



DIMENSIONS OF COMMUNICATION PRACTICES OF NON- GOVERNMENT ORGANIZATIONS TO COMMUNITY STAKEHOLDERS

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ABSTRACT

The study aimed to determine the dimensions of communication practices of non-government organization to community stakeholders and to develop a framework utilizing Exploratory Factor Analysis (EFA) technique. The sampling procedure used in the study was purposive sampling. The study was conducted in Davao City with 150 participants as sample respondents. A questionnaire was created and used as the research instrument in gathering the data and was checked by an examiner for content validity. Rotated component matrix discarded 1 item out of 30 and categorized the remaining 29 items into 4 dimensions. Results revealed that there are four dimensions of communication practices of non-government organizations to community stakeholders based on the Eigen values of not less than 0.4. These are application of participatory communication approach, utilization of digital media tools and strategies, used of traditional communication channels and organizing events and Public communication. Also, communication practices framework was established, and communication interventions were proposed to minimize communication problems in the implementation process of NGOs.

KEYWORDS: *Communication Practices, Non-Government Organizations, Exploratory Factor Analysis*

INTRODUCTION

Communication practices are important for any Non-Governmental Organization (NGO) in the effort to engage and stimulate effect. However, one of the problems faced by most NGOs, according to Asian Development Bank (2013), is the lack of strategic preparation that has contributed to inadequate communication practices that ultimately discourage the stakeholders from engaging in their services. That is why, it is imperative for any NGO to design strategies for their partners to transform them into a proactive group through the use of effective communication practices (Theaker, 2001).

Moreover, in a report on NGO-GO relations in the Philippines written by Serrano (2010), he argued that NGOs were more active in government interaction. In comparison, Rood (2005) cited in his research on Sustainable Peace in Mindanao: The Role of Civil Society, a void in dialogue and cooperation between local government and NGOs' challenges in Mindanao. It confirms the study by Acioly and Payot (2005) that there is a limited cooperation between NGOs and local governments that would result in inadequate communication practices between NGOs and the public. It leaves them vulnerable to donors' whims and makes it impossible over time to assess their effects. Another is that some NGOs lack strategic plans that should allow them to have ownership of their mission, principles and activities, according to the Civil Society Index: A Philippine Assessment Report by Caucus of Development NGO Networks (2011).

Another challenge for every NGO is most of their beneficiaries are Indigenous People and unschooled which means, there is a challenge to develop communication practices that is culturally and socially accepted or appropriate for the specific community Rood (2005).

In light of this, the research recognizes the need to consider the dimensions of communication practices of non- government organizations to community stakeholders. In the execution of NGO systems, these dimensions of communication practices are often found essential when developing communication plans as also cited by Serrano (2010).

**METHODOLOGY**

This study employed a quantitative research method. It is the systematic empirical investigation of observable phenomena via statistical, mathematical, computational techniques or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques.

Data Collection Method

This study utilized a research-made survey questionnaire. The survey questionnaire consisted of 50 items that are based on literature review. The items in the questionnaire describe the communication practices of non-government organizations to community stakeholders. To interpret the responses, the following scale was used:

Scale	Interval	Level	Interpretation
5	4.50-5.00	Very High	The item stated is always manifested.
4	3.50-4.49	High	The item stated is often manifested.
3	2.50-3.49	Moderate	The item stated is sometimes manifested.
2	1.50-2.49	Low	The item stated is seldom manifested.
1	1.00-1.49	Very Low	The item stated is never manifested.

Data Analysis

The study utilized Exploratory Factor Analysis (EFA). It is a statistical technique that is used to reduce data to a smaller set of summary variables and to explore the underlying theoretical structure of the phenomena. It is used to identify the structure of the relationship between the variable and the respondent. Keiser Meyer-Olkin measure of sampling adequacy was used to test the magnitude of partial correlations among variables. Bartlett's test of sphericity was also utilized to test whether the correlation matrix is identity matrix or not.

