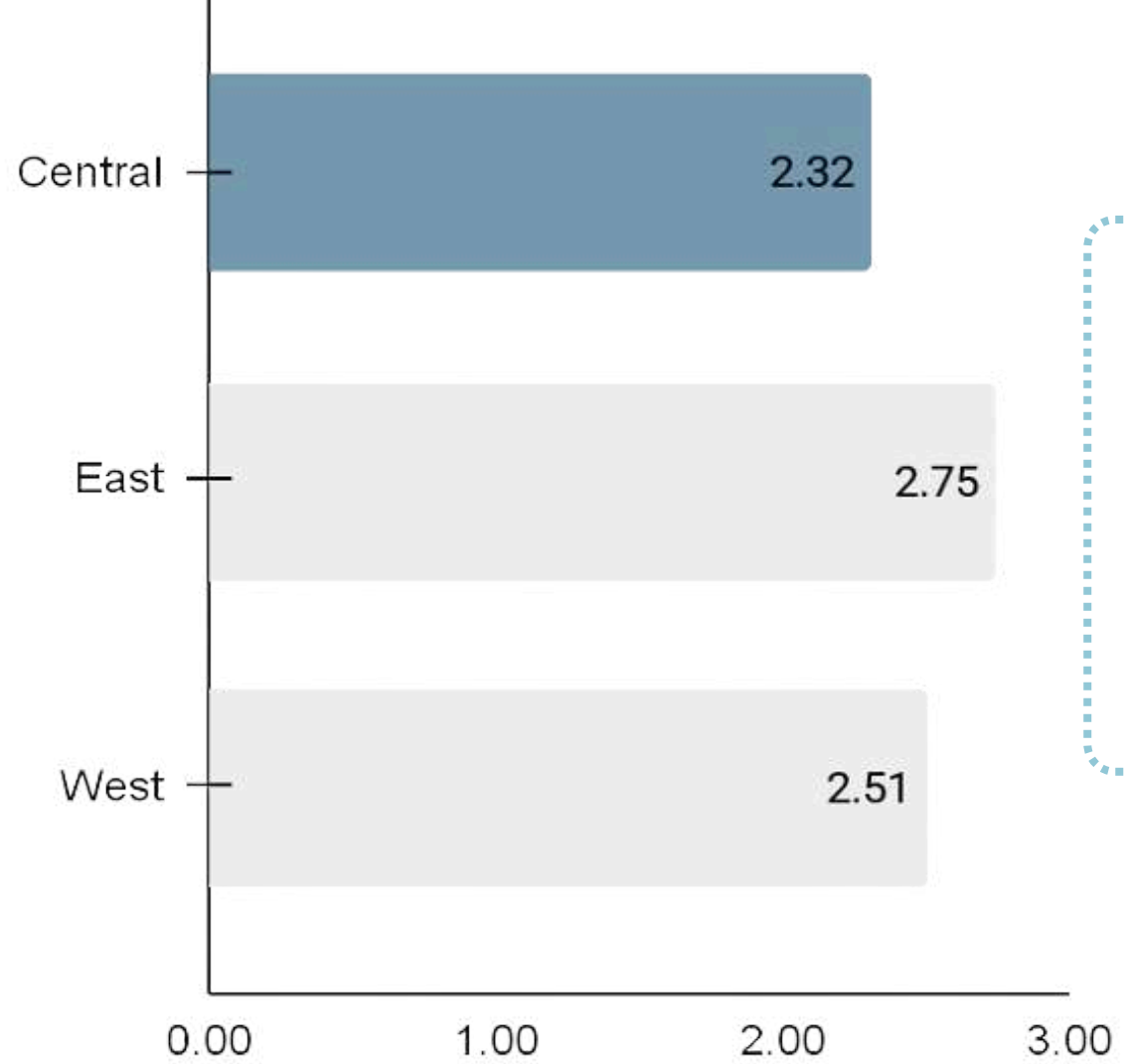
Financial Management & Compliance by Sector

#, N = 54



Financial Management & Compliance By Location

#, N = 54



Insights

MEL and Financial Compliance may be related, as both focus on how funds are used and the impact they generate; **these areas could be addressed together**

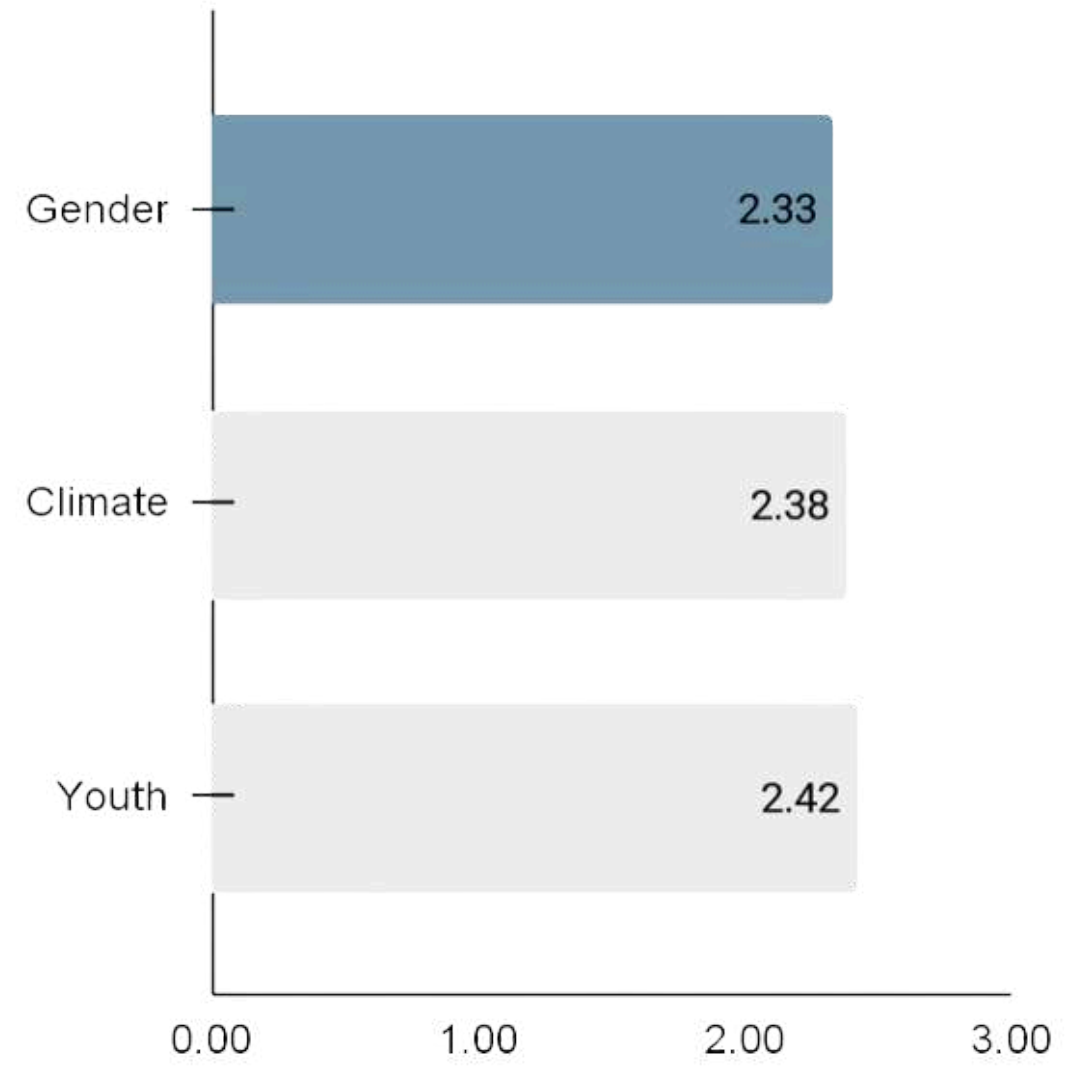
* NPOs were asked to rate based on these options: 1 = None; 2 = Emerging; 3 = Established; 4 = Advanced

Similar to HR, fundraising capacity shows little variation across sectors but varies slightly by geography, with NPOs in Central Indonesia reporting lower capacity

Perceived rating for Fundraising & Resource Mobilisation*

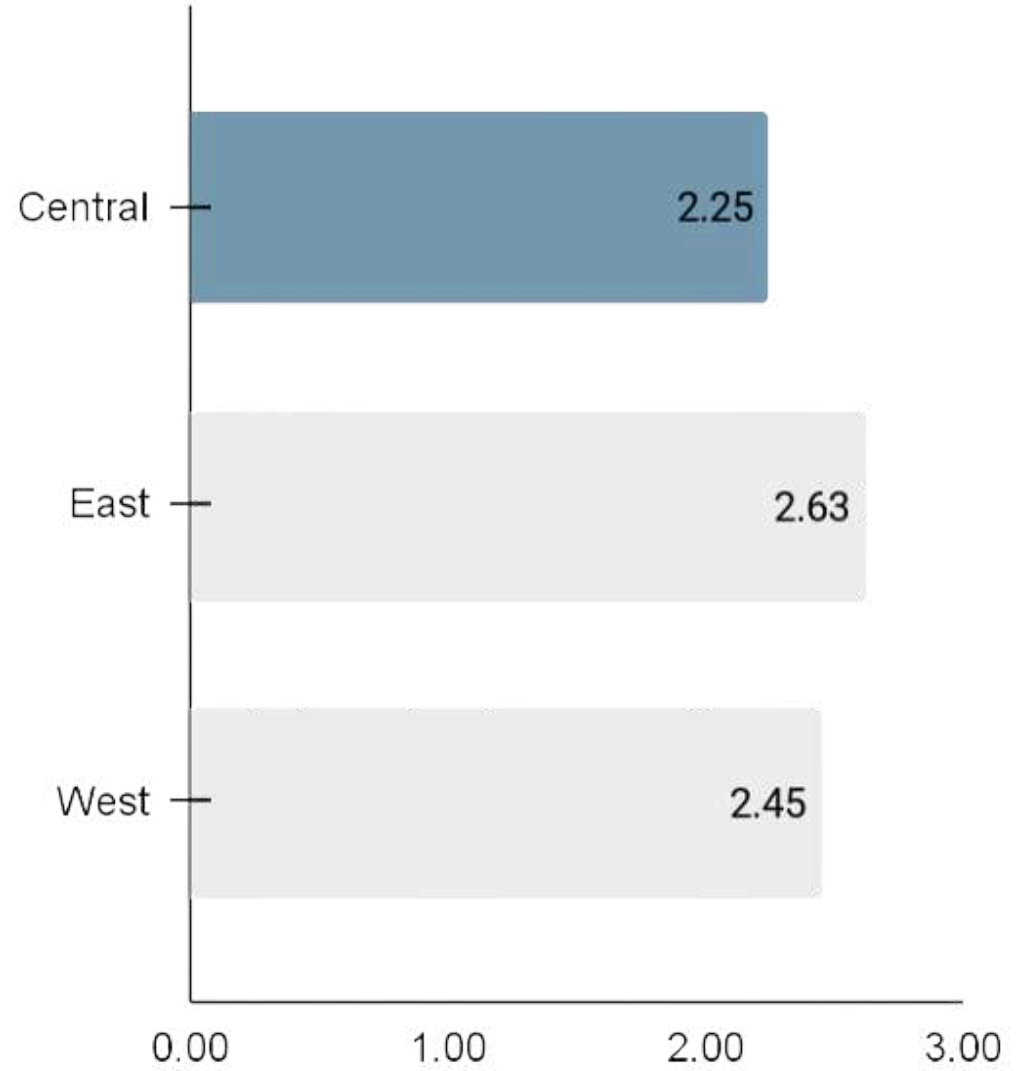
Fundraising & Resource Mobilisation by Sector

