

COMMUNICATION AND MANAGEMENT STRATEGIES IN FUNDRAISING FUNDS AT SAHABAT YATIM MEDAN BRANCH

Siti Hajar¹, Elfi Yanti Ritonga²
Universitas Islam Negeri Sumatera Utara¹²
siti0104212085@uinsu.ac.id

ABSTRACT

Every organizational institution needs a communication strategy to attract public attention. On the management side, the institution implements a program planning system based on religious moments, transparent financial reporting, annual audits by BPK and sharia audits, as well as a trust-based donor relations system and direct involvement. This study aims to analyze communication and management strategies in the fundraising process at Sahabat Yatim Medan Branch, a social institution that focuses on the empowerment of orphans and poor people. Using a descriptive qualitative approach, data was collected through observation, in-depth interviews, and documentation studies. The results of the study show that the strategies used by this institution are based on storytelling strategies, social education, and optimization of social media such as Instagram, WhatsApp, and TikTok to reach young donors and families. The main obstacle faced is maintaining public trust amid increasing saturation of social campaigns and embezzlement scandals by other philanthropic institutions. This study concludes that the synergy between empathetic communication strategies and professional management is the key to sustainable fundraising success. These findings can serve as a model of practice for other social institutions in building public trust and improving fundraising effectiveness.

Keywords: Communication strategy, management, fundraising, social institutions, Orphan Friends

INTRODUCTION

The development of social and philanthropic institutions in Indonesia has increased significantly, especially in responding to social and economic challenges faced by vulnerable groups. Institutions such as social foundations, orphanages, and other non-profit organizations have emerged with various approaches to provide solutions to the problems of poverty, child neglect, education, and general welfare. In this context, fundraising is one of the main pillars that determine the sustainability and effectiveness of the social programs they run. Without adequate financial support, social institutions will have difficulty in meeting operational needs and in carrying out their social missions optimally.

Social organizations such as Sahabat Yatim Medan Branch are one of the social institutions that have an important role in providing protection, education, and character development for orphans and poor people. With various branches spread across several major cities in Indonesia, including Medan, this institution strives to carry out its social mandate with a professional approach and based on human values. In the holy book of the Qur'an Allah SWT states that the wealth to be given is intended for those in need, namely in Qs. Al-Baqarah: 215

لَوْلَا دِينَ الْفُقَرَاءِ وَالْيَتَامَىٰ وَالْمَسْكِينِ وَأَبْنِ السَّبِيلِ وَمَا تَفْعَلُوا
مِنْ خَيْرٍ فَإِنَّ اللَّهَ بِهِ عَلِيمٌ

"They ask you (Muhammad) about what they should do. Say, "Whatever you give should be for parents, relatives, orphans, the poor, and those who are on their way (and in need of help)." And whatever good you do, Allah is All-Knowing." The above verse begins when Amir bin Al-Jamuh Al-Ansari asked the Prophet (peace and blessings of Allaah be upon him) what property should be given and also intended for maintenance. The alimony is not a mandatory alimony, but a sunnah alimony, which is alms (Tafsir of the Ministry of Religion of the Republic of Indonesia, 2017). So something that is intended to be instilled in the way of Allah should be given first to the parents who have taken care of us when we were children, then given to relatives in need, then orphans who have not been able to meet the needs of their own lives, after that to the poor and those who are on the way who need to be helped in times of distress.

The fundraising at the Medan branch of the Sahabat Yatim Foundation, which was then managed, was intended for *orphans* and *poor* people who were the main targets of the empowerment programs carried out by the Medan branch of the Orphan Friends Foundation. The funds collected were then distributed to beneficiaries through the six main pillars of the Medan branch orphan program, and the allocation of funds included: (a) Education, (b) Health, (c) Economy, (d) Social Humanities, (e) Da'wah and (f) Basic Needs at the Yatim Center (Dormitory). The fundraising carried out at the Sahabat Yatim Foundation Medan Branch is carried out in a structured and transparent way, the fundraising results collected are then accounted for through empowerment programs that are the focus of the institution.