Procedure of the Study

This study began with the conceptualization of the problem and formulation of the statement of the problem. Then, the literature and studies relevant to the problem identified were reviewed to define the research problem and variables in the study. This was then followed by the formulation of survey questionnaire. After the survey questionnaire was finalized, the questionnaires were administered to the respondents. All the answers of the respondents were kept confidential and the results were for research purposes only.

After retrieving the questionnaires, the responses were tabulated, analyzed and interpreted using the appropriate statistical tools. Lastly, conclusions were drawn then the results of the study were evaluated.

RESULTS AND DISCUSSION

This presents the dimensions that best represents the communication practices of Non-Government Organization (NGO) to community stakeholders. Data obtained through a survey questionnaire and analyzed using Exploratory Factor Analysis (EFA).

KMO and Bartlett's Test. Table 1 shows the Keiser Meyer Olkin Measure of Sampling Adequacy and Bartlett's test of sphericity. The Keiser Meyer Olkin measure of .744 implies that the samples are in high correlations and it allows factor analysis that fits for data. As shown, the Bartlett's test of Sphericity yields a value of 2249.133 and a level of significance smaller than .001. This signifies that it allows the data proceed factoring the underlying structures of communication practices of Non-Government Organizations to community stakeholders. Moreover, the Bartlett's test of Sphericity implies to reject the null hypothesis and there are dimensions of communication practices of Non- Government Organizations to community stakeholders.

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.744
Bartlett's Test of Sphericity	Approx. Chi-Square	2249.133
	Df	435
	Sig.	.000



Total Variance Explained. Presented in Table 2 are the numbers of dimensions that were extracted using the Exploratory Factor Analysis (EFA). The initial Eigen values were associated with specified dimensions, the percentage of total variance and the cumulative percentage of each dimension. After utilizing the criterion factors, 6 components were obtained. The initial Eigen value of 1 or greater are the 6 dimensions that define the communication practices of non-government organizations to community stakeholders.

Table 2. Total Variance Explained

Component	Initial Eigenvalues			Initial Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.192	23.973	23.973	7.192	23.973	23.973	6.206	20.687	20.687
2	5.360	17.867	41.840	5.360	17.867	41.840	4.617	15.391	36.078
3	2.371	7.902	49.742	2.371	7.902	49.742	2.747	9.155	45.234
4	1.387	4.625	54.367	1.387	4.625	54.367	2.453	8.175	53.409
5	1.235	4.117	58.484	1.235	4.117	58.484	1.463	4.876	58.285
6	1.056	3.521	62.005	1.056	3.521	62.005	1.116	3.720	62.005

Rotated Component Matrix with 29 attributes. As presented, there are 30 items categorized into 4 dimensions. However, there is 1 item that is not included in the categorization of 4 dimensions. With that, only 29 items are considered in the categorization into 4 dimensions. It is based on the standard rule of Exploratory Factor Analysis (EFA) in which the variable with Eigen values less than .4 is not included in the factoring and items that do not belong to any groups are automatically deleted.

Rotated Component Matrix with group attributes. The 30 items in the survey questionnaire were subjected to factor analysis component using varimax rotation or rotated component matrix, a statistical technique used to identify small numbers of factors that explain most of the variance observed in a much larger number of manifest variables (Norusis, 2003). Based on the technique used, there are four dimensions have been identified with their respective indicators. These dimensions are presented in tables and these correspond the communication practices of non- government organizations to community stakeholders.

**Table 3. Rotated Component Matrix**

	Component					
	1	2	3	4	5	6
i44	.837					
i36	.829					
i34	.822					
i43	.805					
i49	.797					
i46	.774					
i39	.771					
i47	.763					
i45	.730					
i42	.652					
i24		.735				
i12		.721				
i4		.711				
i28		.705				
i17		.698				
i22		.679				
i7		.676				
i33		.620				
i18		.572				
i25			.745			
i23			.698			
i26			.652	.419		
i21			.617			
i13				.768		
i32				.731		
i31				.600		
i1						
i20					.778	
i3						.558
i5				.426		.463

Extraction Method: Principal Component Analysis Rotation Method: Varimax with Kaiser Normalization
a. Rotation converged in 8 interactions.