#, N = 54



Fundraising & Resource Mobilisation by Location

#, N = 54



Insights

Fundraising capacity gaps are perceived **more by geography** not by sector

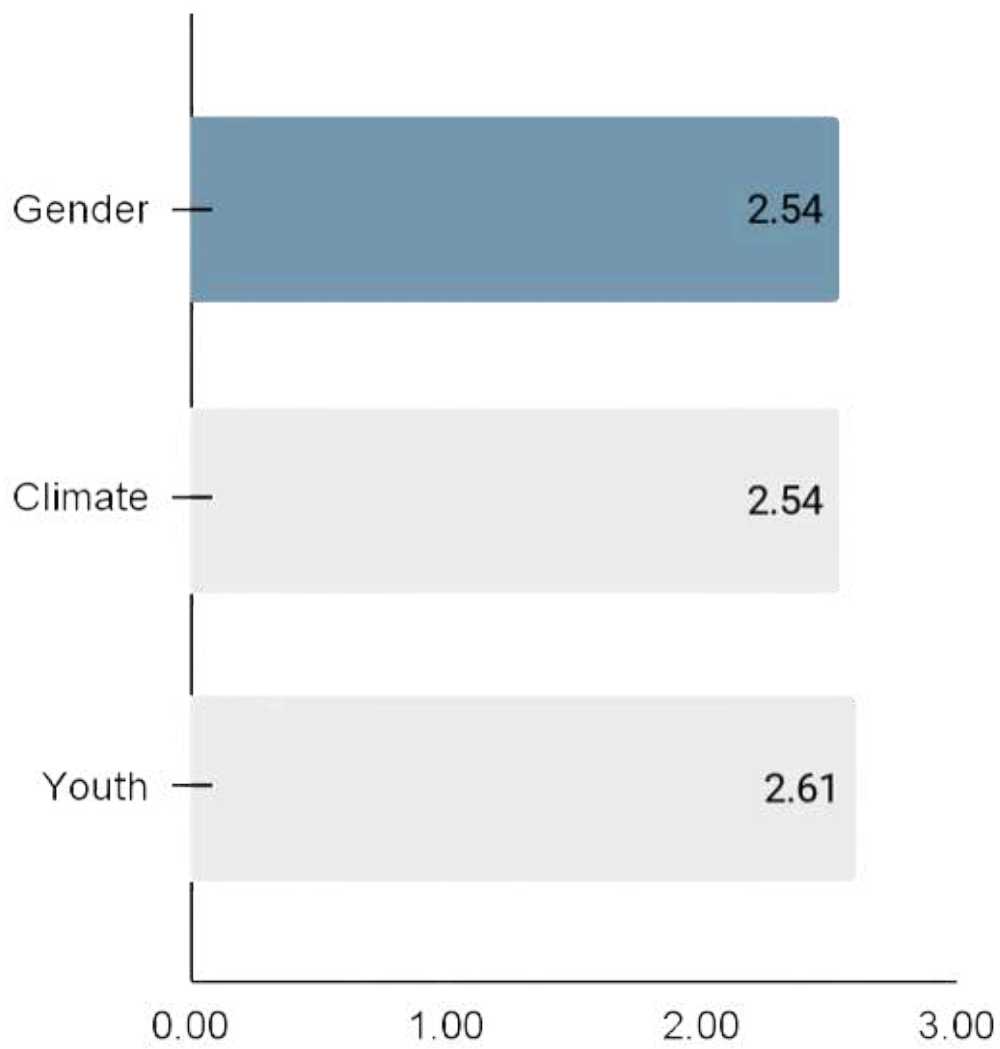
* NPOs were asked to rate based on these options: 1 = None; 2 = Emerging; 3 = Established; 4 = Advanced

Perceived scores in Governance and Board Management mirrored those in Fundraising, showing little variation by sector and similarly low results in Central Indonesia

Perceived rating for Financial Management & Compliance*

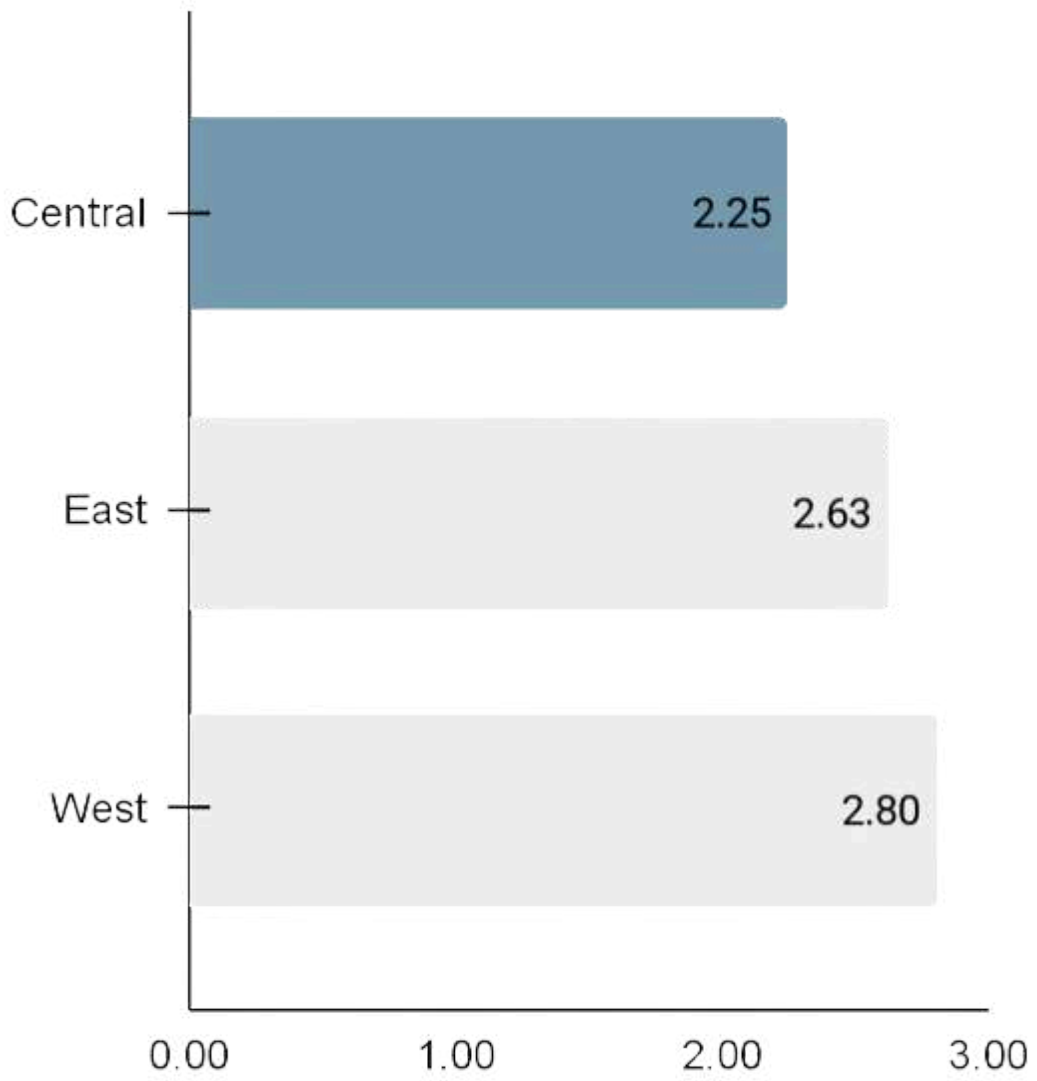
Financial Management & Compliance by Sector

#, N = 54



Financial Management & Compliance by Location

#, N = 54



Insights

Fundraising capacity is closely aligned with Governance and Board Management, suggesting they could be addressed as a **joint capacity building theme**

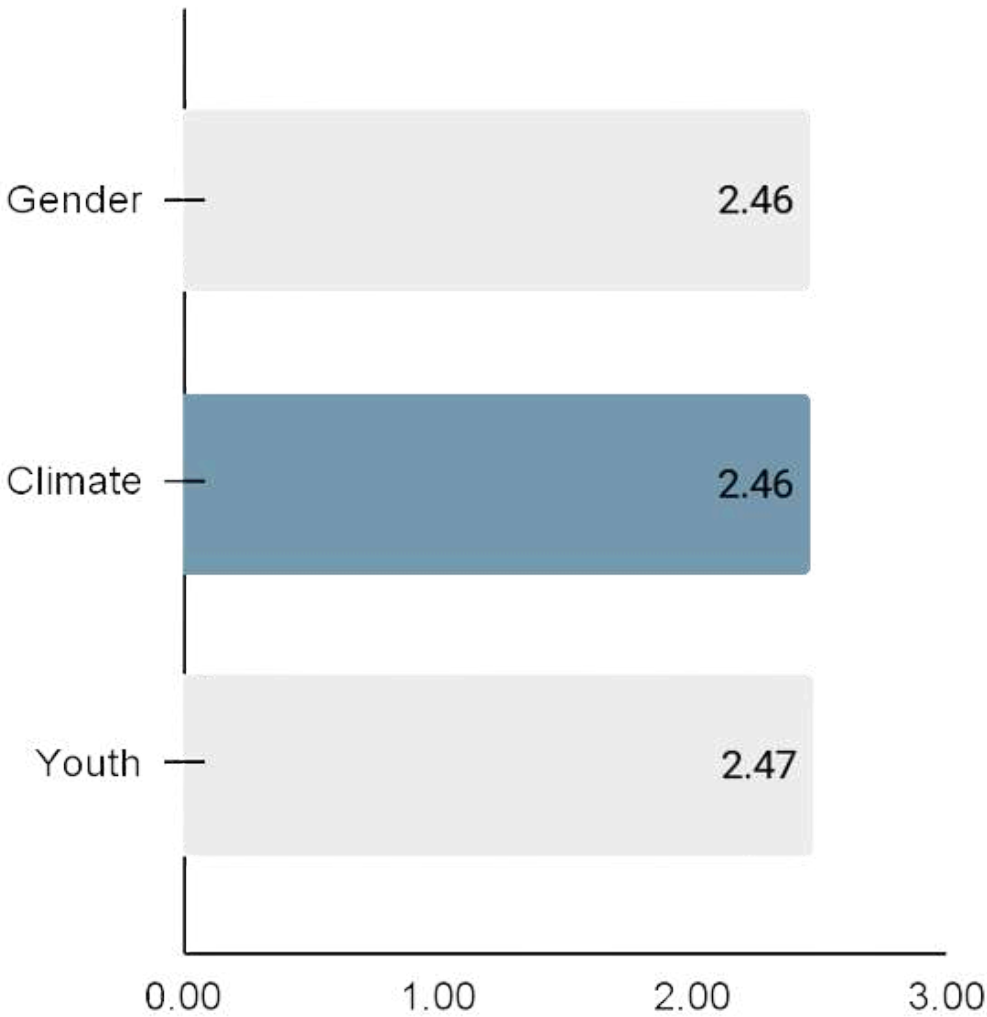
* NPOs were asked to rate based on these options: 1 = None; 2 = Emerging; 3 = Established; 4 = Advanced

Human resource capacity is similarly limited across sectors, with lower scores in East and Central regions—highlighting the need for targeted support

Perceived rating for Human Resources *

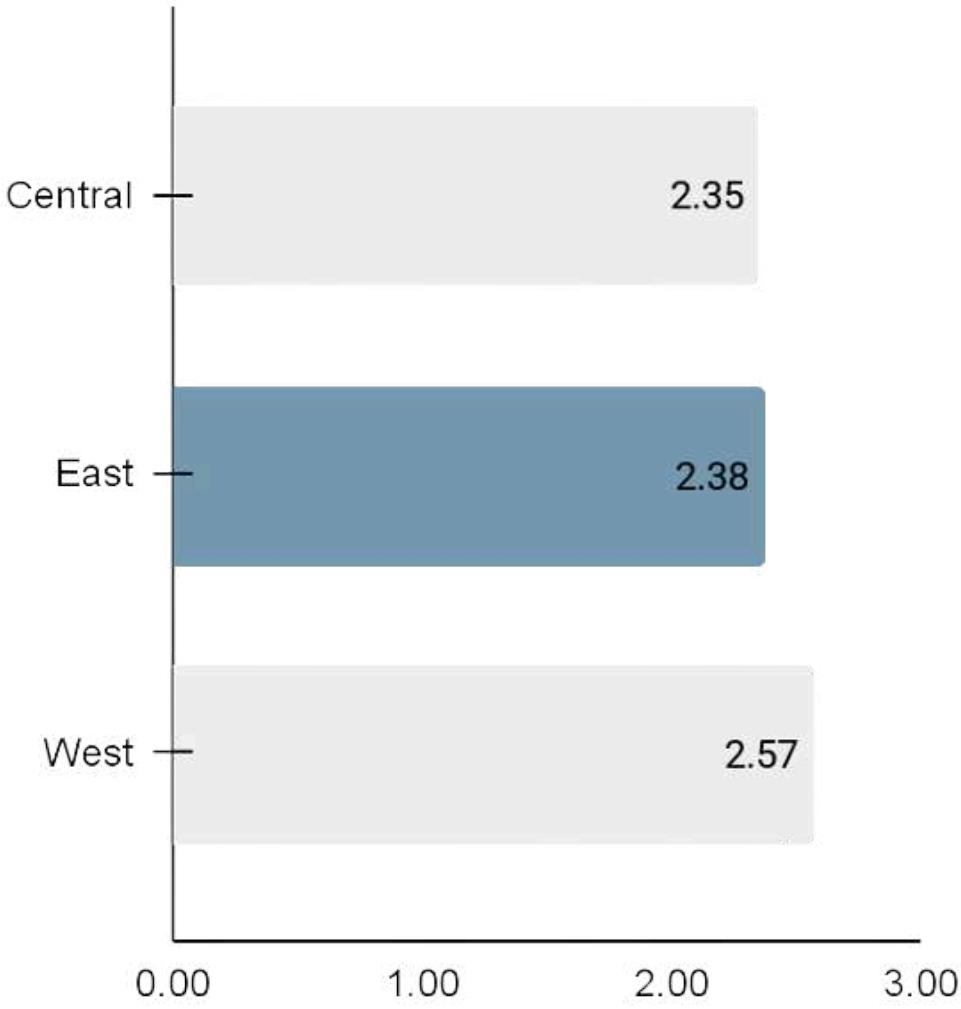
Human Resources by Sector

#, N = 54



Human Resources by Location

#, N = 54



Insights
 HR capacity gaps are driven more by **geography than sector**, with East and Central regions most in need

