

Call for Consultancy Applications

Research on Alternative Financing Models for Non-Profit Organizations (NPOs) in Asia

The International Center for Not-for-Profit Law (ICNL) seeks an individual or organizational consultant to conduct research on alternative fundraising and financing models for non-profit organizations (NPOs) in Asia. All research and a short report or briefer summarizing the main findings should be completed by **August 30, 2026**. The deadline for applications is **May 19, 2026**. The ceiling for this consultancy is **\$4,500 USD**.

Background

ICNL is an international not-for-profit organization that promotes an enabling legal environment for civil society, freedom of association, assembly, expression, and public participation around the world. ICNL has provided technical, research, and capacity-building assistance to support the reform of laws affecting nonprofit organizations (NPOs) in over 100 countries. We work with a wide network of partners and experts to produce innovative research and analysis on legal topics affecting civil society.

In Asia and the Pacific, ICNL works with local partners, networks, and policymakers to improve the regulatory frameworks that affect NPOs. Our work in the region focuses on strengthening the enabling environment for civic participation, supporting legal and regulatory reforms, and promoting policies that facilitate the sustainability and resilience of NPOs. This includes research, technical assistance, capacity-building initiatives, and regional collaboration with civil society networks.

Across the region, NPOs are facing increasing financial pressure. Traditional funding sources, particularly international donor support, are becoming more limited. At the same time, economic constraints and shifting political priorities are affecting the availability of public funding and domestic philanthropy. These trends are creating significant challenges for NPO sustainability and operational continuity.

In response, many nonprofit organizations are exploring new strategies for financial sustainability and income diversification. Among these approaches, crowdfunding, subscription-based models, alternative structuring/mergers, endowments, and other forms of mission-aligned financing are gaining attention. Some NPOs in the region are experimenting with revenue-generating activities, blended finance, social enterprises, and partnerships with private investors seeking both financial returns and measurable social impact.

Information about how these models function in practice, particularly within the legal and regulatory contexts of Asian countries, remains limited. Identifying and documenting promising models could help organizations better understand the opportunities and legal obstacles associated with alternative financing and fundraising approaches, as well as the regulatory conditions that enable or hinder their development.

To address this gap, ICNL seeks a consultant to support ICNL in identifying, documenting, and sharing examples of promising fundraising and alternative structural approaches to accessing resources by nonprofit organizations in Asia.

Scope of Work

The consultant will be encouraged to identify and analyze models through which nonprofit organizations in the region are accessing or engaging with alternative fundraising or other mission-aligned financing mechanisms. Specific areas of research and tasks could include:

1. Mapping and analyzing existing fundraising models applicable to nonprofits in Asia.
2. Identifying regulatory and legal frameworks that enable nonprofit participation in alternative financing models, including social enterprise or impact investment ecosystems. Examples of models to be considered include (but are not limited to):
 1. Social impact bonds or outcomes-based financing
 2. Hybrid nonprofit–enterprise structures
 3. Community investment funds
 4. Crowdfunding and participatory finance mechanisms
 5. Conservation and climate finance models (e.g., debt-for-nature swaps)
3. Examining legal and institutional barriers affecting nonprofit adoption of key models identified.
4. Identifying opportunities for legal reform and innovation, if appropriate, tailored to Asian contexts.
5. Preparing a synthesis brief summarizing key findings, trends, and recommendations, and including potential case studies.
6. Presenting preliminary findings to ICNL staff and partners through a virtual meeting or workshop.

The scope of work is not limited to these areas or topics; we welcome proposals that explore other funding diversification topics, as relevant to civil society in Asia.

Eligibility Requirements

This consultancy is open to any individual or organizational consultant with significant experience in non-profit and resource/funding issues in Asia. It may be carried out remotely.

Selection Criteria

Applications will be evaluated based on the following factors:

- Compliance with eligibility requirements and application procedures.
- Experience with civic space, civil society, non-profit regulation, and fundraising/alternative finance models in Asia, as well as relevant law and policy research.
- Quality of proposal, including the proposed methodology/design.
- Proposed budget and value for money.

How to Apply

To apply for this consultancy, applicants must submit the following items by **May 19, 2026**:

- Proposal of not more than three pages, including line-item budget (which should include day rates, in USD, where relevant);
- Resume or curriculum vitae (CV) for individuals undertaking the research and writing the report; and any additional background information (e.g., website links, sample reports, informational materials) as desired;
- At least one relevant, original writing or research sample, **unedited** (including by AI), except by the applicant.

Applications should be sent to asia@icnl.org, with reference to “Alternative NPO Financing – Asia” in the subject line. All application materials should be submitted in English. Questions related to this consultancy or any of the above can be emailed to asia@icnl.org.¹

¹ Please note that ICNL is under no obligation to issue a consultancy and that only shortlisted candidates will be contacted. Issuance of this limited solicitation does not constitute an award commitment on the part of ICNL nor does it commit ICNL to pay for costs incurred in the preparation and submission of an application.