Dimensions of Communication Practices of Non-Government Organizations to Community Stakeholders

The following are the dimensions that determine the communication practices of non-government organizations to community stakeholders:

Utilization of Digital Media Tools and Strategies. As signified in Table 4, exploratory factor analysis revealed the first dimension that determines the communication practices of NGOs to community stakeholders as follows: The organization's website has online help, tips, and links on its programs and services with the loading's .837; The organization uses Facebook for publicity and informing the community stakeholders with the loading's .829; The organization seeks help to social media influencers in promoting their programs and services with the loading's .822; The organization uses video and digital poster in promoting their services and projects with the loading's .805.

Moreover, the organization uses YouTube for publicity and informing the community stakeholders with the loading's

.797; The organization has an official website with the loading's .774; The organization uses Instagram for publicity and informing the community stakeholders with the loading's .771; The organization uses Twitter for publicity and informing the community stakeholders with the loading's .763; The organization uses emails to update stakeholders with the loading's .730; And the organization has application software for fast and easy transactions with the loading's .652.

These findings corroborate the idea of Cole (2014) that digital media strategies allow non-government organization to build awareness of their mission, grow their influence, and empower their stakeholders to spread their message in a higher level of efficiency the reason why, most NGOs have adopted digital media tools and strategies. In fact, according to Mansfield (2012) the emergence of social media has revolutionized how the NGOs communicate with their target audience. Hence, according to Kavada (2009) the development of digital technologies and social media marks a fundamental shift in our view of the Internet from a relatively static page that transmits information one-way, to a platform for collaboration, coordination and interaction.

On the other hand, utilization of digital media tools and strategies of NGOs, by nature, help them to meet their networking objectives (Kaplan and Haenlein, 2010). This was supported by Sharman (2010) which stated that an NGO



which can produce a digital media strategy with clearly identifiable, predetermined and actual outcomes can sustain longer and establish much wider networks.

Moreover, according to Mansfield (2012), NGOs have adopted to the rapid changes brought by social media. It has become an essential component of every NGO effort to establish both public voices and credibility. These NGOs heavily utilize popular platforms such as Facebook, Twitter, Youtube, and Instagram to reach out communities, prospect clients and even volunteers (socialreport.com). According to Rask et al. (2014) some online functions performed by NGOs are informing the public about the organization and its mission, as well as interacting with donors and volunteers, marketing, branding, and awareness-raising, promoting image and fundraising, mobilization to participate, promoting news and accomplishments and providing a space for interaction.

Table 4. Factor Structured using Rotated Component Matrix for Dimension 1: Utilization of Digital Tools and Strategies

Item Number	Item	Factor Score	Dimension
44	The organization's website has online help, tips, and links on its programs and services.	.837	Utilization of Digital Media Tools and Strategies
36	The organization uses Facebook for publicity and informing the community stakeholders.	.829	
34	The organization seeks help to social media influencers in promoting their programs and services.	.822	
43	The organization uses video and digital poster in promoting their services and projects.	.805	
49	The organization uses YouTube for publicity and informing the community stakeholders.	.797	
46	The organization has an official website.	.774	
39	The organization uses Instagram for publicity and informing the community stakeholders.	.771	
47	The organization uses Twitter for publicity and informing the community stakeholders.	.763	
45	The organization uses emails to update stakeholders.	.730	
42	The organization has application software for fast and easy transactions.	.652	

Used of Traditional Communication Channels. As indicated in Table 5, exploratory factor analysis revealed the second dimension with the following indicators: The organization has a regular program in local radio station with the loading score of .735; Representatives from the organization conduct a house to house visit to the community locals with the loading score of .721; The organization distributes leaflets and brochures which contain information that calls the community's consciousness with the loading score of .711; The organization has a regular TV program on local TV like NGO programs and services with the loading score of .705; The organization conducts a regular radio guesting for public understanding about its services and programs with the loading score of .698; The organization is pro- actively calling their client or stakeholders. With the loading score of .679; The organization has official mobile phone number to update the community stakeholders to their programs and services with the loading score of .676; The organization has tarpaulins/billboard on matters related to NGO's services and advocacies easily seen around the



community with the loading score of .620; And The organization has an annual journal, which contains the NGO's accomplishments for the year with the loading score of .572.