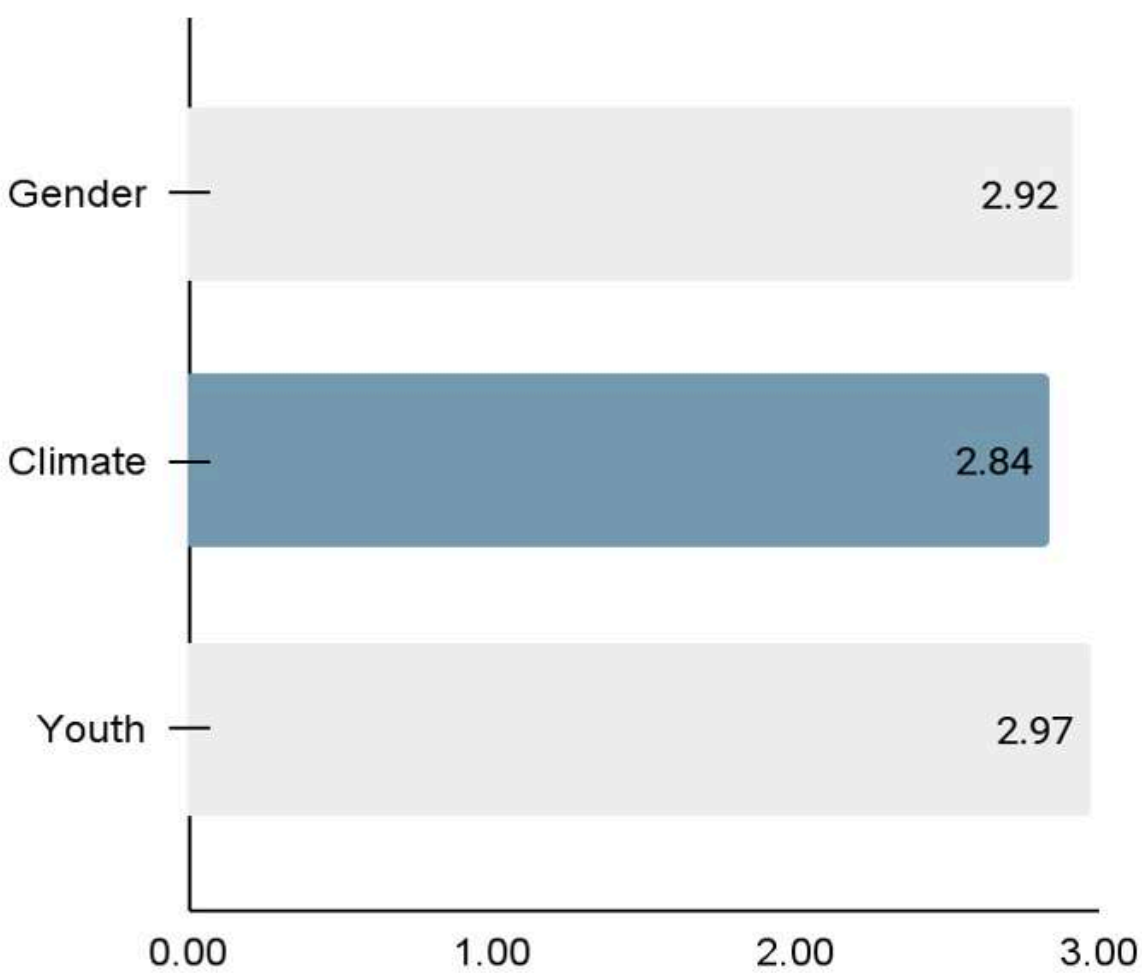
NPOs were asked to rate based on these options: 1 = None; 2 = Emerging; 3 = Established; 4 = Advanced

Most NPOs focused on **youth** issue **rated themselves as established** in integrating gender, equity and inclusion topics into their organisation culture.

Perceived rating for Gender, Equity and Inclusion Integration into organisation Culture*

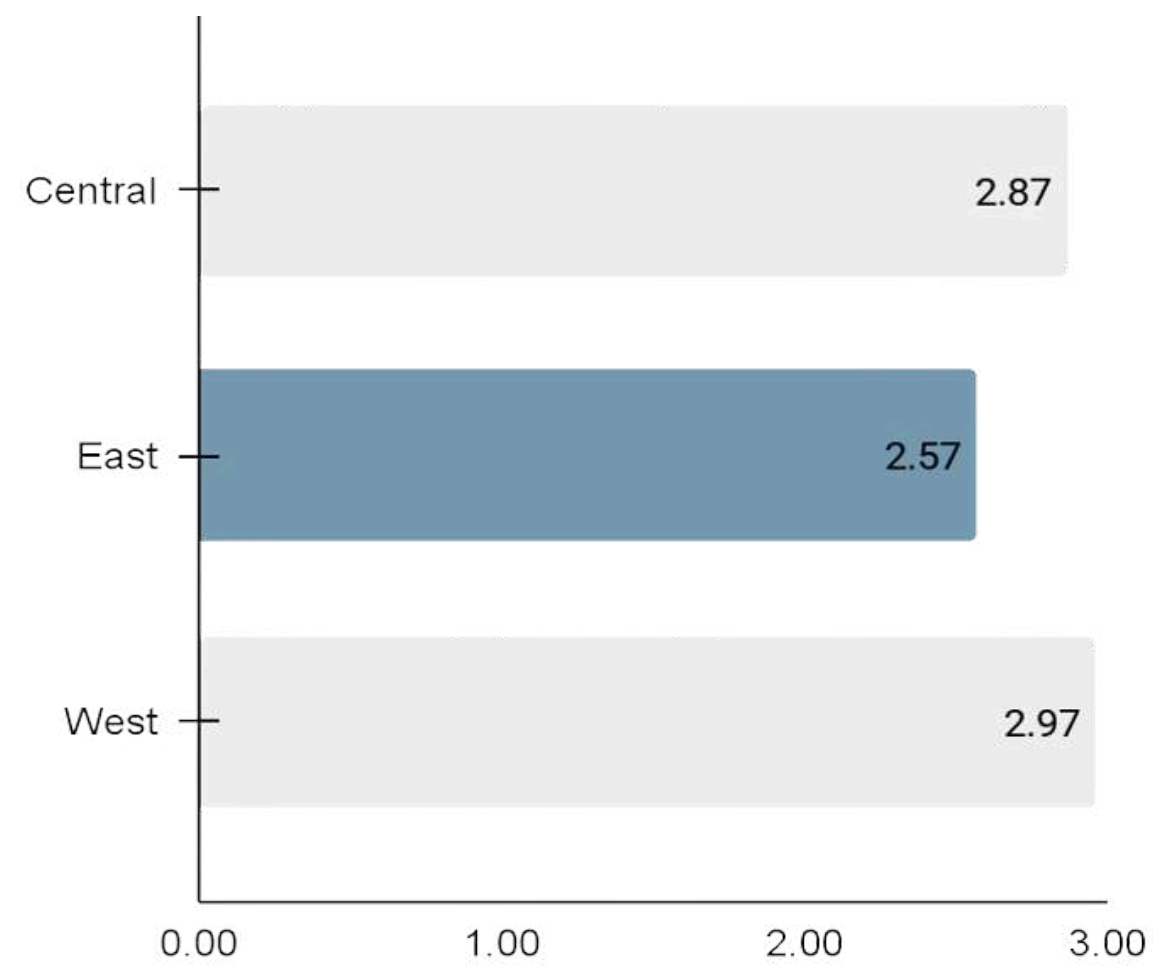
Gender, Equity and Inclusion Integration by Sector

#, N = 54



Gender, Equity and Inclusion Integration by Location

#, N = 54



Insights

NPOs working on **climate** issue and based in Eastern area **rated the lowest in terms of integrating Gender, Equity and Inclusion** in their organisation culture.

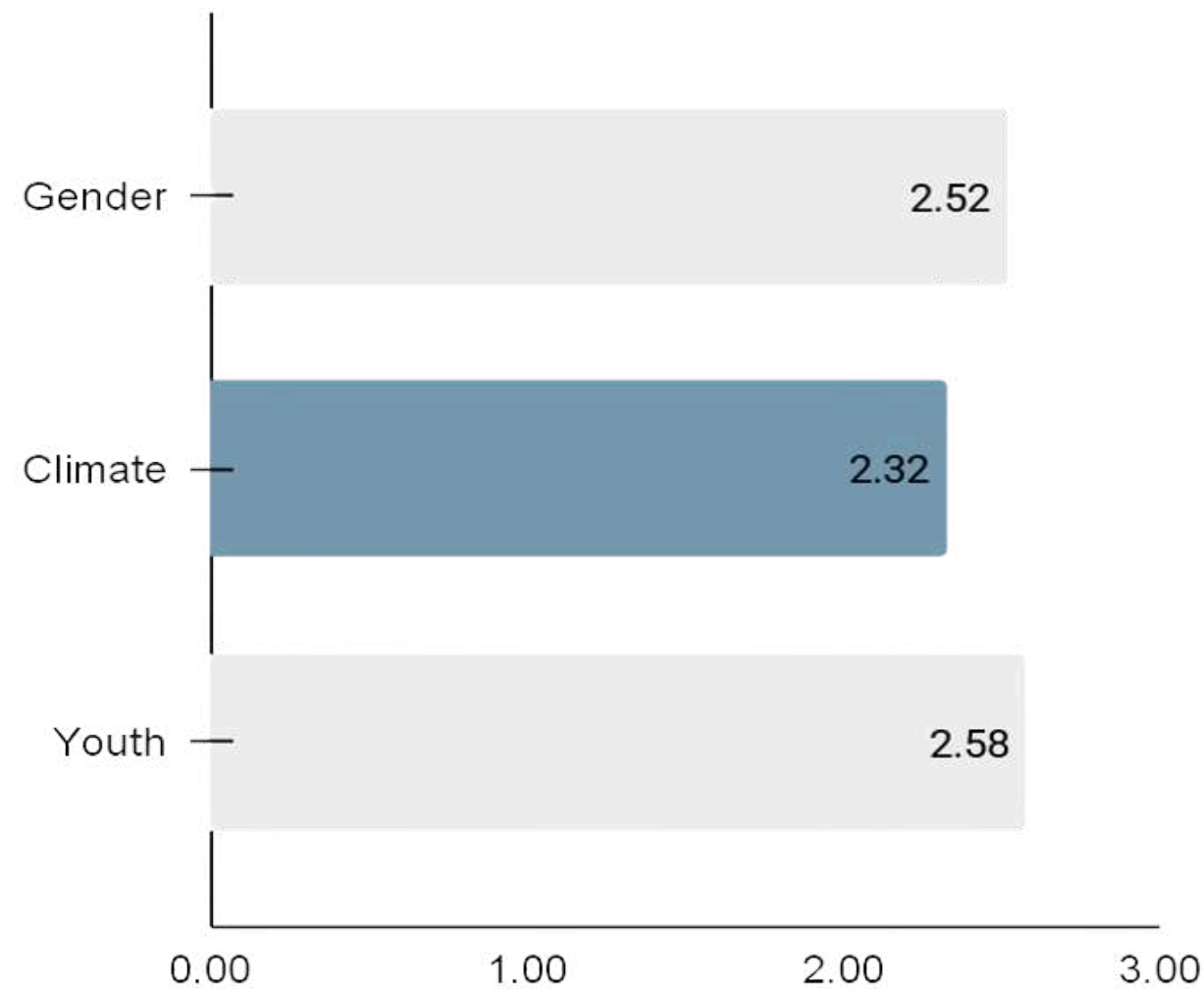
* NPOs were asked to rate based on these options: 1 = None; 2 = Emerging; 3 = Established; 4 = Advanced

NPOs focused on Youth and Gender issues demonstrate higher capacity on current technology environment compared to NPOs focused on Climate issue

