Para May Bukas: The Communication Strategies of Philippine Orphanages in Mobilizing Sustainable Resources

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Abstract. This study examines the communication strategies employed by selected Philippine orphanages. Its focus is to understand how they utilize communication for both internal and external purposes to ensure the sustainability of their resources. Two theories were applied: Communication Infrastructure Theory (CIT) and the Functional Perspective on Group Decision-Making (FPGDM). CIT was used to analyze their external communication efforts, while FPGDM provided insights into their internal communication, particularly their group decision-making practices. Six orphanages from Metro Manila participated in this study, which utilized a multiple case study approach. In addition to interviews with participants, their social media accounts were also analyzed to provide a more extensive examination of their communication strategies. This study also highlights the challenges faced by orphanages, such as financial constraints, staff shortages, and other operational difficulties. Despite these challenges, the orphanages employed various communication strategies, all aligned with their mission to improve the well-being of children and sustain their programs and services.

Keywords: Decision making, communication strategies, orphanage, resource mobilization, sustainability

INTRODUCTION

The Department of Social Welfare and Development (DSWD) has reported that numerous Filipino children are placed in institutional care due to factors such as abandonment, abuse, or economic hardships. Despite the noble mission of orphanages and other home care institutions in providing for vulnerable children, they continue to face operational challenges such as financial difficulties, resource shortages, and inconsistent donor support.

It is crucial for orphanages to learn how to sustain and mobilize their resources, as many children depend on them for care and support. Most orphanages rely on external funding, donations, and collaborations to maintain their daily operations and long-term programs. Many non-governmental orphanages and home care institutions struggle with inconsistent financial support, making it difficult for them to sustain their services and programs for children in need. Running an orphanage is especially challenging when it is not supported or prioritized for government funding, which is why they continuously seek effective ways to maintain their operations and fulfill their mission.

The literature stresses that these non-profit organizations should focus on strategic communication to mobilize resources, engage stakeholders, and achieve financial sustainability. However, insufficient research examines how orphanages use communication strategies to overcome resource challenges which is pointing to a gap that this study seeks to fill.

The ability of orphanages to sustain resources is heavily dependent on effective communication with both internal and external stakeholders. Internally, clear and organized communication ensures coordination among staff, facilitates informed decision-making, and enables the efficient allocation of resources. Since staff members are responsible for addressing challenges within the orphanage, strong communication helps them determine the best solutions to these issues.

Externally, communication serves as a bridge between orphanages and donors, volunteers, government agencies, and private sector partners. Effective storytelling, transparency, and consistent engagement with stakeholders are crucial in fostering long-term

support and ensuring resource sustainability. If an orphanage struggles to connect with external stakeholders through these means, there is a high risk that operations may not continue due to a lack of incoming support.

This study utilizes two key theories to strengthen the concept of internal and external communication: the Communication Infrastructure Theory (CIT) and the Functional Perspective on Group Decision-Making (FPGDM).

CIT, developed by Ball-Rokeach, Kim, and Matei (2001), posits that strong storytelling networks and institutional collaboration can effectively mobilize resources and sustain operations through strategic communication. This theory is particularly relevant in analyzing how orphanages utilize local storytelling, interpersonal communication, and media networks to engage stakeholders and attract financial support.

While CIT explains how communication influences resource mobilization, it does not fully address the internal decision-making processes that shape these communication strategies. To bridge this gap, the study also applies the Functional Perspective on Group Decision-Making (FPGDM) by Hirokawa and Gouran (1983). This theory provides insights into how organizations analyze problems, set goals, evaluate alternatives, and implement decisions. By integrating FPGDM, the study highlights how orphanages internally coordinate efforts, engage staff in collaborative decision-making, and determine the most effective communication strategies for securing resources.

Statement of the Problem

Orphanages in the Philippines serve as critical institutions providing shelter, education, and care to abandoned, neglected, and orphaned children. However, these institutions face persistent resource-related challenges, including financial instability, staffing shortages, infrastructure limitations, and inconsistent donor support. As non-governmental organizations (NGOs) that rely primarily on donor contributions, partnerships, and volunteer efforts, orphanages must implement effective communication strategies to mobilize and sustain resources. The strategic use of communication networks and structured decision-making processes is crucial in securing long-term financial stability and operational sustainability.