The findings show that despite the availability of new technologies, NGOs are still confined with traditional communication channels and have nevertheless remained important to their operation. According to Roser-Renouf and Maibach (2018) traditional communication channels include the use of television, radio, print, telephone and face-to-face communication. These channels have been integral to every NGO operating in a developing country according to Hajnal (2002) especially that most of the beneficiaries are illiterate and indigenous people who may not have the sense of understanding new technologies and so the NGO must be careful to preserve traditional communication channels. This was supported by Rood (2005), that most of the beneficiaries of NGOs are indigenous people and unschooled which means, traditional communication channels are helpful tools to employ effective communication practices that will prioritize culturally and socially accepted or appropriate methods for the specific community.

Table 4. Factor Structured using Rotated Component Matrix for Dimension 1: Utilization of Digital Tools and Strategies

Item Number	Item	Factor Score	Dimension
44	The organization's website has online help, tips, and links on its programs and services.	.837	Utilization of Digital Media Tools and Strategies
36	The organization uses Facebook for publicity and informing the community stakeholders.	.829	
34	The organization seeks help to social media influencers in promoting their programs and services.	.822	
43	The organization uses video and digital poster in promoting their services and projects.	.805	
49	The organization uses YouTube for publicity and informing the community stakeholders.	.797	
46	The organization has an official website.	.774	
39	The organization uses Instagram for publicity and informing the community stakeholders.	.771	
47	The organization uses Twitter for publicity and informing the community stakeholders.	.763	
45	The organization uses emails to update stakeholders.	.730	
42	The organization has application software for fast and easy transactions.	.652	

Application of Participatory Communication Approach. As indicated in Table 3, exploratory factor analysis revealed the first dimension with the following indicators: The organization conducts focus group discussions or interviews to the community locals for the improvement of their programs and services with the load score of .745; The organization provides opportunity for feedback with the load score of .698; The organization tap the government sectors to maintain engagement and face-to-face contact with the community stakeholders with the load score of .652; And the organization uses community stakeholders' stories to educate and influence with the load score of .617.

This finding affirms with Mefalopulos and Tufta (2009) that NGOs have been particularly active in applying participatory communication approach in providing and implementing interventions. Accordingly, Participatory Communication is an approach based on dialogue, which allows the sharing of information, perceptions and opinions among the various stakeholders and thereby facilitates their empowerment. Therefore, according to Mwanyalo and Mberia (2017) participatory communication approach should be applied in every intervention to consider the attitudes, needs, and behavior of the beneficiaries at all stages of a project cycle in order for the initiatives to be effectively sustained.

Although, participatory communication approach has also become an essential requirement for every development plan to strengthen the communication capabilities at the process of monitoring and adjustment of information flow and at summative level for reflection and consensus (Harris, 2000). Moreover, according to Gumacio-Dagron (2001) NGOs should be human centered and that participatory communication approach should be applied to develop the most contextual and culturally sensitive interventions.

**Table 6. Factor Structured using Rotated Component Matrix for Dimension 3: Application of Participatory Communication Approach**

Item Number	Item	Factor Score	Dimension
25	The organization conducts focus group discussions or interviews to the community locals for the improvement of their programs and services.	.745	Application of Participatory Communication Approach
23	The organization provides opportunity for feedback.	.698	
26	The organization uses community stakeholders' stories to educate and influence.	.652	
21	The organization tap the government sectors to maintain engagement and face-to-face contact with the community stakeholders.	.617	

Organizing Events and Public Communication. As indicated in Table 6, exploratory factor analysis revealed the fourth dimension that determines the communication practices of NGOs to community stakeholders as follows: The organization conducts conferences and seminars with the loading's .768; The organization conducts workshops for stakeholders with the loading's .731; And the organization conducts workshops for stakeholders with the loading's .600.