Perceived rating of organisation's current technology environment*

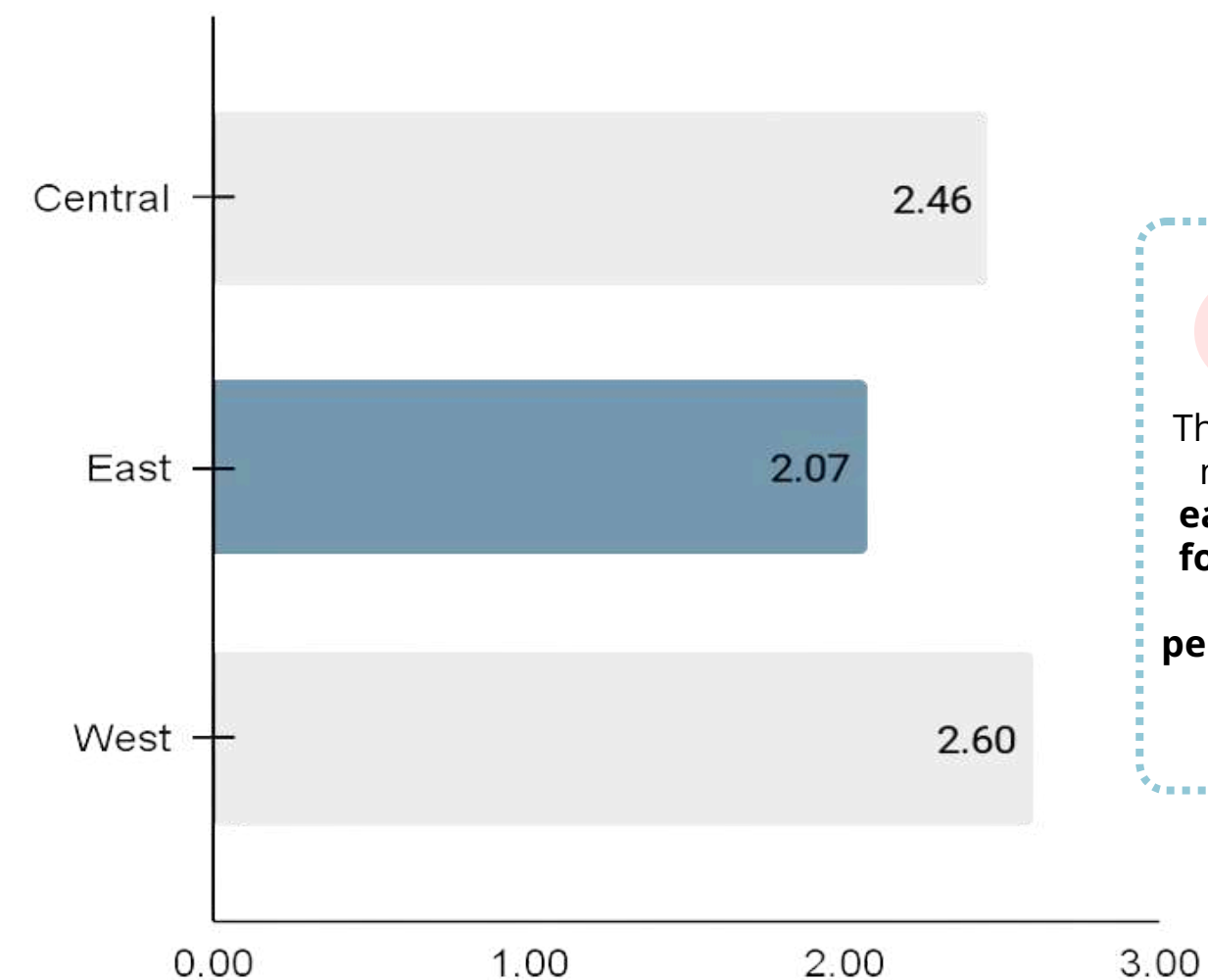
Current Technology Environment by Sector

#, N = 54



Current Technology Environment by Location

#, N = 54



Insights

The survey revealed that most NPOs located in **eastern Indonesia and focus on Climate issue** have the **lowest perceived rating** on their current technology environment.

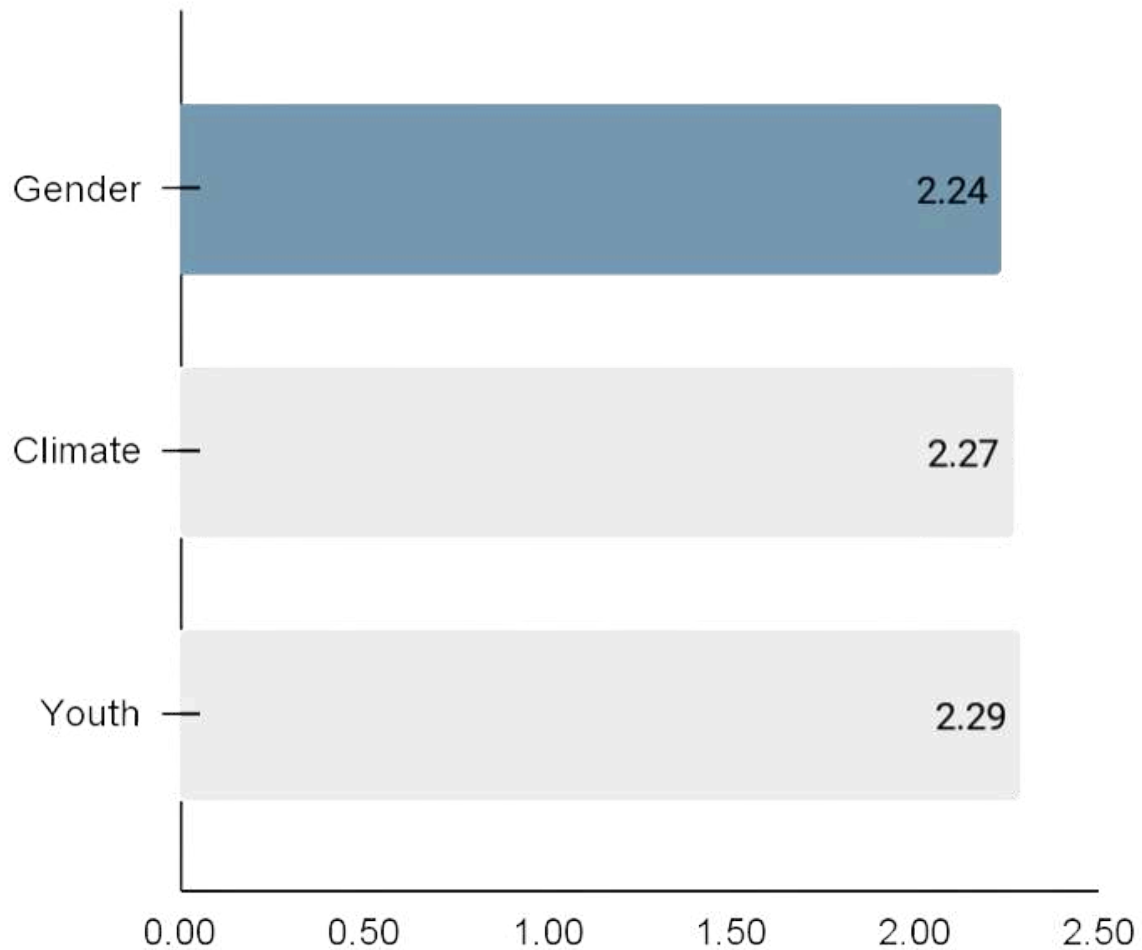
* NPOs were asked to rate based on these options: 1 = None; 2 = Emerging; 3 = Established; 4 = Advanced

Both group of NPOs in **Climate and Youth sectors** rated the highest on their organisational processes and system design

Perceived rating of least standardised or least documented organisational processes in organisations*

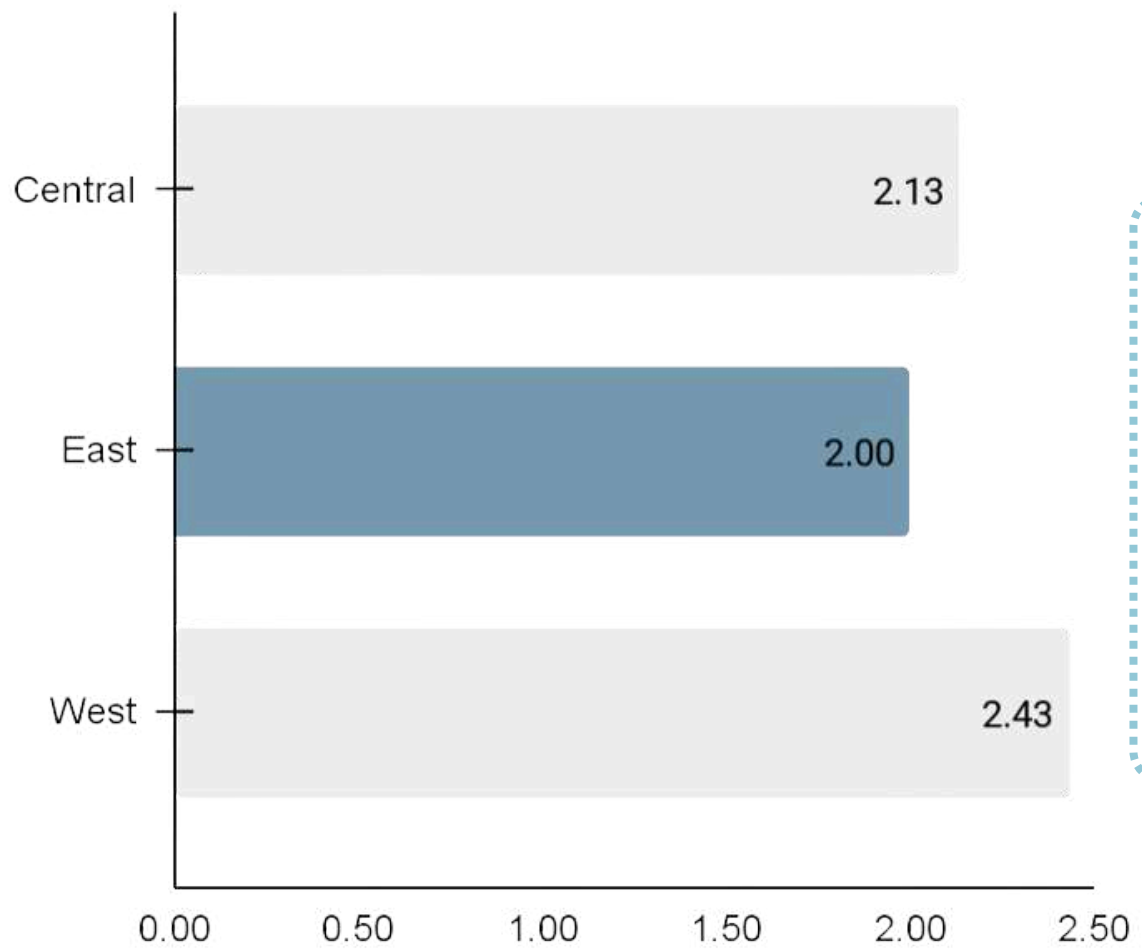
Least Standardized Organisational Processes by Sector

#, N = 54



Least Standardised Organisational Processes by Location

#, N = 54



Insights

Compared to other locations, NPOs in **Eastern Indonesia still need guidance** in standardising their organisational process

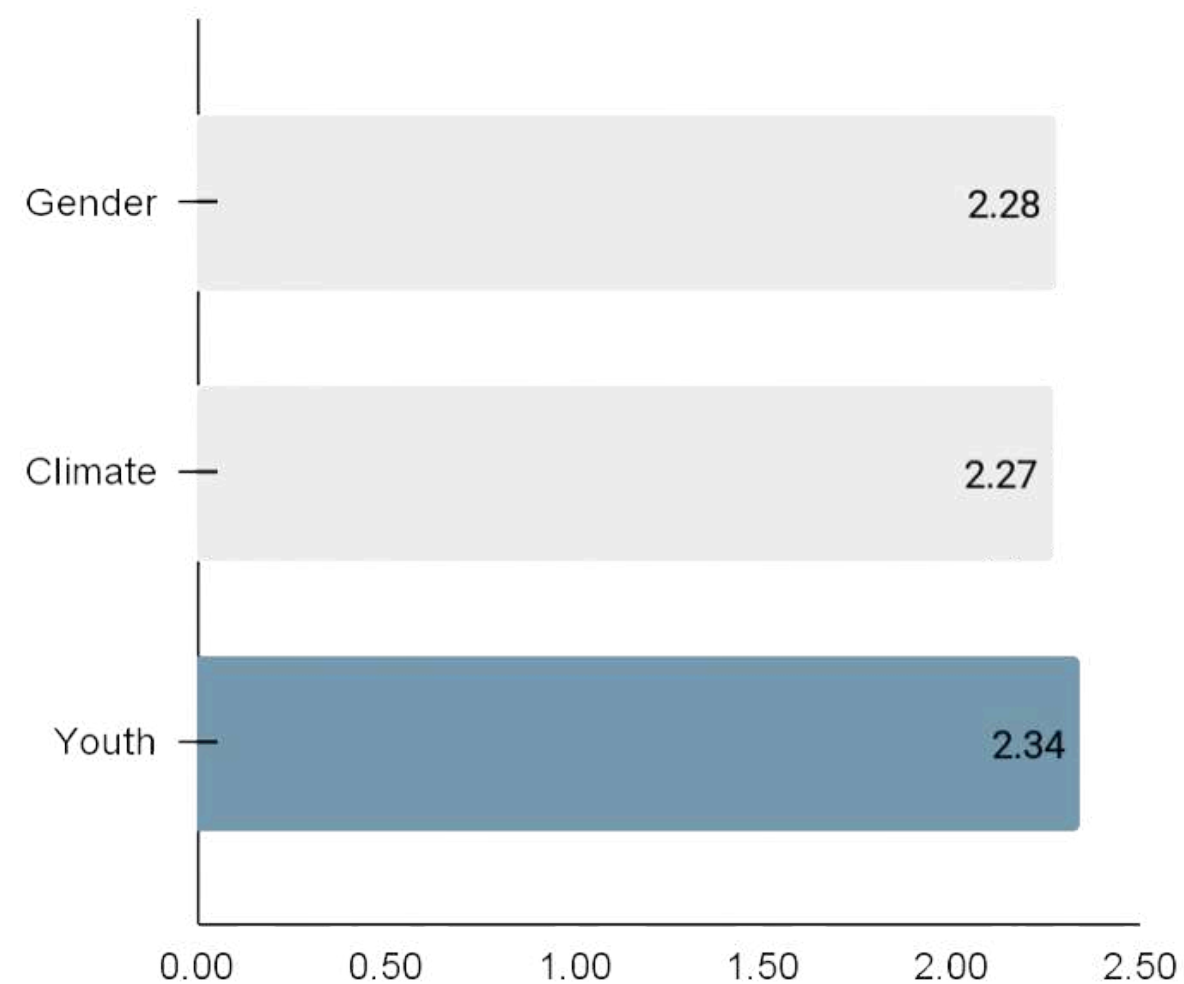
* NPOs were asked to rate based on these options: 1 = None; 2 = Emerging; 3 = Established; 4 = Advanced