A common problem in the fundraising aspect lies in the importance of effective communication and management strategies in ensuring the success of fundraising in social institutions. In an increasingly complex social situation, where public trust in philanthropic institutions is beginning to be eroded due to a number of cases of misuse of funds, efforts to build credibility and maintain transparency are the main challenges. Institutions such as Sahabat Yatim Medan Branch are required not only to compile a touching and persuasive message, but also to manage a professional, transparent, and impact-oriented work system.

Although Sahabat Yatim Mandiri Medan Branch has shown a strong commitment in carrying out its social mission through programs to empower orphans and poor people, this institution still faces a number of special problems that are quite significant. One of the main challenges they face is trying to maintain public trust amid increasing public suspicion of philanthropic institutions. After the emergence of cases of misuse of funds by social institutions on a national scale, the public has become more selective and critical in choosing the institutions they will support. As a result, Sahabat Yatim Mandiri Medan must work harder to show transparency and accountability consistently so as not to be eroded in the flow of collective distrust. In fact, a command to maintain the trust in Islam has been established by Allah in Qs Al-Anfal: 27

وَلَا تَخُونُوا اللَّهَ وَالرَّسُولَ وَتَخُونُوا أَمْنَكُمْ وَأَنْتُمْ تَعْلَمُونَ

"O you who have believed, do not betray Allah and His Messenger (and also) do not betray the mandate entrusted to you, when you know it." QS Al-Anfal verse 27 provides an important lesson about the importance of maintaining trust, honesty, and trust in all aspects of life, especially in relation to Allah, His Messenger, and fellow humans. This verse also reminds us that knowledge of

the truth and consequences of treacherous deeds should be the basis for every action. Surah Al-Anfal verse 27 reminds the believers not to betray Allah, the Messenger of Allah, and the trust entrusted to them. This verse emphasizes the importance of maintaining trust and avoiding fraudulent acts, especially in the context of relationships with Allah, the Prophet, and others (Tafsir of the Ministry of Religion of the Republic of Indonesia, 2017).

The specific problem in this study includes the effectiveness of communication strategies used by Sahabat Yatim Medan Branch, especially in the use of storytelling and social media to build empathy and encourage donor participation. It is necessary to examine whether this approach has been adapted to audience segmentation and a measurable strategy. In addition, the fundraising management system is also a concern, especially related to planning based on religious moments, program implementation, and success evaluation. The use of digital channels such as QRIS and crowdfunding platforms also raises questions: whether their use is optimal or just a formality without adequate education to the public. Financial transparency is an important issue, where the reporting carried out needs to be assessed in terms of openness and ease of access for donors. Finally, the effectiveness of coordination between internal fundraising teams, programs, and media also needs to be reviewed, because synergy between teams greatly determines the success of the institution's overall communication and management strategy

Communication and management strategies are two crucial aspects in the success of social institutions, especially in fundraising activities. In the midst of increasing public awareness of the importance of transparency and accountability of philanthropic institutions, an effective communication approach is an urgent need. Communication strategies are no longer just about conveying messages, but rather becoming the main tool for building trust, creating emotional closeness, and motivating social action from the audience. According to (Cangara, 2017), a communication strategy is the optimal combination of communicator elements, messages, media, communicators, and effects to achieve a specific goal. In the context of fundraising, this strategy must be able to touch the affective and cognitive aspects of donors through narratives, social education, and the presentation of content that suits the characteristics of the audience. Optimizing social media such as Instagram, WhatsApp, and TikTok is an important form of adaptation to changes in public information consumption patterns, especially the younger generation. Meanwhile, management plays a role in regulating the entire fundraising process in a systematic and measurable manner. Managerial functions such as planning, organizing, implementing, and evaluating are the foundation for the program to run effectively and efficiently. Managing relationships with donors, reporting funds, and program distribution systems are part of management practices that cannot be ignored. According to George R. Terry, the success of an organization depends largely on the extent to which resource management is carried out appropriately and responsibly.

From the managerial side, this institution also faces a shortage of human resources who are truly competent in the field of strategic communication and digital fundraising. Much of the communication and campaign activities still rely on multitasking, in-house teams, so the creative capacity and development of strategy innovations is sometimes limited. This condition has an impact on the lack of donor involvement in direct social activities even though emotional closeness with the beneficiaries is an important factor to build long-term donor loyalty and retention.