This study seeks to investigate the role of communication strategies in the resource mobilization efforts of orphanages in the Philippines. Specifically, it addresses the following questions:

1. What is the resource-related challenges faced by orphanages in the Philippines?
2. How does internal communication within orphanages facilitate resource mobilization?
3. How do orphanages utilize communication to build and maintain external stakeholder support?

By addressing these questions, this study will provide empirical insights into the communication dynamics of orphanages, identifying best practices for resource mobilization.

METHODOLOGY

This study employs a qualitative multiple case study approach to examine how orphanages in Metro Manila utilize communication strategies for resource mobilization. By analyzing multiple orphanages, this research provides an in-depth understanding of communication frameworks that contribute to sustainable operations. To enhance the validity and reliability of the findings, the study employs triangulation, integrating multiple data sources and theoretical perspectives.

Research Design

A qualitative multiple case study design was chosen to explore the communication strategies of orphanages in-depth. This approach allows for a contextualized and comparative analysis of how communication is utilized to address financial and resource-related challenges. The multiple case study design enhances transferability and analytical generalization, making the findings more applicable beyond a single organization. Through this, the study identifies patterns, themes, and best practices in mobilizing support from various stakeholders. Triangulation was implemented by collecting data through interviews, observations, and document analysis to ensure a comprehensive and reliable understanding of the phenomenon.

Tradition of Inquiry and Data Generation Method

Grounded in Communication Infrastructure Theory (CIT) and the Functional Perspective on Group Decision Making (FPGDM), the study employed a multiple case study methodology to generate qualitative data. Multiple case study research is well-suited for examining specific individuals, groups, organizations, or phenomena in depth, allowing for comparisons across different cases and strengthening theoretical insights.

Data were gathered from various sources, including in-depth interviews, observations, and document analysis, to provide a comprehensive understanding of the communication networks within orphanages. Their social media accounts, websites, and campaign materials, such as brochures, were also reviewed to better understand their communication strategies. This approach allowed for a thorough examination of the challenges orphanages face and how they address these issues through communication strategies. Triangulation was applied by comparing responses from different participants, analyzing organizational documents, and corroborating findings through observations. Additionally, the study considered data saturation to ensure that the information collected was sufficient and repetitive, confirming thematic consistency across cases.

Each interview varied in duration, with the shortest lasting approximately 30 minutes and the longest extending to 1 hour and 48 minutes. Data were collected from multiple participants, including six orphanage officers who played key roles in decision-making processes. The study adopted an iterative process of constant comparison, allowing themes to emerge organically during data analysis.

Sources of Data

The researcher collected both primary and secondary data to explore the experiences of orphanages in resource mobilization. The primary data sources were representatives from six non-governmental orphanages, each selecting a key decision-maker responsible for mobilizing resources.

Table 1

Participant's Profile

Participants' ID	Position	Years of Service	Year Founded
Participant A	Center Head/Executive Director	2	2009
Participant B	Social Worker/Program Manager	3	1983
Participant C	Executive Director/Residential House Manager	13	2011
Participant D	Social Worker	16	1993
Participant E	Center Head	2	1998
Participant F	Secretary/Consultant	5	2015

Purposive sampling technique was used to identify participants who could provide relevant insights into the study's research objectives. The selection criteria for participants included:

1. At least two years of work experience in the orphanage.
2. A leadership or managerial role (e.g., director, head, or officer with decision-making authority on resource mobilization).

In addition, orphanages were required to meet the following criteria:

1. At least ten years of operation.
2. Legal recognition through registration, licensing, and accreditation by the Department of Social Welfare and Development (DSWD).
3. Location within Metro Manila.
4. Non-governmental status, whether sectarian or non-sectarian.

Secondary data sources included academic literature, journal articles, and scholarly research on organizational communication, resource mobilization, and the two theoretical frameworks (CIT and FPGDM). These sources provided the theoretical foundation for interpreting the participants' responses. The inclusion of theoretical sources strengthens the construct validity of the study.

Instrumentation

To ensure the collection of precise and relevant data, the researcher developed an interview guide aligned with the study's objectives. The instrument underwent expert

validation, with feedback from the researcher's adviser and three field specialists. Their insights contributed to refining the questions to enhance clarity and relevance. The study followed the principles of qualitative instrument reliability, ensuring consistency in data collection across all cases.