According to Milic (2011) organizing events and public communication are significant for every NGO since, the work of these organizations requires constant familiarizing of the target audience and the media with the problems of the society which they are dealing with. Moreover, based on Upasana (2016) it is very important and motivating for many stakeholders to participate in the various events provided by NGOs to communicate and exchange experiences, knowledge, but also realizations of a series of contacts and mobility of people. Events and public communication refer to outreach program, workshops, conference and seminars conducted by NGOs and partner institutions (Milic, 2011). These initiatives according to Jelinek (2006) have been used by NGOs to help raise awareness or raise funds for a cause.

Table 7. Factor Structured using Rotated Component Matrix for Dimension 4: Organizing Events and Public Communication

Item Number	Item	Factor Score	Dimension
13	The organization conducts conferences and seminars.	.768	Organizing Events and Public Communication
32	The members of the organization initiate various outreach activities.	.731	
31	The organization conducts workshops for stakeholders	.600	

NGOs' Communication Practices Study Framework

Presented in Figure 2 is the framework developed based on the findings. The researcher found out that the dimensions of communication practices of non-government organizations to community stakeholders are utilization of digital media tools and strategies, used of traditional communication channels, application of participatory communication approach, and organizing events and public communication.

These findings corresponded to World Health Organization's (WHO) strategic communication framework which is characterized by an integrated approach that combines techniques in advocacy, communication and social mobilization. Which clearly reflects the application of participatory communication approach. In fact, it primary focused on persuasion rather than a pure information dissemination. It also gives importance to the principle of accessibility by making the information available in all platforms or channels this includes utilization of digital tools and strategies and traditional

communication channels.

Accordingly, the framework categorized three main channels: Mass Media, Event Organizing and Community and Interpersonal. These channels can be best used when identifying the target audience and considering their communication needs.

It also affirmed with the United Nations Development Program's (2009) strategic communication framework which focused on strengthening the ties and participation of the people and other organizations by keeping the media informed and implementing inclusive projects. Apart from that, one of its goals is to utilize existing media tools or channels to further expand outreach programs and to disseminate results, messages and activities.

In general, the communication practices framework focused on the participatory element which is considered an essential principle in implementing development projects. It will determine the kind of communication practices applicable to the community and appropriate communication materials to be used for the specific context. This clearly shows interdependency of each dimension which means it would greatly affect the NGO's operation and how it achieves its goals. Thus, how NGOs make use of these dimensions makes them distinct and effective in realizing their goals.



Figure 2. Communication Practices Framework of Non-Government Organization to Community Stakeholders Revealing the Extracted Four Dimensions

Communication Interventions

Communication Interventions are methods used by different NGOs to augment challenges by planning how their stakeholders receive relevant information. Through different interventions, NGOs can identify the best available messaging pathways, by considering audience's access to different channels and its preferences. Moreover, this is also a way to preliminary assess the community's state to target behavioral change by producing appropriate materials. Based on the findings, these are the communication interventions that would help NGOs to effectively implement projects and minimize communication problems.

Intervention 1. Needs assessment is method that includes audience and situation analysis for the target community to preliminary identify the problems, primary audience and assess the situation. This will help in determining effective methods and communication materials tailor fitted to the needs of the community. This is also a way to prevent communication barriers from emerging in the course of information dissemination and project implementation. The process should focus on the community's concerns and needs.

Intervention 2. Monitoring and evaluation of communication practices and materials is an important part of the project implementation. It is to assess the effectiveness of communication against its objectives and goals. Effective monitoring and evaluation of communication practices and materials will help organizations know whether the delivered information has achieved its purpose. This process can be in the form of survey, focus group discussion or key informant interview. It will help NGOs to develop better communication practices in the future by utilizing appropriate communication materials in a certain cultural context and will make the NGOs' program sustainable.