However, the challenges of managing communication and fundraising strategies cannot be

taken lightly, especially when people experience saturation of social campaigns or when the level of public trust in philanthropic institutions begins to decline due to transparency and accountability issues. In a local context such as in the city of Medan, social dynamics, donor characteristics, and the level of public awareness of the importance of sharing are important variables that must be taken into account in formulating an effective communication strategy.

Another problem arises from the aspect of digital communication. Although Sahabat Yatim Medan Branch has utilized social media such as Instagram, WhatsApp, and TikTok, the communication approach used is still general and has not been fully structured based on audience segmentation and insight data. The content delivered has not always been adjusted to the characteristics of the target donor, so the effectiveness of campaigns is sometimes not maximized in reaching and influencing a wider audience, especially the younger generation. With these various challenges, Sahabat Yatim Medan Branch is faced with the need to continue to develop communication strategies that are more adaptive, personalized, and value-based. On the other hand, fundraising management is also required to be more proactive in building a work system that is able to respond to social, economic, and technological dynamics that continue to develop. These issues are an important focus in analyzing the effectiveness of the institution's overall communication and fundraising management strategy.

Communication media began with the form of writing and symbols, printing presses, telegraphs and radios, until now the internet or what is often called social media has emerged which has begun to dominate communication platforms in today's era. The latest data in January 2024 shows that there are 139 million social media user identities in Indonesia. This number is equivalent to 49.8% of the total number of Indonesians (Databoks, 2024). Currently, Instagram social media is most widely used by institutions, or any organization as a medium to convey messages about information or work programs to the wider community. Instagram not only functions as an entertainment medium, but now it has also penetrated into various pieces such as the field of religion. Instagram can currently be a da'wah medium, namely inviting worship and inviting someone to do good deeds (Yuliasih, 2021).

Communication is not only about conveying messages, but also building relationships, creating trust, and managing expectations between institutions and the public. Therefore, the communication strategy implemented by the Medan Branch Orphan Friends needs to be analyzed in depth to see the extent to which the communication approach is able to bridge the goals of the institution with the expectations of the community. Do they use a persuasive approach, visual narrative, social media, or *door-to-door* methods? Is the strategy adapted to the local characteristics of Medan donors who may be different from branches in other cities? All of these questions are important to answer in order to understand the effectiveness of communication management.

In addition to the communication aspect, fundraising management also plays an important role in ensuring that the strategy designed not only reaches the target audience, but is also able to convert it into real action in the form of donations. Donor relationship management, financial reporting, fund tracking, and the use of technology in database management are factors that affect the success of social institutions in maintaining the sustainability of their operations. So, it is important to know how Sahabat Yatim Medan Branch manages these elements professionally, and whether there are certain systems that they have developed to optimize the performance of their

fundraising team. This study aims to analyze the communication and fundraising management strategies implemented by Sahabat Yatim Medan Branch. The main objectives of this study are to identify the forms of communication strategies used, evaluate the effectiveness of management in managing fundraising activities, and explore the challenges faced by institutions in carrying out their duties. By understanding these elements, it is hoped that this study can provide a comprehensive overview of effective fundraising practices at the level of social organizations at the local level.

The benefits of this research are divided into two aspects, namely theoretical benefits and practical benefits. Theoretically, this research is expected to contribute to the development of organizational communication studies, especially in the context of non-profit organizations and social institutions. This research can also enrich the literature on communication strategies in value-based fundraising activities and community approaches. Meanwhile, practically, the results of this study can provide direct input for the managers of Sahabat Yatim Medan Branch and similar institutions in designing more effective communication strategies and more efficient management systems. In addition, this research can also be a reference for policy makers in designing regulations or support for social institutions so that they can work more transparently and professionally. Against this background, this research has a high urgency to be carried out, considering that the need for sustainable funds is increasing, while the challenges in gaining public trust and support are also increasingly complex. Through a qualitative approach that explores the experience of communication practitioners and fundraising managers at Sahabat Yatim Medan Branch, it is hoped that this research can produce relevant and applicable findings. These findings will not only enrich academic treasures, but can also be a practical reference in the management of communication strategies and fundraising management in the social sector which is currently increasingly needed by the community.