The interview process was divided into three phases:

1. Warm-up Phase – Establishing rapport with participants by discussing their orphanage's background, programs, and services.
2. Main Interview Phase – Conducting in-depth discussions focused on communication strategies, resource challenges, and stakeholder engagement.
3. Closing Phase – Soliciting advice for other orphanages facing similar challenges and summarizing key insights.

Interviews were conducted using face-to-face and online modalities, depending on participant availability. Four participants opted for online interviews due to their schedules, while two participated in face-to-face sessions. Regardless of the mode, the researcher carefully documented verbal and non-verbal cues to ensure a thorough interpretation of responses. Data were transcribed verbatim and analyzed using thematic analysis, ensuring that emerging themes were systematically identified and categorized.

Ethical Considerations

This study adheres to strict ethical guidelines, ensuring the protection of participants' rights and confidentiality. Informed consent was obtained from all participants before interviews, ensuring that they fully understood the purpose and scope of the research. Confidentiality was maintained by anonymizing orphanages and participant identities to protect their privacy. The study also secured approval from the appropriate Research Ethics Review Committee (RERC) before data collection, ensuring compliance with ethical research standards. Additionally, participants were given the right to withdraw from the study at any stage without consequences, allowing them to exercise their autonomy throughout the research process.

Additionally, the researcher adhered to data protection protocols by securely storing audio recordings and transcripts, ensuring that only authorized personnel had access to the data. Ethical rigor was maintained in line with established research ethics guidelines.

RESULTS AND DISCUSSION

The results are categorized according to the major themes that emerged during the data analysis. These themes reflect the challenges, strategies, and outcomes of communication-based resource mobilization efforts.

Identifying Resource-Related Challenges Faced by Orphanages in the Philippines

The orphanages in this study encounter significant resource constraints that hinder their ability to provide adequate care for children. These challenges primarily include financial limitations, staffing shortages, facility constraints, and inconsistent external support. Some orphanages are even forced to close due to these issues. The findings are consistent with previous research on the difficulties faced by non-governmental organizations (NGOs) in sustaining long-term operations.

Financial Constraints

A primary challenge orphanages face is inconsistent funding and financial instability, as they primarily rely on donations, grants, and sponsorships to sustain their programs. Occasionally, unexpected donations help them get by. Sometimes, individuals donate sacks of rice, or potential donors call to ask if they can celebrate events, such as birthdays, at the orphanage. These instances help reduce expenses, particularly on food, but they are not frequent enough to be a reliable source of support.

Moreover, food is not the only expense orphanages have to manage. They also need to cover utility bills such as water and electricity, as well as the children's daily necessities, including school-related expenses. Sustaining their operational and service needs remains a challenge due to the lack of steady financial support. As non-governmental orphanages, they are not a priority for government funding, making it even more difficult to secure stable resources for their continued operations (Chu et al., 2022).

Participant A shared:
> *"We rely on donations, but sometimes, they are unpredictable. There are months when we receive a lot, and other times when we struggle to cover even basic needs."*

This emphasizes that funding volatility is a major concern for non-governmental organizations, often leading to operational difficulties (Lu, 2015). Similarly, Financial constraints hinder the ability of social welfare institutions to provide stable and high-quality services.

Staffing Shortages

Orphanages operate with a limited workforce, requiring staff members to multitask and often sacrifice personal time to ensure the children's needs are met. They also struggle to hire additional staff because their primary focus is on directly supporting the children, and increasing personnel would mean allocating more funds for salaries. The shortage of trained professionals—such as social workers, psychologists, and educators—further exacerbates the issue, making it difficult to provide specialized care. In some cases, staff members are unable to take rest days because there is no one available to oversee the orphanage, forcing them to sacrifice their time off.

Fortunately, private individuals, organizations, and institutions, such as schools, sometimes send volunteers or student interns to assist with orphanage operations. This support significantly helps reduce costs, as orphanages can rely on volunteer efforts instead of hiring additional staff. However, since volunteers are not permanent, orphanages still face challenges in maintaining consistent manpower to sustain their programs.

Participant B shared:
> *"There are not enough people to help. Sometimes, we have to work even on our rest days because the children need us."*

This aligns with Rathi et al. (2022), who found that understaffing in social welfare institutions leads to employee burnout and reduced service quality. Additionally, Nhep and Doore (2021) emphasize that a lack of trained professionals limits orphanages' ability to provide mental health and developmental support for children.