NPOs based in Western Indonesia has the highest rating for having a clear status on their organisation's succession planning compared to those in Central and Eastern Indonesia

Perceived rating of organisation's succession planning current status*

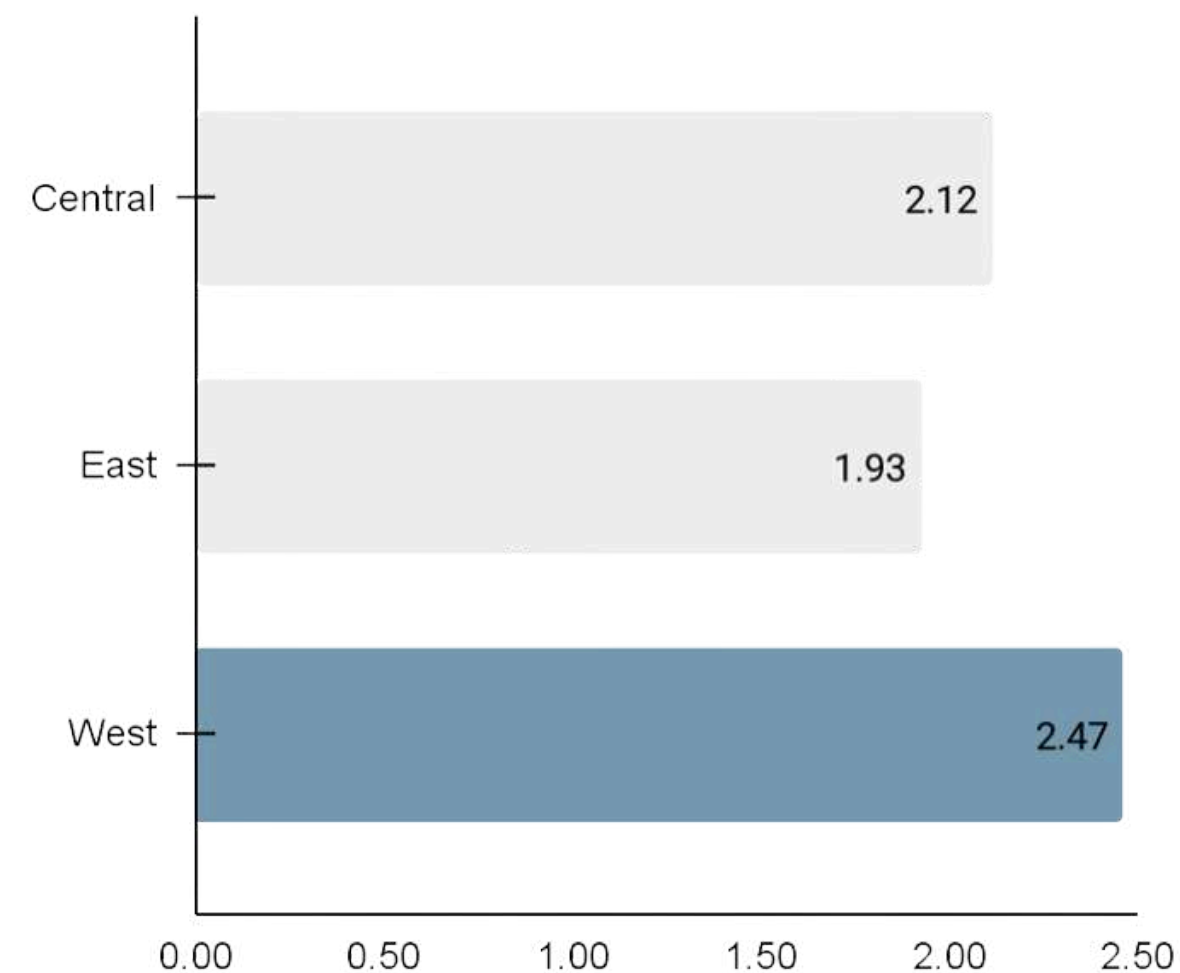
organisation Succession Planning by Sector

#, N = 54



organisation Succession Planning by Location

#, N = 54



Insights

NPOs focusing on **youth sector has more clear status on organisation's succession planning** compared to other sectors.

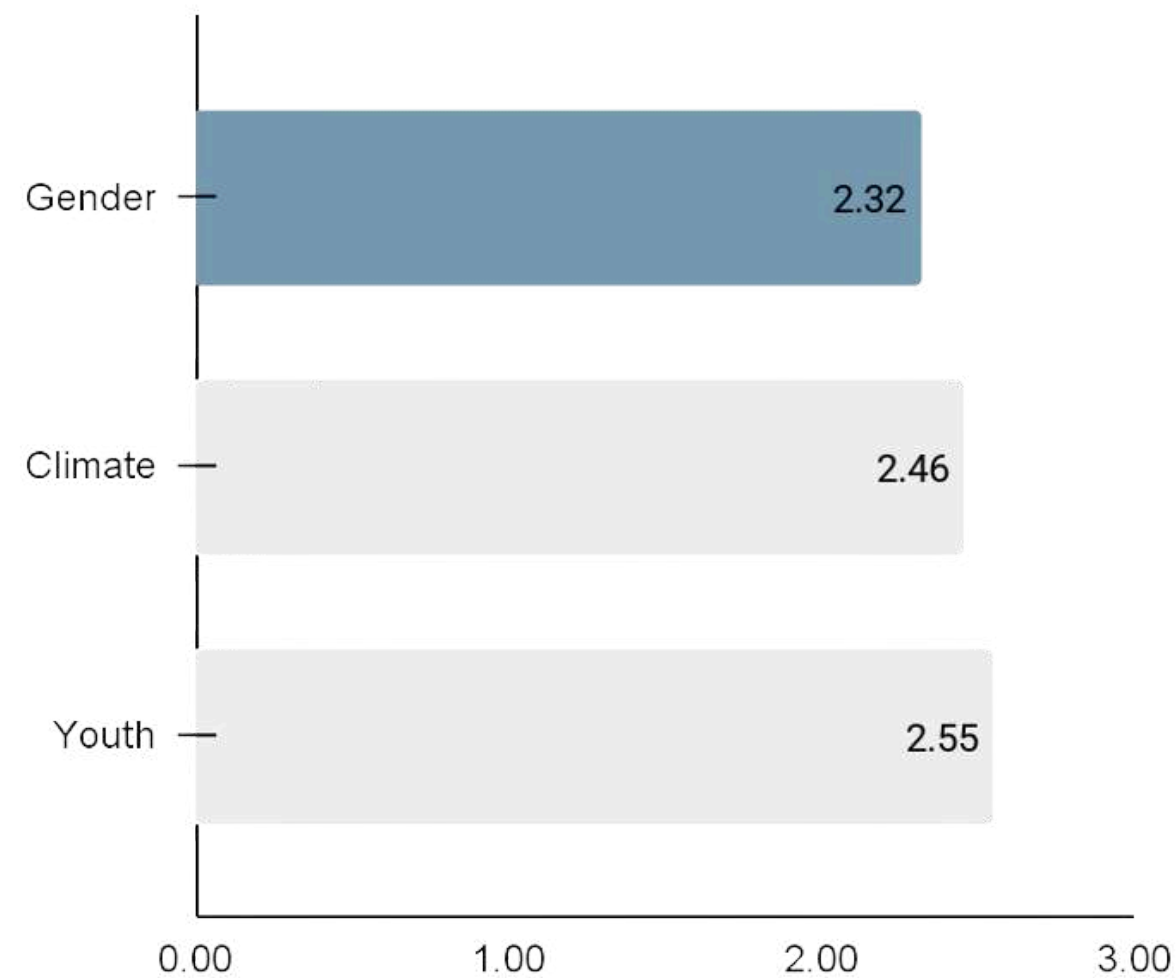
* NPOs were asked to rate based on these options: 1 = None; 2 = Emerging; 3 = Established; 4 = Advanced

Gender-focused NPOs and those based in Central Indonesia perceive themselves as lacking partnerships and alliances with other organisations.

Perceived rating of organisation's current status of Partnerships*

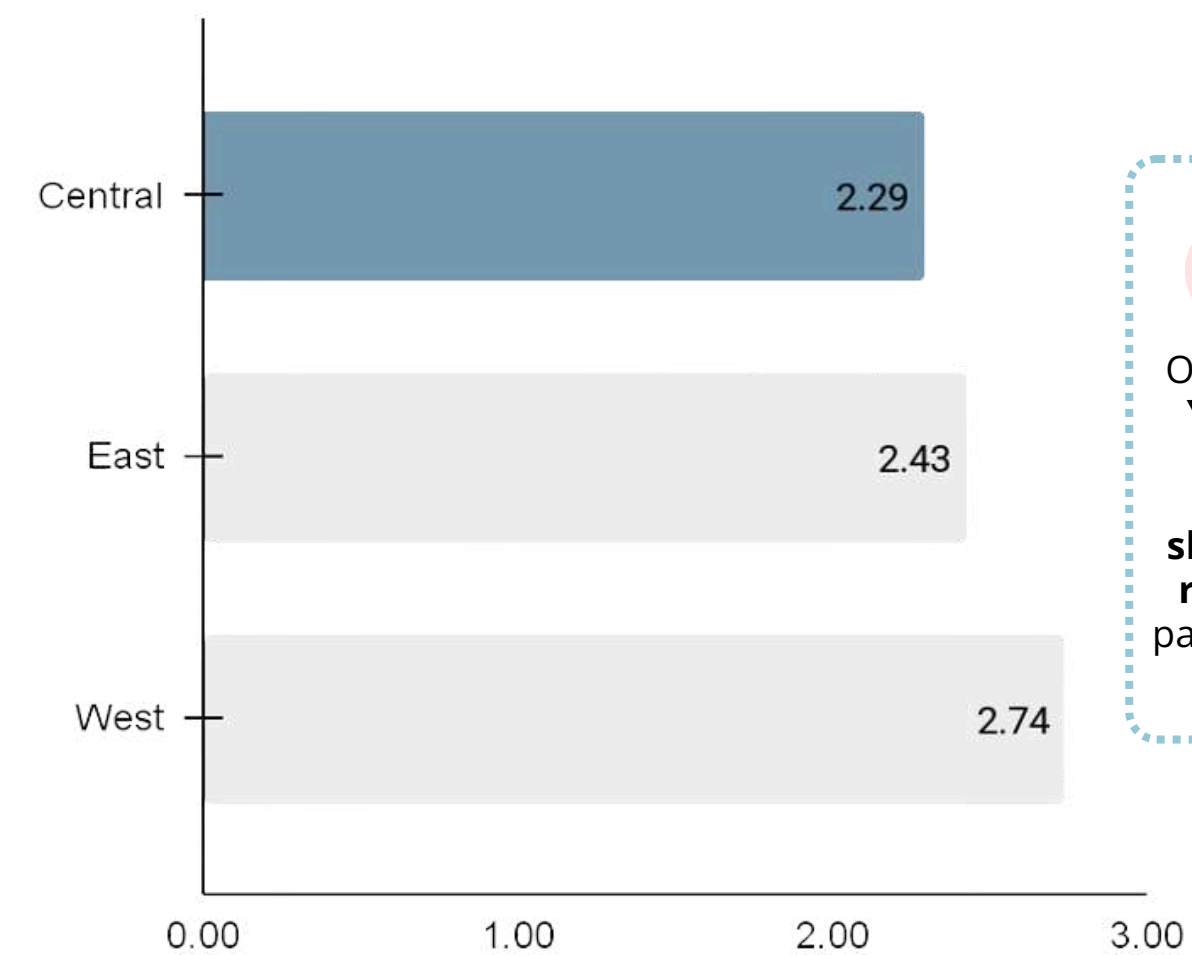
Current Status of Partnership by Sector

#, N = 54



Current Status of Partnership by Location

#, N = 54



Insights

On the other hand, both **Youth-focused NPOs** and **NPOs based in Western Indonesia** show higher perceived rating on their current partnership and alliances.