METHODS

In this study, the author conducted research with a qualitative approach, namely describing and interpreting the Communication and Management Strategy in Fundraising at Sahabat Yatim Medan Branch. This type of research is intended to look for facts, the state of the phenomenon phenomenon which is then described. The use of a qualitative approach is carried out to build knowledge through understanding and discovering something that happens in the field. According to Moleong in (Nasution, 2023), qualitative research is research that intends to understand the phenomena of what the research subject experiences, such as behavior, perception, motivation, actions, etc. holistically, and by way of description in the form of words and language, in a special natural context and by utilizing various natural methods.

Bogdan and Taylor define "qualitative methodology" as a research procedure that generates descriptive data in the form of written or spoken words from people and observable behaviors. Meanwhile, Kirk and Miller define that qualitative research is a certain tradition in the social sciences that fundamentally relies on observation of human beings in their own area and relates to these people in their discourse and in their terminology (Mamik, 2015). Sarmana said that an important goal in qualitative research is to make reality or events understandable and possible according to the model to produce new hypotheses (Malahati et al., 2023).

Data Collection Techniques

Qualitative data collection techniques consist of three main characteristics that must be carried out by a researcher, namely through observation, interviews and documents. As the view of Mulyana, Moleong, Creswell, Emzir, Daymon & Holloway and Fontana & Frey, follows: (Kaharuddin, 2021: 4-5). Observation: Observation data collection in descriptive qualitative research in the form of observations made by researchers directly in the field. Observation is observing various events or symptoms that occur related to what the purpose of the research is. Interview: data collection through interviews is carried out by asking questions referring to questionnaire instruments that have been created by the researcher and validated by relevant experts. There are several types of interview models, such as direct and indirect interview models. The direct interview in question is *face to face*. Indirect interviews are interviews via *video call* or phone. From the interview, information related to communication strategies and fundraising management at Sahabat Yatim Mandiri Medan will be known. Document Study: Document Studies is the collection of data in the form of written documents and images related to the data needed by researchers. Other *non-human resources* include documents, photographs and statistical materials. Documents can consist of diaries, meeting minutes, periodic reports, activity schedules, government regulations, articles of association, official letters and so on. The parties who became informants were as follows:

Table 1
List of Resource Persons

Yes	Name	Position
1	Dedy Kurniawan	<i>Digital Marketing (Fundraiser Officer)</i>
2	Syarah Aldira	<i>Fundraiser Officer</i>
3	Zarkasih Nasution	Hostel Head/Hostel Nanny
4	Andrea Wildan	Orphan Friends Boarding Children Medan
5	Pray	Orphan Friends Boarding Children Medan
6	Farhan	Orphan Friends Boarding Children Medan

Source: Primary Data, 2025

RESULT AND DISCUSSION

Overview of the Medan Branch Orphan Friends Office

1. Medan Branch Orphan Friends Program

Each institution or foundation must have what programs it wants to implement with the aim of making an impact or wanting to provide benefits to the wider community, as well as the Medan branch of the Orphans Friends Foundation that wants to provide these benefits to the community. So in this case, the programs made by the Medan branch of the Orphans Friends Foundation are as follows: a) SIADIK (incentive compensation for students) b) SAJADA (compensation for widows of the poor) c) QRBN25 (Quran of mercy for the country 25) d) Save Palestinian orphans. e) Support outstanding orphans. f) Orphan Friends Dormitory.

Special Fundraising Program. To support the funding of its social programs, Sahabat Yatim Medan Branch applies several creative methods in fundraising, including; a) Outlets (*Open Booth*), Fundraising is carried out by opening booths in strategic locations such as supermarkets, petrol stations, and shopping centers. This method is effective for reaching the general public directly. b)

Friday Safari, the team went directly to the mosque on Friday to distribute flyers and socialize the program to the prayer congregation. This is also a form of socio-religious education. c) Donation Piggy Piggy Bank, Small piggy bank is distributed to the houses of donors or certain individuals, and collected again after one month. This method builds emotional closeness with donors through small but consistent contributions. d) Acrylic Donation Boxes, Acrylic donation boxes are placed in various stalls, shops, supermarkets, and other business places. These boxes are collected regularly and are a fairly effective source of fundraising. These programs show how Sahabat Yatim Mandiri Medan not only relies on large donations, but also opens up opportunities for small donations from the general public that are sustainable.