Facility Limitations

Orphanages struggle with inadequate space and infrastructure, which limits their ability to accommodate additional children. Some are forced to decline new admissions due to facility constraints, despite the growing number of abandoned and neglected children. Although they would like to help more children, the lack of sufficient space makes it unfeasible. Additionally, overcrowding violates the regulations set by the Department of Social Welfare and Development (DSWD), potentially leading to the orphanage's closure. Expanding their facilities requires a significant budget, but their priorities typically center on covering daily expenses such as food, hygiene kits, medicine, and school supplies, leaving little room for savings to improve their infrastructure.

Participant C stated:

> ""*We want to help more children, but our space is too small. Expanding is difficult because we don't have enough funds.*"

Insufficient infrastructure and overcrowding are common challenges faced by orphanages worldwide, leading to concerns about children's well-being and safety. Nhep and Doore (2021) further emphasize that orphanages must meet government-mandated facility standards, and failure to do so can result in licensing issues or operational restrictions.

Donor Retention Issues

There are individual donors, organizations, and corporate sponsors that provide support, but seeking assistance from them can sometimes be challenging. Many benefactors prefer to see the children in person, so when the pandemic hit, visits became limited as people took precautions. As a result, many previous donors stopped contributing, while others became inconsistent. This reliance on benefactors makes it even more difficult since, regardless of whether donations come in, orphanages still have expenses to cover. Orphanages struggle with retaining long-term donors, especially during economic downturns or crises like the COVID-19 pandemic.

Participant D shared:

> *"During the pandemic, many of our donors stopped supporting us. We had no emergency plan, and it was a real struggle to keep things running."*

This challenge aligns with Jameson (2017), who stresses that nonprofit organizations must develop sustainable donor engagement strategies to prevent financial instability. Additionally, Chen (2021) highlights that organizations relying on unpredictable donations often face difficulties in long-term planning and service continuity.

Internal Communication as a Tool for Resource Mobilization in Orphanages

Orphanages rely on effective internal communication to mobilize and manage their resources efficiently. By fostering clear and structured communication channels within the organization, they ensure that staff members, caregivers, and administrators work collaboratively to secure financial support, optimize human resources, and maintain sustainable operations.

Regular Meetings

A fundamental aspect of internal communication in orphanages is the conduct of regular staff meetings to identify resource gaps and strategize solutions. They hold frequent meetings, meticulously discussing every detail to ensure that all decisions are well thought out. These meetings take place at different levels—some are specifically for children, others for staff members, and some for the board committee. By providing a structured platform, these discussions help employees address funding shortages, supply needs, and operational concerns, ensuring that everyone remains aligned with the organization's goals. Regular meetings also allow them to assess problems, explore possible solutions, gather insights from all members, and determine the best course of action to address challenges effectively.

Participant A emphasized the importance of collaboration:

> *"I cannot make decisions alone. We sit down together, assess the situation, and collectively decide on what needs to be prioritized."*

Through these discussions, staff members can coordinate fundraising initiatives, donation drives, and emergency response plans. This practice aligns with Lombardo et al. (2018), who underscore that structured team discussions enhance decision-making and crisis management.

Delegation of Tasks

Orphanages communicate to delegate tasks, ensuring that available human resources are maximized for resource mobilization efforts. Since orphanages often operate with a limited workforce, assigning clear roles helps streamline operations and prevent staff burnout. They designate specific personnel to oversee fundraising, donation coordination, and volunteer engagement, ensuring that all resource mobilization efforts are well-managed. Typically, tasks are assigned based on expertise, ensuring that individuals are given responsibilities they are most capable of handling. Additionally, distributing responsibilities among staff members fosters trust in each other's abilities and promotes teamwork. Given their small team, effective task delegation is essential to maintaining smooth and efficient operations.

Participant B shared how internal delegation helps in resource mobilization:
> *"Each of us has a role to play. Someone focuses on donor communications, while another handles logistics. It keeps us organized and ensures we don't waste any resources."*

This aligns with Jo (2025) who argue that well-defined responsibilities in an organization enhance collaboration, reduce redundancy, and improve overall efficiency in resource management.

House Mothers as Key Informants

House mothers, who provide direct care for children, play a crucial role in communication to ensure that resources are allocated where they are most needed. Since they spend every day with the children, from home to school, they become deeply familiar with their routines, needs, and behaviors—almost like second parents. Because of this, they can accurately identify urgent necessities, such as food shortages, educational materials, and medical supplies, and relay this information to administrators for prompt action.