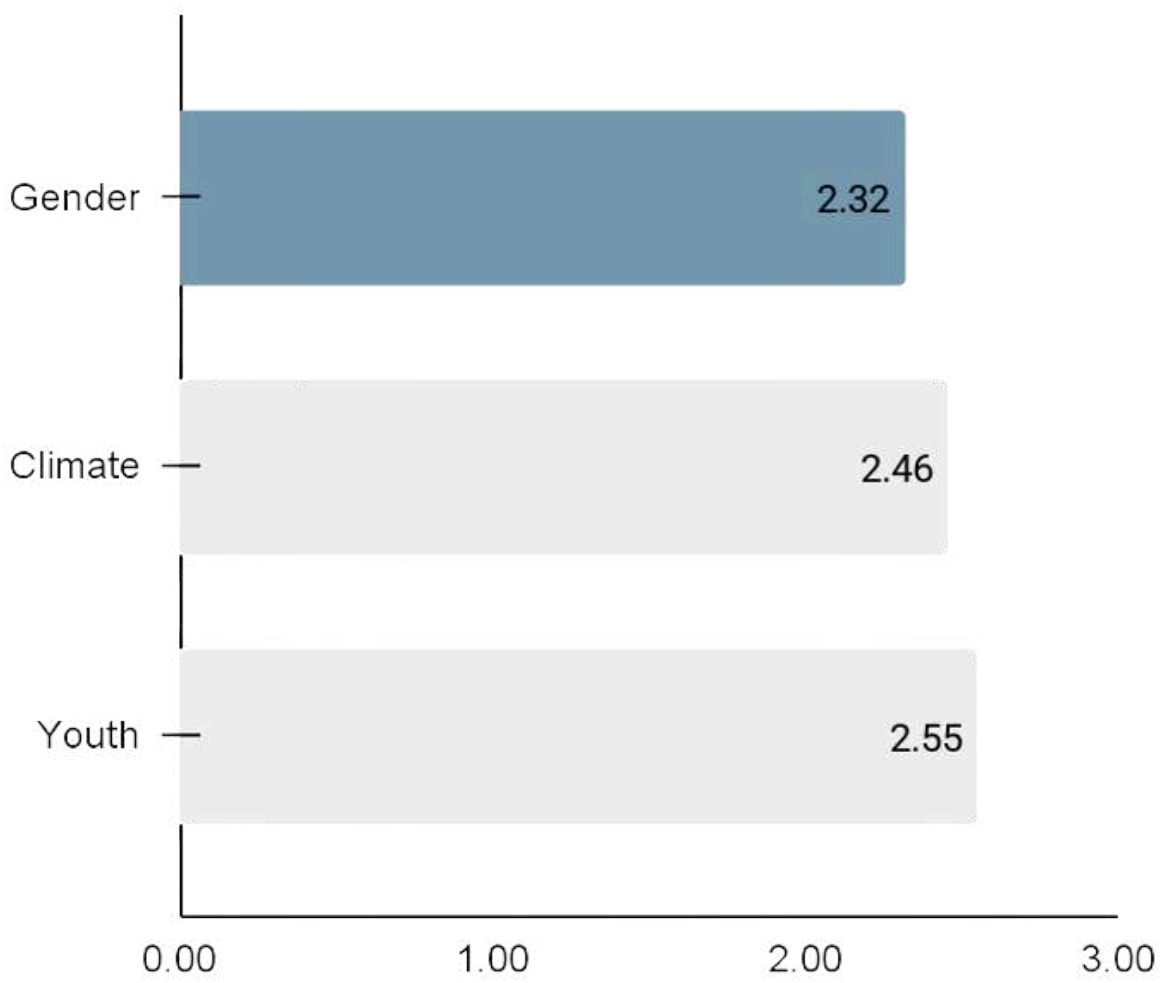
* NPOs were asked to rate based on these options: 1 = None; 2 = Emerging; 3 = Established; 4 = Advanced

Climate-focused and Central region organisations have the highest communication capacity needs, while Youth-focused and West region organisations report established communication.

Perceived rating of organisation's current status of Partnerships*

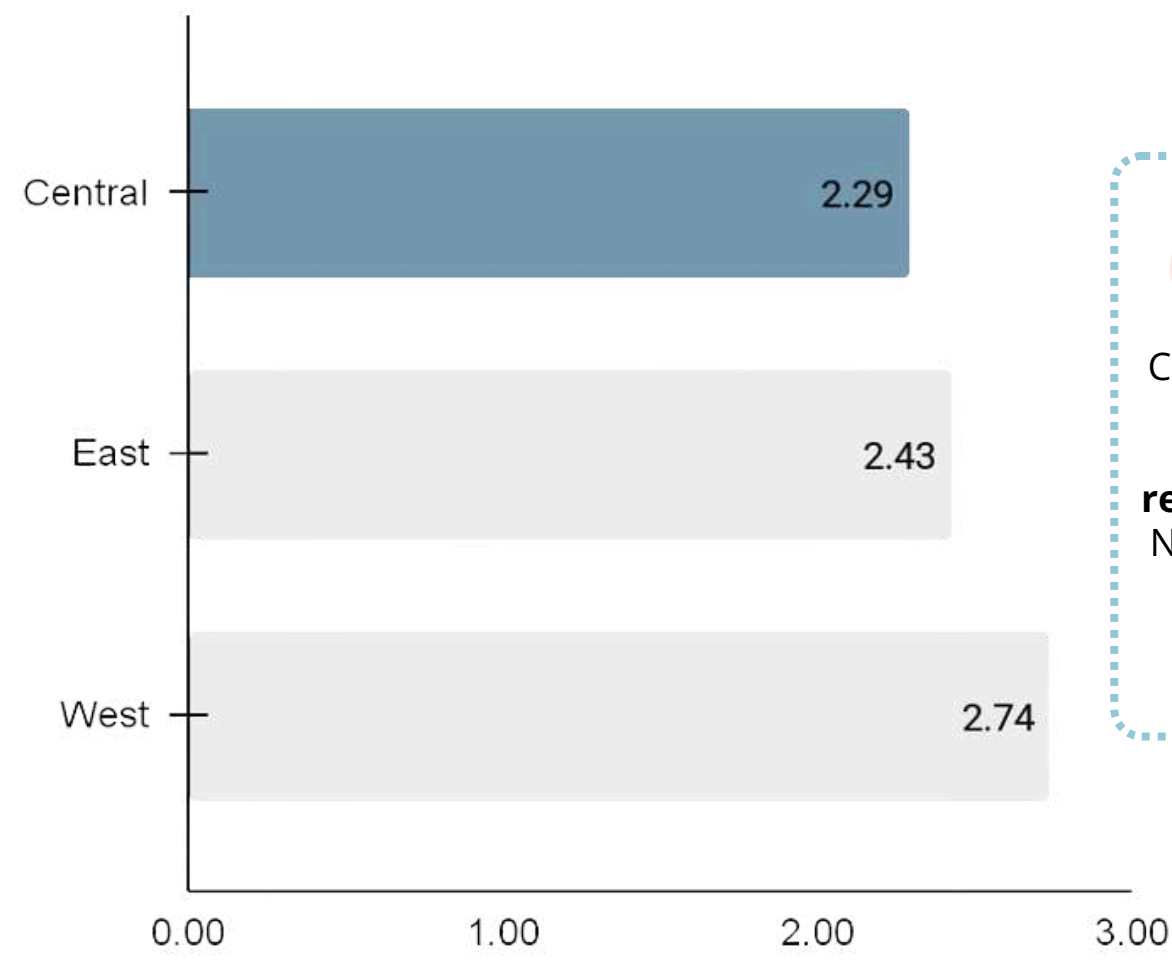
Current Status of Partnership by Sector

#, N = 54



Current Status of Partnership by Location

#, N = 54



Insights

Communication capacity is **fairly consistent across sectors and regions**, suggesting most NPOs **have built a solid foundation** in communication.

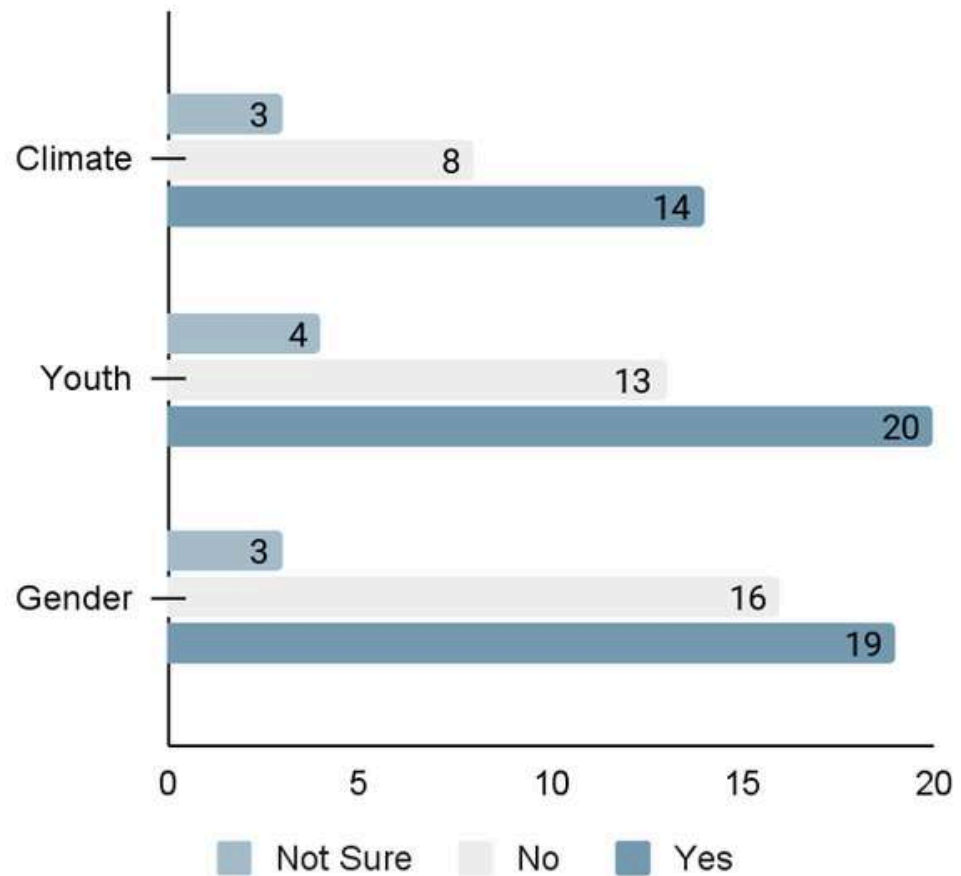
* NPOs were asked to rate based on these options: 1 = None; 2 = Emerging; 3 = Established; 4 = Advanced

Youth-focused and West region organisations report the highest levels of capacity-building support from funders, while Gender-focused and West region organisations receive comparatively less support.