2. Structure of the Medan Branch Orphan Friends Office

The organizational structure in the Sahabat Yatim Mandiri foundation located in the Medan branch office. Organizational structure is a system that describes how an organization or institution is organized with the aim of dividing tasks, responsibilities, and also relationships between parts in the organization. For this reason, the organizational structure in the Medan Independent Orphans Friends Foundation at the Medan branch office is as follows:

Table 2.
Organizational Structure of Friends of Orphans Medan Branch

Yes	Name	Position
1	Yuda Wardana Syam	Branch Head
2	Dwi Wahyuni Windayanti	Admin
3	Dedy Kurniawan	Staff <i>Digital Marketing</i>
4	Syarah Aldira	<i>Fundraiser Officer</i>
5	Suniar	<i>Fundraiser Staff</i>
6	Rezki Azmi	<i>Fundraiser Staff</i>

Source: Primary Data, 2025

3. Distribution of Orphan Friends of Medan Branch

In the process of distributing funds, ideally provide the most effective assistance to orphans, poor people, and the elderly. For this reason, there is a need for transparent distribution of funds and also the existence of transparency in terms of where the distribution of funds is channeled, used for anything and to anyone who receives it. "The fundraising was channeled to the orphan friends dormitory, one of which was the Medan Aksara orphan friend's dormitory. And the recipient was Abi Zarkasih Nasution as the Head of the Dormitory/Caregiver of the Friends of Medan Aksara Orphanage Dormitory. The funds distributed are used for equipment, school fees, meals, health, and hygiene. And one of them is to provide rewards to dormitory children who have academic or non-academic achievements once a year. As for the names of the children who have achievements and who get rewards: Andrea Wildan for his achievements in karate and the Olympics Farhan for his achievements in karate, reza for his achievements in karate". (ZN interview results, 2025). One of the most educational and inspiring uses of funds is the provision of rewards or awards to outstanding children. This is done as a form of appreciation to them for their achievements in the academic and non-academic fields.

"After getting rewards, they are more motivated to continue to develop and continue to achieve, raise enthusiasm for themselves and other friends, and be proud to be an example for other friends". (RZ Interview results 2025). The distribution of these awards not only motivates the children concerned, but also triggers other children to try harder in learning and achievements. Fundraising received by Medan independent orphans is also received regularly twice a month. "The fundraiser received is divided into 2 times a month, usually in the first week and the third week". (ZN interview results, 2025). This distribution pattern provides stability in the financial management of the dormitory. With periodic funding like this, the dormitory can plan the use of funds more measurably and efficiently. A regular pattern of receiving funds also allows periodic evaluation of expenditures and budget planning, so that there is no waste or inconsistency in the use of funds.

Communication and Management Strategy of Orphan Friends of Medan in Fundraising

The communication strategy at Sahabat Yatim Medan Branch relies on a storytelling and social education approach, conveyed through emotional content in the form of short videos, photos, and written narratives. The main media used are Instagram, WhatsApp, and TikTok, plus print media such as brochures and banners. "We use *storytelling* and social education approaches to build empathy. Stories about beneficiaries, program activities, and the impact of donations are at the core of our strategy" (DK interview results, 2025). The way to convey what must be communicated does need to be considered in order to attract the attention of potential donors, so in this case the management of Friends of Orphans Mandiri also has a way of conveying this as explained by the speaker:

"We convey messages through content that touches the heart both in the form of short videos, photos, and writing. What we emphasize is that every contribution they make has a real impact on orphans and poor children" (DK interview results, 2025). Of course, in this day and age, social media users are increasingly crowded and accessible to all circles, we must indeed use it as one of the strategies to convey information to the public. So the idea of delivering through video content is indeed very creative which aims to help the administrators of Friends of Yatim Mandiri to communicate remotely, as expressed by the following resource persons

"Social media (Instagram, WhatsApp, TikTok) is the main one, supported by brochures, banners, and offline events such as studies or socialization. We are also actively building personal communication through live chat. For social media, the main target is young people and young families. For events or direct approaches, we target communities, mosques, schools, campuses, and local entrepreneurs" (DK interview results, 2025).