This is why finding a dedicated house mother is essential. Orphanages seek individuals who will love and care for the children as their own. However, the role is incredibly demanding, and with typically low salaries—or in many cases, volunteer-based work—many house mothers serve out of pure compassion rather than financial gain. They take on the responsibility not for personal benefit but because they genuinely want to help the children.

Participant F highlighted this dynamic:
> *"In the absence of the director, I act as the bridge. I observe the children every day, so I know what supplies are running out or what needs urgent attention."*

This bottom-up communication structure allows administrators to make informed decisions on how to allocate resources effectively. According to Cranley et al. (2022), involving frontline caregivers in organizational decision-making fosters a more inclusive and responsive communication system, ensuring that available resources address the most pressing concerns.

Sharing Sessions

Orphanages recognize that internal knowledge-sharing and continuous learning enhance their ability to mobilize resources effectively. They hold discussions where staff share insights from books they have read, training or seminars they have attended, and their own experiences with the children. This helps ensure that everyone is aware of the best approaches and strategies to use. Some staff members actively participate in training programs, workshops, and case studies on orphanage management, fundraising strategies, and community engagement to further improve their participation in the orphanage.

Participant D emphasized the importance of learning:
> *"We make an effort to educate ourselves. We attend training sessions on managing donations and communicating with stakeholders. Then, we share what we learn with each other."*

This reflects the concept of a "learning organization," as supported by Yuen and Lam (2024) which suggests that institutions fostering continuous knowledge-sharing are better equipped to adapt to challenges and optimize resources efficiently.

Collective Decision Making

Internal communication is essential in decision-making regarding resource mobilization. Orphanages use various approaches to ensure that decisions on funding, donor relations, and resource distribution are made collectively and strategically. They consult staff members on major financial and operational matters, conduct democratic voting for significant proposals and initiatives, and seek approval from orphanage directors before finalizing resource-related actions. When necessary, they also involve children in the decision-making process, believing that everyone should have a voice since these decisions are made for the benefit of all.

Participant G explained how democratic decision-making enhances resource management:

"When we receive a large donation, we don't just decide where to allocate it on our own. We discuss it as a team, consider all factors, and make a collective decision."

This participatory decision-making process leading to more sustainable resource allocation strategies aligns with Standley and Javorka (2025), who argue that institutions employing inclusive communication in decision-making foster stronger collaboration and transparency.

Through these structured internal communication mechanisms, orphanages enhance their capacity to mobilize and manage resources, ensuring sustainability and operational efficiency despite financial and logistical constraints.

Building and Maintaining External Stakeholder Support

Orphanages rely on strategic communication approaches to establish and sustain relationships with external stakeholders, including donors, sponsors, government agencies, civic organizations, and volunteers. Through transparent, consistent, and engaging

communication, these institutions secure financial aid, in-kind donations, and volunteer support to sustain their operations and care for orphaned children.

Storytelling

One of the most effective communication strategies orphanages uses is storytelling—sharing real-life experiences of the children they support, highlighting the impact of donations, and showcasing the positive outcomes of their programs. By making their cause emotionally compelling, orphanages attract continuous involvement from stakeholders. They post updates on Facebook about the children's activities while ensuring that their faces remain hidden for privacy. Additionally, they maintain websites that provide comprehensive information about the orphanage, including its history, services, and programs for the children.

Participant A emphasized:

> *"We share stories about the children's achievements and how donations change their lives. People want to see the difference they are making."*

This strategy aligns with Kaczorowska et al. (2023) who found that narrative-based engagement enhances donor loyalty by fostering emotional connections and reinforcing the importance of sustained support.

Digital Platforms

Recognizing the power of digital communication, many orphanages actively use social media, websites, and email newsletters to engage with external stakeholders. Through these platforms, they post updates on children's progress, donation drives, and fundraising events. They also share testimonials from beneficiaries and past donors to highlight the impact of their programs. Additionally, they provide real-time transparency by posting financial breakdowns and project reports, ensuring that supporters are informed about how resources are being used.

Digital platforms make it easier for orphanages to seek assistance, as they offer a wider reach and easy access for everyone. They also enable quick responses to inquiries and messages without requiring donors or volunteers to visit in person. With multiple communication channels, such as Facebook, websites, and emails, they can efficiently connect with supporters. However, managing these accounts requires dedicated personnel with the necessary skills in

content creation, posting, and editing materials. Orphanages either need additional staff or must assign someone with the right expertise to oversee their digital presence to ensure consistent updates and timely responses. Without proper management and knowledge in handling digital content, these communication tools may not be fully effective in mobilizing resources.