Perceived extent of capacity-building support provided by funders to NPOs*

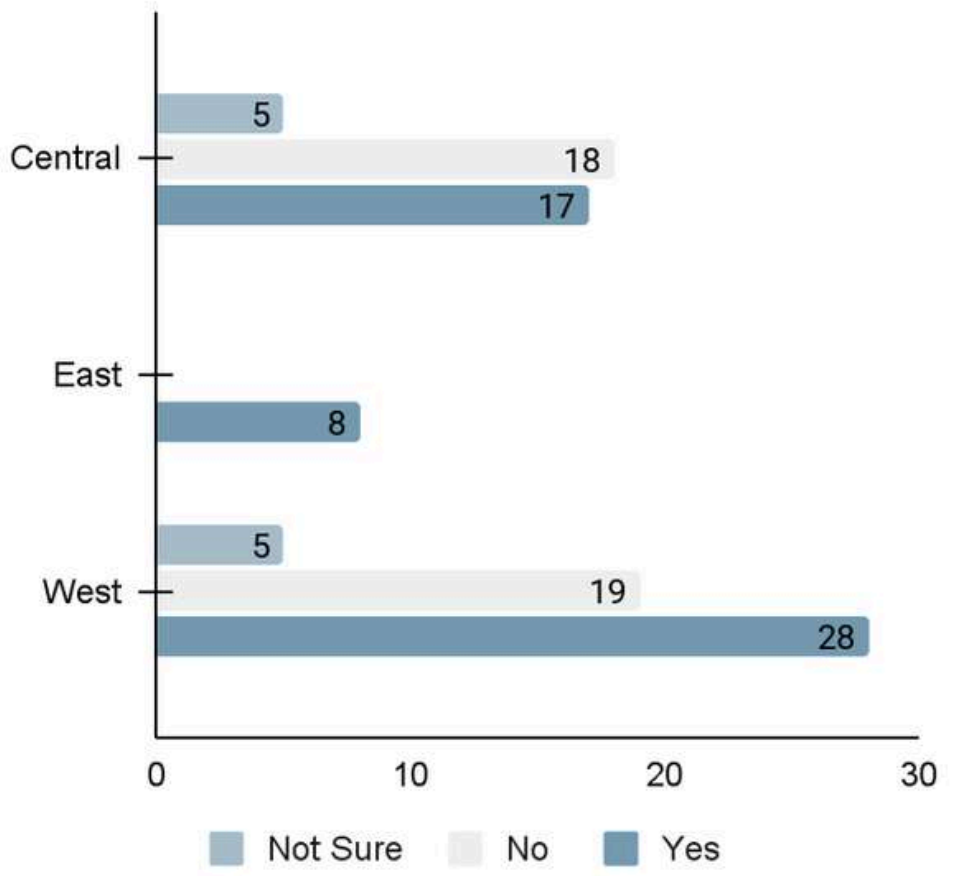
Funders Support for Capacity Building by Sector

#, N = 54



Funders Support for Capacity Building by Location

#, N = 54



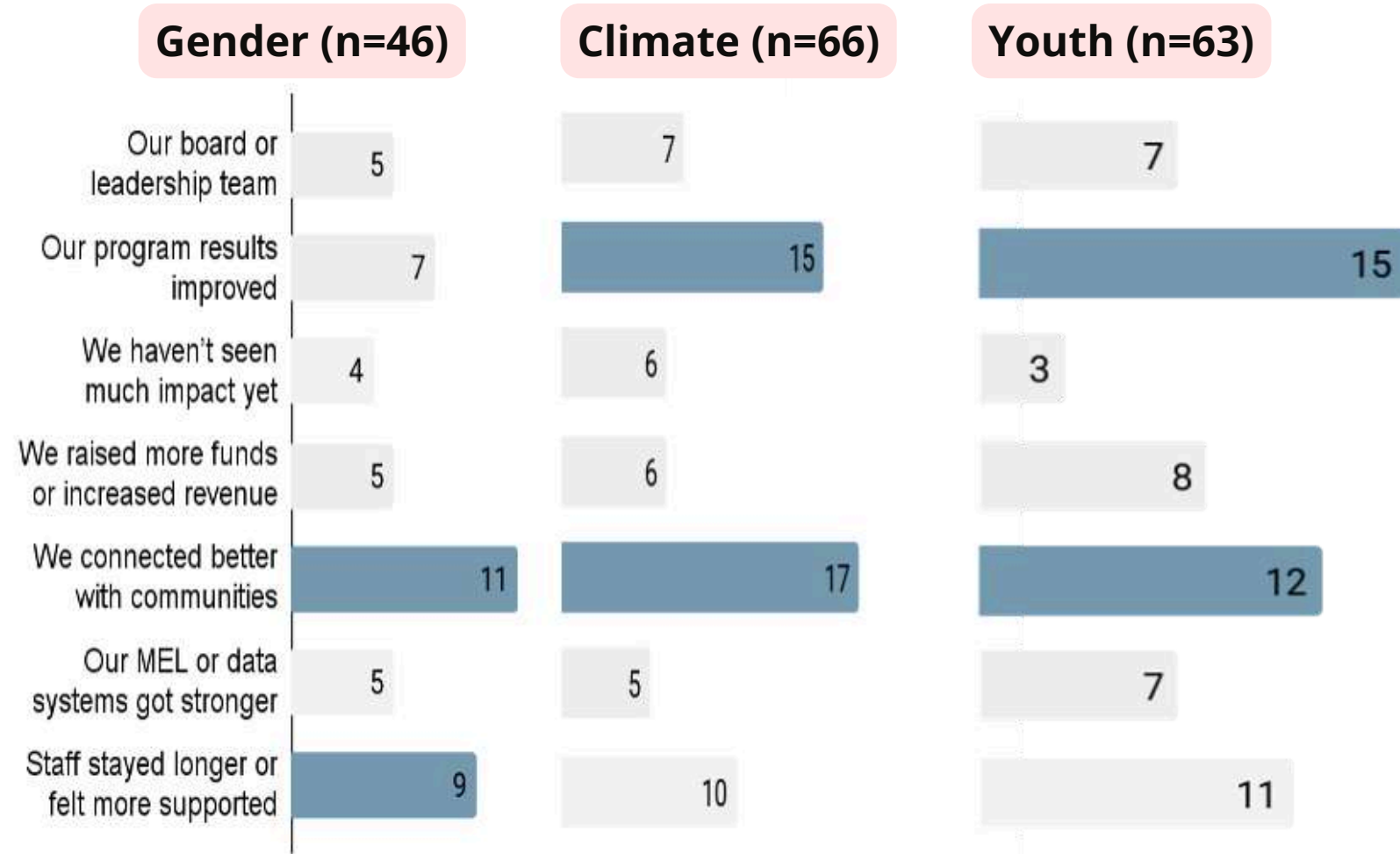
*NPOs were asked to choose from three options: not sure, no, and yes.

Across regions and sectors, NPOs most often report **improved program results, greater community engagement, and higher staff retention or support**

Perceived Changes Resulting from Capacity-Building Support Received by NPOs*

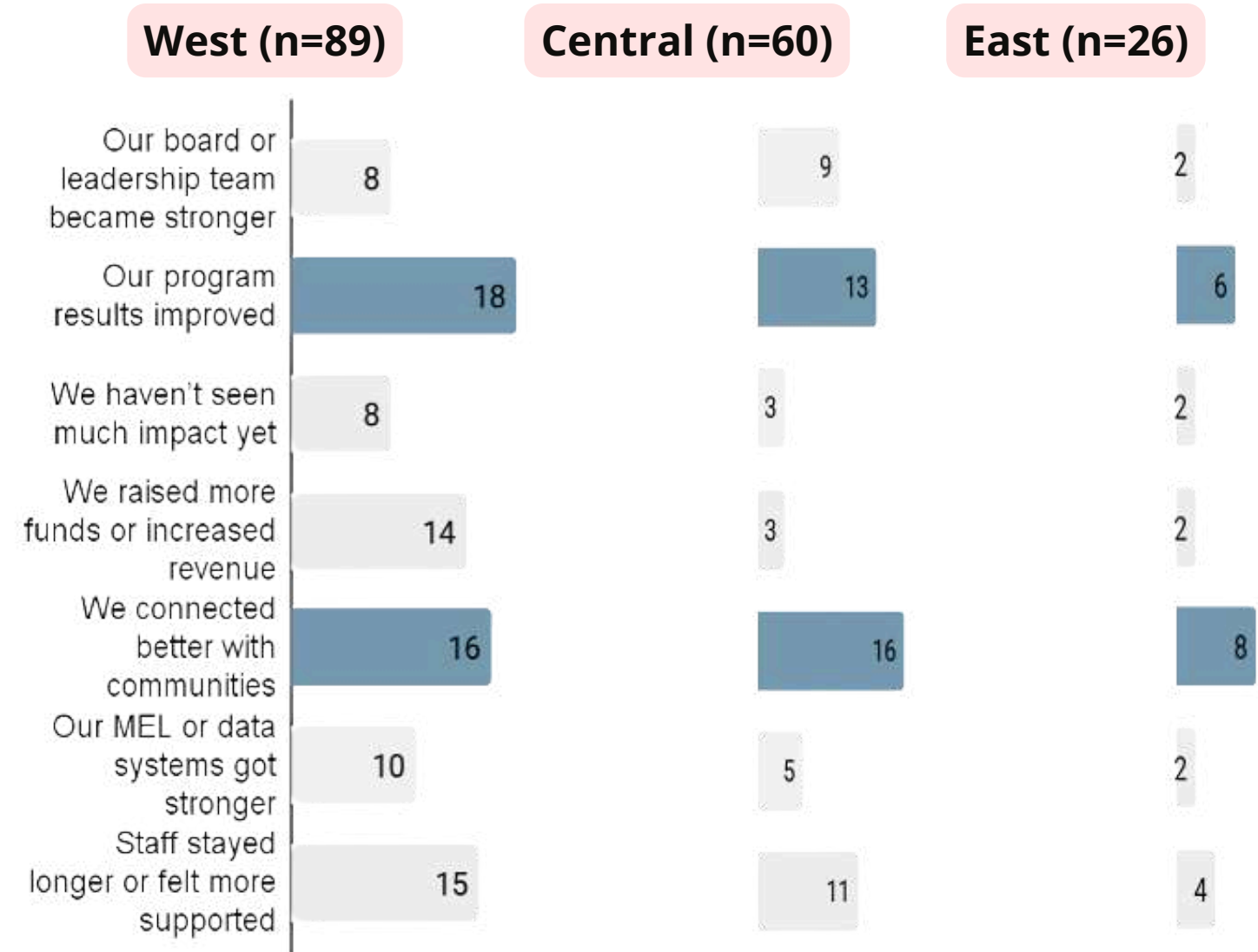
Observed Changes by Sector

#, N = 54; multiple answer



Observed Changes by Location

#, N = 54; multiple answer



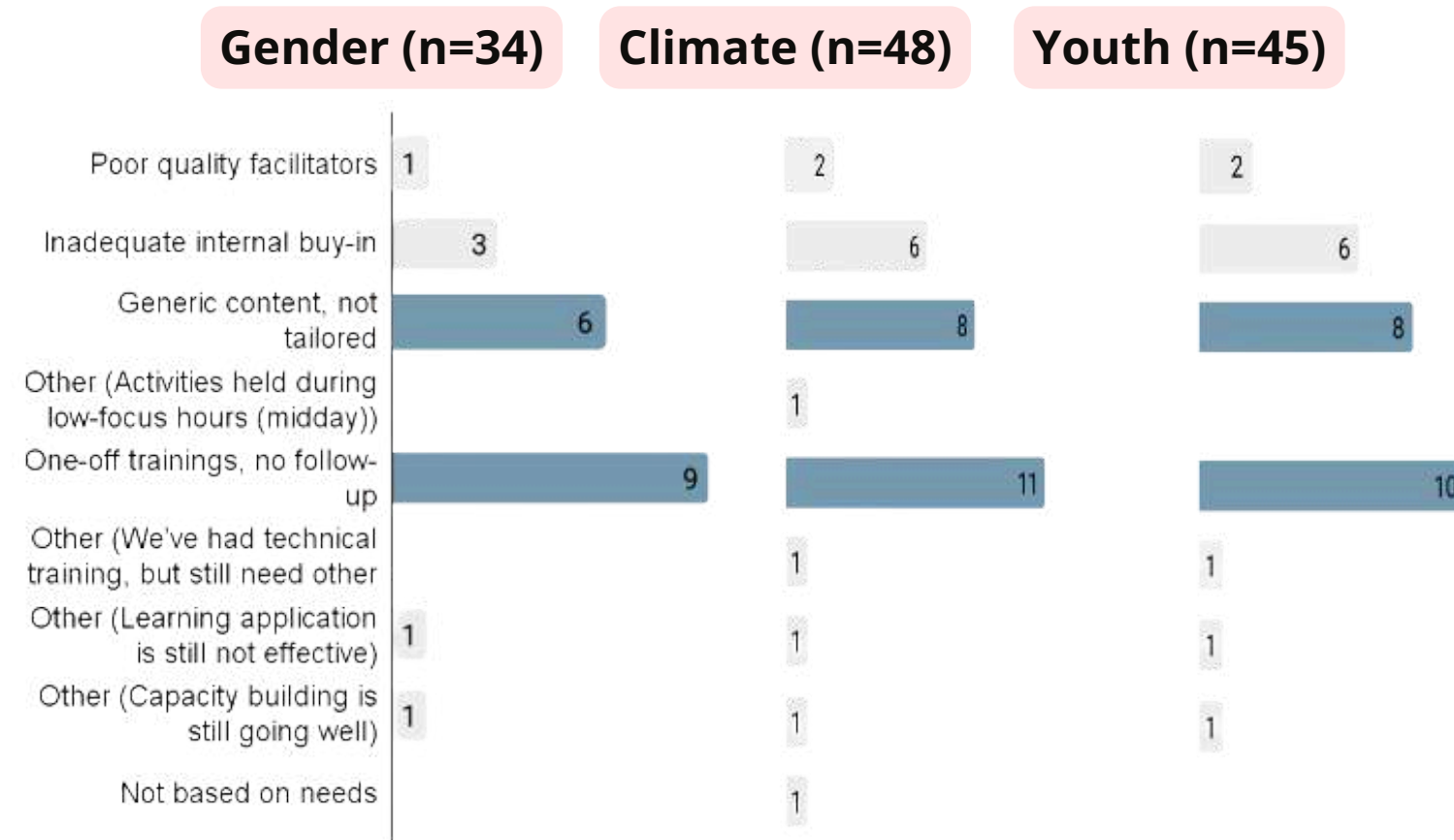
*NPOs were asked to select all that apply