Friends of Yatim Mandiri Medan hope that by utilizing Instagram and other social media as a distributor and also a medium for delivering information to the public, it can also attract donors, volunteers and also people who really want to join in real action.

"Build regular communication, send donation reports, thank you, and program updates. We also invite donors to attend programs or visits to beneficiaries."

In the early stages of planning before carrying out fundraising activities, it is very necessary to have proper planning related to fundraising and from the side of the friends of the Medan orphans there are already technical aspects related to its implementation. In order to make it easier to carry out fundraising for volunteers, of course, Medan orphans have certain moments in fundraising that will

be able to attract the attention of the public, as explained by the speaker. "We prepare annual and monthly plans, adjusted to important moments such as Ramadan, Muharram, and the end of the year. Each fundraising program has a specific theme and target."

Social institutions such as Sahabat Yatim Medan Branch play an important role in responding to social inequality and the needs of vulnerable groups in Indonesia. In recent decades, philanthropic institutions are increasingly expected not only to prioritize the spirit of charity, but also to build a professional and accountable work system. This phenomenon is driven by increasing public awareness of the importance of transparency in social fund management and the influence of digitalization in shaping the communication pattern of institutions with the public. Therefore, communication and management strategies are crucial aspects that need to be studied in depth in the context of raising funds for social institutions.

The results of the study show that the narrative approach (*storytelling*) is the core of delivering messages to the public. This strategy is directly related to the persuasive and affective approaches in communication strategies, where the content of the message is designed to evoke emotions, sympathy, and encourage social action. In this regard, as research from (Cutlip et al 2019) on *effective public relations* supports that effective communication does not only convey information, but builds long-term emotional relationships through trust and credibility.

In practice, Sahabat Yatim Mandiri Medan uses social media such as Instagram and TikTok to convey stories, short videos, and testimonials of beneficiaries. This is in line with Middleton's theory which emphasizes the importance of media selection and the adjustment of messages to audience characteristics. Middleton (in Cangara, 2017) states that communication strategy is the art of choosing the best combination of messages, channels, and communicators so that goals can be achieved optimally. The use of interactive and visual social media strengthens persuasion and expands the communication reach of institutions.

Communication strategies are the main foundation in building relationships with donors and the community. In research conducted by Siti Hajar and Elfi Yanti Ritonga, it was revealed that the narrative approach (*storytelling*) is the spearhead in conveying messages to the public. Heartfelt stories about the lives of beneficiaries are able to arouse empathy while providing moral justification for the community to actively participate in donation activities. This is in line with the findings (Ramadhan & Harahap, 2024) in their study on the North Sumatra Volunteer Dompot, where a communication approach that prioritizes values and empathy has been proven to be more effective than just statistical information.

Digital transformation is also an important element in philanthropic organizational communication. Sahabat Yatim Medan Branch relies on social media platforms such as Instagram, WhatsApp, and TikTok to expand their communication reach. Social media has evolved from an entertainment tool to a medium of da'wah and social education, as mentioned by (Yuliasih, 2021), and provides extraordinary opportunities in reaching young segments and young families who are potential donor targets. This strategy is in line with the results of research (Ningrum & Firnanda, 2021) which shows that the optimization of digital media is able to significantly increase donor participation and fund accumulation in Taman Zakat Indonesia institutions.

Obstacles of the Yatim Mandiri Foundation in Fundraising

In terms of money management, it will certainly cause polemics and also raise problems among mankind, this is because of human nature which humans will find it difficult to believe if the management is closed or not transparent, so in this case it will certainly be the biggest challenge in maintaining the trust of the public and also donors in terms of financial management. As explained by the speaker.

"The biggest challenge is to maintain trust in the midst of so many similar institutions. We overcome this with information disclosure, consistent documentation, and maintaining trust as best as possible. Increase public trust and maintain consistency of regular donations. Many donors give only at certain moments."