Participant B shared:

> *"Social media is our most effective tool. It allows us to reach new donors and update our existing supporters without spending too much on marketing."*

This supports Bhasin (2021), who asserts that storytelling and transparency through online platforms are essential for strengthening donor commitment in nonprofit organizations.

Transparency and Accountability

Stakeholders are more likely to continue supporting orphanages when they see clear accountability in how their contributions are used. To build trust, orphanages provide financial reports, impact assessments, and direct donor communications to assure benefactors that their assistance is being maximized effectively. Donors appreciate transparency and want to see where their contributions go, so orphanages make it a point to send receipts or share pictures showing that the children have received the donations.

Additionally, orphanages ensure that their permits are complete and up-to-date and that they maintain accreditation from the Department of Social Welfare and Development (DSWD). Many donors check whether an orphanage is legitimate and compliant with DSWD regulations before offering support. Having proper accreditation and documentation further boosts donors' confidence that their contributions are being directed to a trustworthy and well-regulated institution.

Participant C emphasized:

> *"When donors see where their money goes, they trust us more. We always make sure they know how their contributions help the children."*

This aligns with Kim et al. (2021), who stress that nonprofit organizations must maintain transparency to secure long-term funding and stakeholder confidence.

Personalized Communication

Maintaining strong stakeholder relationships requires personalized communication efforts, such as sending thank-you letters or personalized messages to donors, updating long-term sponsors about the children they support, and celebrating milestones with supporters, such as birthdays or anniversaries of partnerships. To further express their gratitude, orphanages sometimes give small tokens of appreciation, such as rosaries, food, or plants that they personally make, cook, or grow, to show donors how much their support is valued.

Participant D stated:

> *"We don't just ask for donations. We build relationships. We send personal thank-you messages, updates, and even invite them to visit and see the children."*

This approach aligns with Mugambi (2019), who found that long-term donor retention is significantly influenced by personalized engagement and appreciation strategies.

Hosting Events

To deepen stakeholder involvement, orphanages organize fundraising events, appreciation programs, and open-house activities where donors, volunteers, and sponsors can interact directly with the children and staff. These events foster a sense of community among supporters, provide an opportunity for stakeholders to see the impact of their contributions firsthand, and strengthen donors' and partners' emotional investment and long-term commitment.

In some cases, when donations—such as printers or other materials—exceed the orphanage's needs, they sell the surplus to generate additional funds, ensuring that all contributions are maximized and put to good use. During these events, children actively participate by performing, showcasing their talents through singing, dancing, or acting. Additionally, orphanages sell artworks created by the children, utilizing their skills to raise funds and support their programs.

Children are also engaged in the orphanage's mission, as they are included in meetings and encouraged to contribute ideas on how they can help. This involvement is further strengthened by skill-building sessions where they learn crafts, art, music, and other creative activities. Everyone plays an active role, ensuring that each event is meaningful and impactful.

Participant E shared:
> *"When donors see the children happy and thriving, they become more committed. Events allow them to witness the impact of their help."*

This approach is consistent with Li et al. (2019) who highlight that face-to-face engagement strengthens and retains stakeholder trust and deepens commitment in nonprofit organizations.

Partnerships and Networking for Long-Term Support

Orphanages also collaborate with businesses, religious organizations, educational institutions, and civic groups to secure sustained support. These partnerships provide Corporate Social Responsibility (CSR) funding from private companies, regular donations from religious groups and charitable foundations, and volunteer engagement from universities and community organizations.

However, they do not immediately agree to collaborations if they believe the partnership does not provide value to both parties or if the external organization does not fully understand their advocacy. Additionally, they have specific rules in place to protect the well-being of the children, especially since collaborations with other organizations often involve direct interaction with them. For example, they limit the number of visitors allowed at a time to prevent overwhelming the children. They also strictly prohibit the unauthorized posting of children's pictures online to protect their privacy and safety. Furthermore, they ensure that anyone engaging with the children understands proper communication approaches, as some of them are victims of abuse or have experienced trauma.