Intervention 3. Participatory communication approach creates a balance inclusiveness with time, resources, interests and knowledge of individuals and groups related to the intended transformation. It is an important approach for the target audience affected by the change to have the opportunity to participate in the entire decision-making process defining their needed change. After their inputs are taken into account, however, they do not need to be directly involved in decisions, especially technical ones, that might go beyond their specific interest or knowledge.

Intervention 4. Centralization of communication system will allow the communication to be contextualized into subjects and projects, and can even be broken down into sub-sections so that each conversation is tracked and maintained efficiently, especially in organizing events and public communication. This will allow organization in the flow of events and will define the kind of audience you will have. The best way to implement this intervention is to create a strategic plan for the implementation of events or projects.

Key Result Areas	Identified Dimension of Communication Practices	Interventions	Activities
Communication materials and methods.	Utilization of Digital Media Tools and Strategies	Needs Assessment to identify appropriate communication tools to be used tailor fitted to the needs of the community.	- Focus Group Discussion (FGD) - Key Informant Interview (KII) - Workshops
Monitoring and evaluation of communication methods used.	Used of Traditional Communication Channels	Monitoring and Evaluation upon the implementation of the communication channels used.	- Survey - Key Informant Interview (KII) - Focus Group Discussion (FGD)
Participatory communication approach	Application of Participatory Communication Approach	Inclusivity in the formative and summative process of project implementation and decision-making.	- Focus Group Discussion (FGD) - Workshop - Survey - Brainstorming
Decentralize communication system.	Organizing of Events and Public Communication	Centralize communication system to organize the flow of the event.	- Establish strategic communication plan.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the findings of the study, the researcher concluded that there are four identified dimensions of communication practices of non-government organizations to community stakeholders namely: Utilization of Digital Tools and Strategies, Used of Traditional Communication Channels, Application of Participatory Communication Approach and Organizing Events and Public Communication. Thus, the alternative hypothesis is accepted that the perceived dimensions determine the communication practices of non-government organizations to community stakeholders. Also, communication practices framework was established, and communication interventions were proposed to minimize communication problems in the implementation process of NGOs.

Recommendation

Based on the findings and conclusions, these recommendations were formulated:

Every Non-Government Organization should always apply participatory communication approach as it is proven vital in every NGO's success and helps in empowering the community. Moreover, the availability of different digital media tools should also be utilized to widen the scope of NGOs in terms of information dissemination and to promote collaboration although, traditional communication channels should not be rejected amidst the convenience given by these new technologies. Traditional communication channels like print, radio and face-to-face communication can be applied especially in most of the far-flung communities where internet is not available and most of the stakeholders are unschooled. Also, in a community of indigenous people these technologies may not have sense for them which may lead to ineffective communication. Hence, application of participatory communication is necessary to come up with culturally sensitive projects and strategies and NGOs should develop some structured standard operating procedures to develop communication practices for community mobilization.



Moreover, this is also highly recommended for government organizations to include the element of participation in implementing their projects to formulate the most context sensitive programs and effective communication materials. Also, NGO communication officers should reflect on the framework in crafting communication plans. With effective plans, community stakeholders will fully understand the existing challenges confronting their communities and to come up with solutions to address these issues. Hence, it should not be ignored at any stage since, they have different but desired systematic effect in the sustainability of NGO efforts and in the behavior of the community.

On the other hand, for future researchers, it is recommended to increase the number of sample size when using exploratory factoring analysis to show greater stability (smaller standard deviations of loadings across repeated samples) and more accurate recovery of the population loadings. When sample size increases, sampling error is reduced, factor analysis solutions become more stable and more reliably produce the factorial structure of the population. Thus, as sample size increases, the confidence in estimate increases, the uncertainty decreases having a greater precision. Also, a study with qualitative approach can be also used to conduct focus group discussion with the practitioners and supplement it in the creation of survey questionnaire to initially extract the factors.

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