The further the development of the current era, of course, with the development of various kinds of increasingly sophisticated digitalization technologies that enable us to facilitate the work of mankind, which used to be done manually, now because of technology, so we can do it automatically and easily, one example is almsgiving. Now alms can be used by transferring methods with online money or *e-money* without cash and can be done at any time. "We are actively studying digital trends, including maximizing new features on social media and opening digital donation channels such as QRIS and online transfers and *Crowdfunding Websites*. We create educational-inspirational content, collaborate with local influencers, and also provide online zakat consulting services."

Not only that, but in terms of both management and challenges faced, of course, here the friends of the orphans in Medan always evaluate themselves and also determine their success indicators as explained by the speaker. "We assess the achievement of the fund target, the number of donors who participated, and the effectiveness of the communication media used (seen from *insight* and engagement). Increasing the number of permanent donors, achieving program targets, and increasing public trust and participation."

Fundraising at Sahabat Yatim Mandiri Medan of course also has teams or volunteers who are divided into various fields and also duties and responsibilities for each field as explained by the resource person, namely:

"The Fundraising Team, Program Team, and Media Team play an active role. We work collaboratively to make the message conveyed relevant and effective. The Fundraising team is in charge of strategizing, collecting donations, and field execution. The Media Team creates content materials to support the work of the fundraising team and the program team. The Program Team ensures that the needs in the field are clear so that the message is right on target and then distributes it."

Every organization definitely needs members or volunteers so that the set work program can run well, of course, so with the division of the team and also their authority, the program from independent orphans will run well. Not only in the distribution of members when the funds from the fundraising results given by donors must be clear and there must also be openness in both incoming and outgoing finances and wherever the money is used. The resource person further explained:

"The funds collected are managed according to the allocation and program. The management system is centralized and then distributed at the donation collection location. We provide regular and periodic reports to donors, either in person or through social media or newsletters. In addition, we provide reports per semester to Baznas and the Ministry of Religion of North Sumatra. Every year we

are also audited by the Indonesian Audit Board (BPK) and sharia audits."

In a social activity, of course, it has benefits and also has a good impact on the recipient of the fundraiser carried out by the friends of the orphans in Medan has been planned as determined by the organization since the beginning. "Fundraising activities support education, daily needs, and the development of the potential of orphans and poor people. The donations that come in are really a life-changing bridge for them."

Social activities always have a positive impact on some people who really need help, the Medan Independent Orphans Friends Foundation has been conceptualized and also has a good strategy and also carries out a good management function in its management. Of course, this helps orphans who need our helping hand. Social institutions such as Sahabat Yatim Medan Branch play an important role in responding to social inequality and the needs of vulnerable groups in Indonesia. In recent decades, philanthropic institutions are increasingly expected not only to prioritize the spirit of charity, but also to build a professional and accountable work system. This phenomenon is driven by increasing public awareness of the importance of transparency in social fund management and the influence of digitalization in shaping the communication pattern of institutions with the public. Therefore, communication and management strategies are crucial aspects that need to be studied in depth in the context of raising funds for social institutions.

However, strong communication does not stand alone without a supportive managerial system. In the context of Sahabat Yatim Mandiri Medan, management strategies include program planning based on a religious calendar, the involvement of multidisciplinary teams, and the use of a transparent reporting system. This reflects the basic principles of modern management: collaborative, responsive, and data-driven. This strategy is in line with the thinking (Kotler & Keller 2021) that effective communication management must align an organization's message with the values that its audience believes in. In addition, the challenge in building and maintaining public trust is answered by applying the principle *of two-way symmetrical communication* as stated by (Grunig & Hunt, 2002), namely mutually beneficial two-way communication and building a transparent dialogue between institutions and the public. This can be seen from the approach of Sahabat Yatim which involves donors in field visits, sends donation reports regularly, and opens direct communication channels.

By integrating these theories into the communication and management practices of Sahabat Yatim Mandiri Medan, it can be concluded that the success of the institution's fundraising strategy depends heavily on a combination of an empathetic approach, information transparency, and the use of targeted media and messages. Strategically designed communication is not only able to drive donations, but also build ongoing donor loyalty.