Orphanages also carefully evaluate potential partnerships to ensure they are mutually beneficial and aligned with their mission. They assess not only what they can gain from the

collaboration but also what they can give back to the partnering organization. If they see no clear benefit for both sides, they often choose not to proceed with the partnership. This thoughtful approach helps maintain the integrity of their mission while fostering sustainable and meaningful collaborations.

Participant F shared:

> *"We connect with companies that align with our values. Some businesses even pledge annual support, making our financial planning easier."*

This supports Jones et al. (2024) who states that strategic partnerships with institutions provide stability and long-term support for childcare institutions.

By implementing these structured communication strategies, orphanages successfully build trust, maintain long-term donor relationships, and ensure continuous external support, securing the resources necessary to sustain their operations and fulfill their mission of caring for orphaned children.

CONCLUSION

This study highlights the crucial role of communication both within and outside the orphanage in ensuring sound decision-making and fostering strong relationships with stakeholders. Through a systematic examination of the communication strategies employed by orphanages, the findings emphasize that effective communication is not just an operational tool but a vital component in securing continuous support for the children and sustaining overall operations.

Orphanages place great value on communication, recognizing it as a key factor in maintaining unity and alignment with their shared mission. Their ability to maximize interpersonal, organizational, and digital communication significantly impacts their capacity to attract financial, material, and human resources, ultimately contributing to their long-term sustainability.

Furthermore, this study reinforces the relevance of the theories used, demonstrating how transparency, storytelling, decision-making, inclusivity, and relationship-building foster greater trust and commitment among stakeholders. Aligning these strategies with the values and expectations of staff, volunteers, donors, and community partners enhances engagement, leading to more consistent support.

The findings also highlight how digital platforms, particularly social media, have been maximized to expand their reach, ultimately securing more resources. Orphanages that effectively integrate these digital tools into their communication frameworks exhibit greater adaptability and resilience in resource mobilization.

The theoretical implications of this study contribute to the broader discourse on organizational communication and nonprofit resource mobilization by offering empirical evidence that supports CIT and FPGDM. This study advances our understanding of how communication serves as an effective mechanism for sustaining nonprofit organizations, such as orphanages, despite resource constraints.

From a practical perspective, this study provides actionable insights for orphanages and similar nonprofit organizations seeking to enhance their resource mobilization efforts. By adopting the approaches utilized by the orphanages in this study, various organizations can benefit—not only those struggling to sustain resources but also other non-government organizations facing similar challenges.

Despite the contributions of this research, certain limitations exist, particularly in terms of geographic scope, as it focuses solely on Metro Manila, Philippines. Future studies could explore cross-cultural comparisons to examine how communication strategies and approaches to resource mobilization vary across different sociocultural contexts, particularly in response to technological advancements and shifting donor behaviors.

Overall, this study underscores the undeniable contribution of communication efforts to the resource mobilization of orphanages. By strategically employing tailored communication approaches, orphanages can enhance their sustainability and broaden their impact, ultimately fostering more consistent support for vulnerable children. The findings provide a strong

foundation for future research and practical applications, serving as a basis for demonstrating the essential role of communication in the nonprofit sector's pursuit of sustainability and growth.

RECOMMENDATION

Building upon the findings of this study, the following recommendations are proposed to enhance the communication strategies of orphanages for more effective resource mobilization:

1. **Develop a Comprehensive Communication Plan.** Orphanages can create structured communication frameworks that integrate traditional, digital, and interpersonal strategies. These frameworks should be tailored to different donor segments, outlining techniques for acquiring new donors, maintaining relationships with existing ones, and preventing donor fatigue. Personalizing donor relations through tailored appreciation strategies, impact storytelling, and interactive engagement activities can foster long-term commitment and sustained support.

2. **Invest in Digital Literacy.** Orphanages should train staff to effectively manage their social media accounts, including content creation and analytics, to maximize engagement, expand their reach, and strengthen connections with potential donors and supporters. They can also utilize AI-driven tools such as chatbots to handle frequently asked questions from donors and stakeholders, reducing staff workload while ensuring timely responses. However, complex and sensitive inquiries should still be addressed by human personnel to maintain a personal and professional touch.

3. **Strengthen Partnerships.** Establishing partnerships with policymakers, organizations, and advocacy groups can help orphanages secure institutional funding and influence child welfare policies that support long-term sustainability. Expanding their network increases the likelihood of receiving assistance when needed, whether in the form of financial aid, policy support, or essential resources.

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