Across sectors and regions, the main barriers to effective capacity building are **generic content, limited time to apply learnings, and lack of follow-up**

Perceived Barriers to Effective Capacity-Building Support for NPOs*

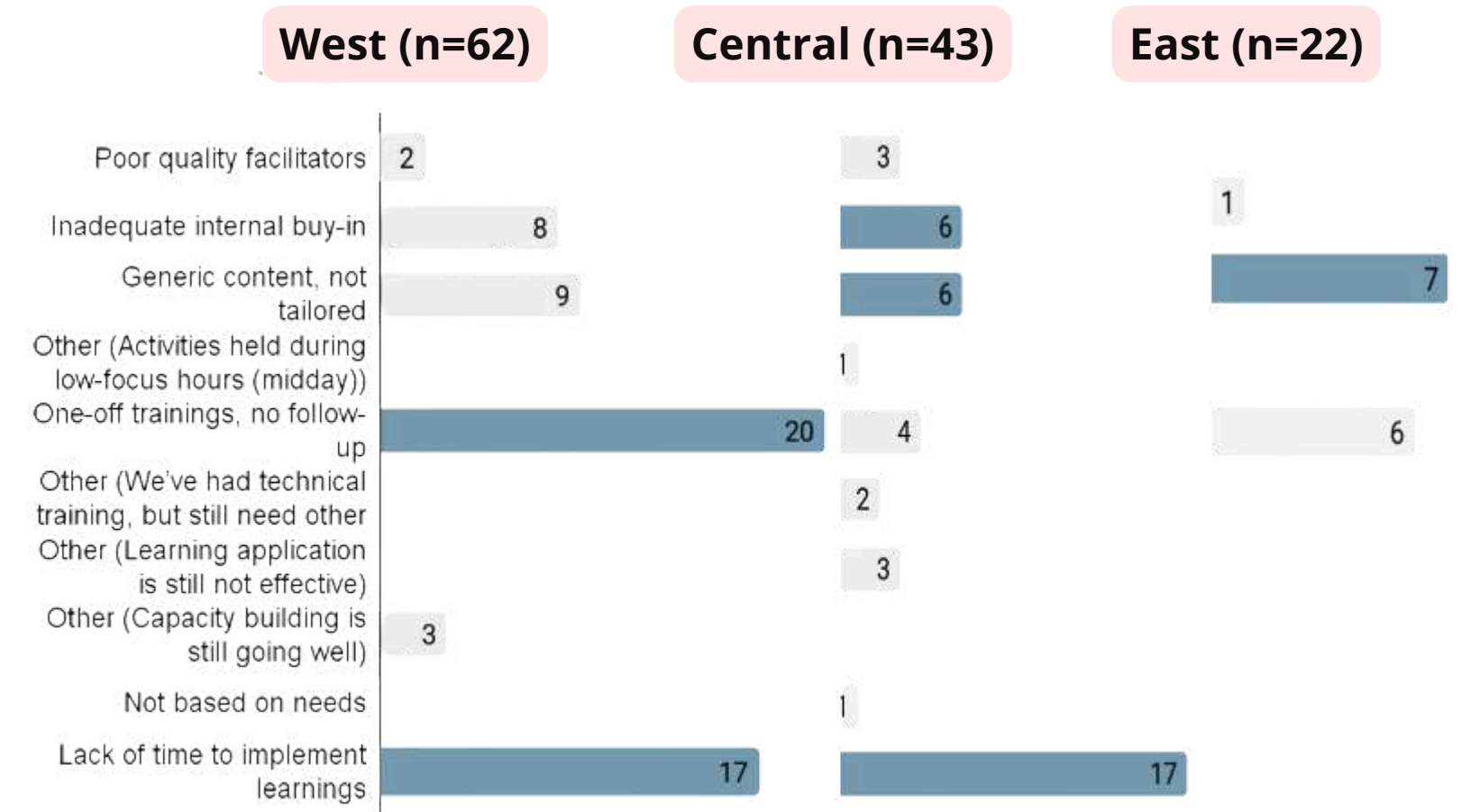
Key Reasons by Sector

#, N = 54; multiple answer



Key Reasons by Location

#, N = 54; multiple answer



Insights

Midday sessions during low-focus hours also limit the effectiveness of capacity-building

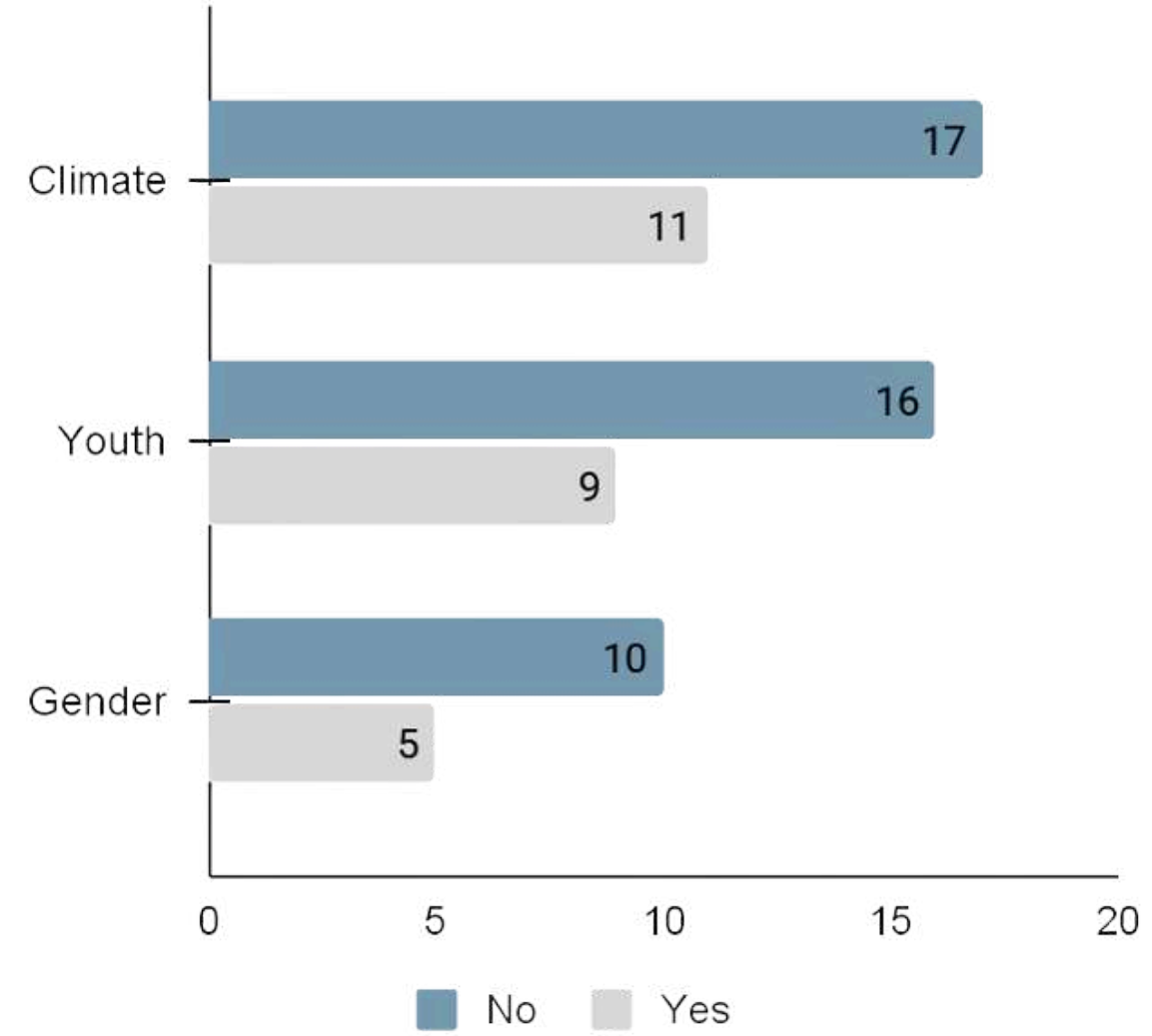
*NPOs were asked to select all that apply and add new answer

Most NPOs reported not using digital platforms to connect with capacity-building providers, and this pattern is consistent across sectors and regions.

Perceived use of digital platforms to connect with capacity-building providers*

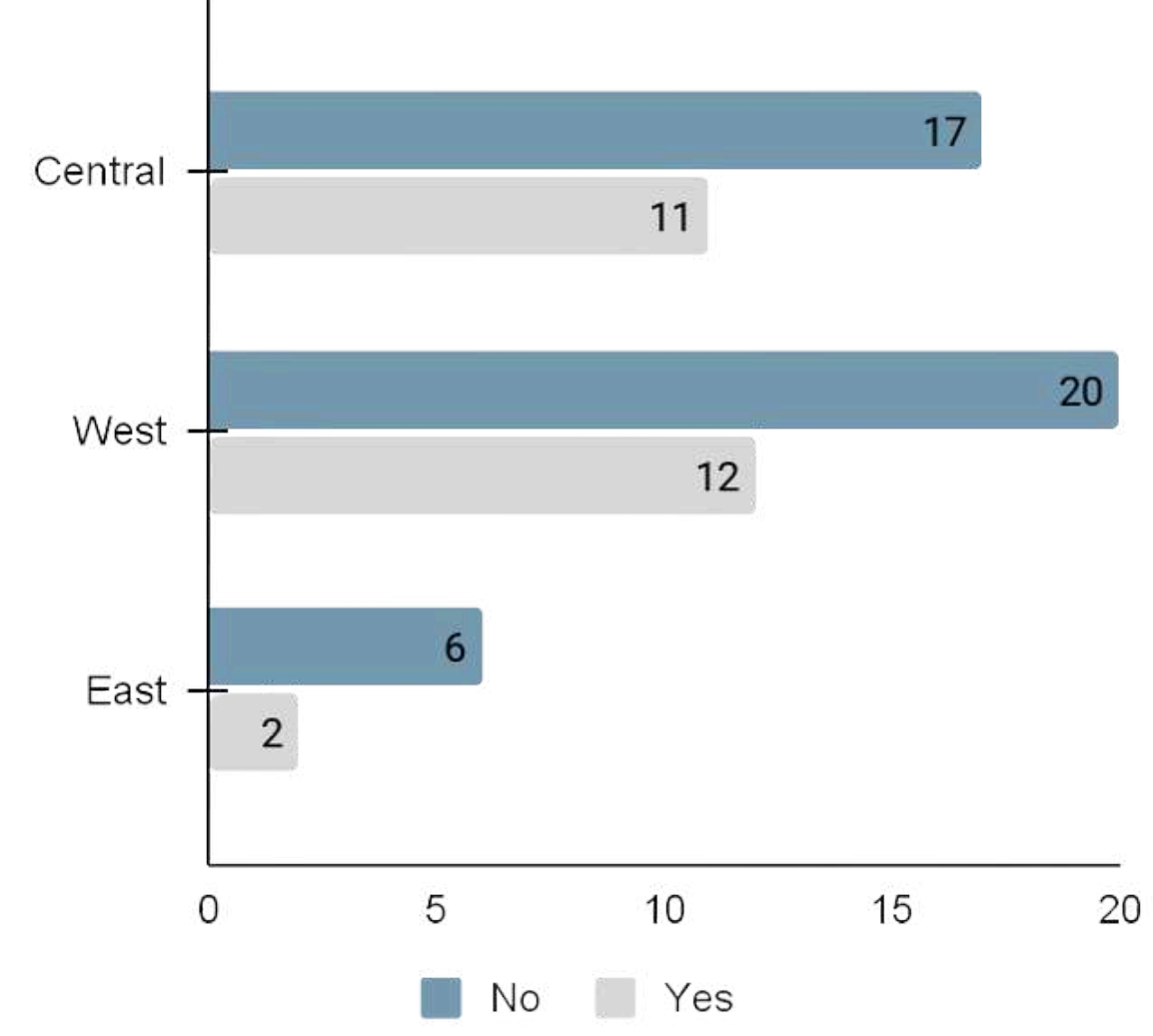
Use of Digital Platforms by NPOs by Sector

#, N = 38



Use of Digital Platforms by NPOs by Location

#, N = 38



**NPOs were asked to choose from three options: no or yes*



AVPN is the largest network of social investors in Asia, comprising over 700 diverse members across 43 markets. Our mission is to increase the flow and effectiveness of financial, human, and intellectual capital in Asia by enabling members to channel resources towards impact. As an ecosystem builder, AVPN enables its members to connect, learn, act, and lead social impact efforts across key pillars while improving the effectiveness of deployed capital, bringing local field needs, regional expertise, and policy insights to the forefront

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