However, the power of communication will not be maximized without being supported by strong management. In the context of Sahabat Yatim Medan, management strategies include planning programs that are specific and oriented towards important religious moments such as Ramadan and Muharram. This reflects the principles of strategic management based on the social and cultural calendar of the community. Fundraising activities are not only carried out incidentally, but through a systematic approach that involves the division of roles of fundraising teams, program teams, and media teams. This collaborative model is in line with modern management principles that emphasize the importance of cross-functional coordination and *output-based management*.

Financial transparency management is a critical point in maintaining public trust. In the interview report, it was stated that this institution not only makes financial reports for donors, but also conducts regular audits by the Financial Audit Agency (BPK) and sharia audits. This step shows awareness of the importance of accountability of social institutions. A study by (Fadhilah, 2022) on Laz AL Bunyan's digital fundraising strategy in Bogor also highlights the importance of verified reports in maintaining the credibility of institutions, especially in the midst of a crisis of trust due to embezzlement scandals at other philanthropic institutions.

Other challenges facing philanthropic institutions include public saturation of social campaigns as well as high expectations of transparency. In the context of Sahabat Yatim Medan Branch, this challenge is answered with consistent communication, detailed reporting, and direct donor involvement through visits to beneficiaries. This is important because emotional closeness can strengthen donor loyalty. (Abidah, 2016) noted that strategies that involve empathy and direct relationships can increase the success of fundraising at zakat institutions.

Another strategy carried out by Sahabat Yatim is the diversification of donation channels, including the use of QRIS, online transfers, and *crowdfunding*. This strategy adjusts to the behavior of digital donors who tend to want ease and speed in the transaction process. (Widyaningrum & Aribowo, 2024) in their study on Karawang Peduli also emphasized that the flexibility of payment methods is an important factor in increasing the conversion of donation intentions into real actions. One of the indicators of the success of the fundraising strategy at Sahabat Yatim Medan Branch is the increase in the number of permanent donors and the achievement of program targets. In the academic realm, the development of communication strategies for nonprofits includes several important aspects: audience segmentation, message adjustment, media selection, and feedback. Tailoring the message means conveying information with a language and emotions that match the audience's values. In this case, visual strategies such as photos of orphans, videos of activities, and testimonials of beneficiaries become effective tools to build public credibility and emotion. (Kalida, 2020) added that *value-based communication* is the most effective method in building long-term donor loyalty.

In practice, a successful fundraising strategy requires synergy between communication and management. It is not enough to just convey a strong message, but there must be an internal system that is able to follow up on public trust with targeted reporting and distribution. An effective management system includes planning, implementation, supervision, and evaluation. In this context, the Business Model Canvas approach can also be applied to design a structured and sustainable fundraising process, as applied in a study (Jiharka, 2022) at Islamic Boarding School Social Institutions.

Furthermore, organizational culture and internal values of the institution greatly determine the success of the strategy implemented. Friends of the Medan Branch Orphans show that the spirit of trust and sincerity are the basic values that underlie all their activities. In this context, institutionalization of values in communication is important, i.e. ensuring that all external and internal messages reflect integrity, honesty, and professionalism. (Suratiningsih et al. 2020) stated that humanitarian diplomacy based on organizational values has a broader impact on building the institution's reputation.

The Medan Branch Orphan Friends Institute has designed an effective fundraising

communication and management strategy, with an approach that emphasizes emotional aspects, transparency, and social relevance. The strategies they apply refer to strong storytelling techniques, combined with social education delivered through various media platforms. Through touching stories about the lives of orphans and poor people, they have succeeded in building public empathy and encouraging donor participation. These narratives not only provide an overview of the needs that exist, but also show the real impact of each contribution made by the donors, thus strengthening the sense of social and moral responsibility among the community. In the context of the use of social media, this institution shows a fairly progressive adaptation. Instagram, WhatsApp, and TikTok are used as the main channels to convey visual content such as short videos, photos, and written narratives. The content is packaged with an approach that touches the emotional side and is tailored to their main audience segments, namely the younger generation and young families. This digital platform is also used to build direct two-way communication, strengthening the relationship between institutions and donors. Through social media, the institution not only informs about the programs that are being run, but also provides activity reports, thank you, and invites the public to be directly involved in social activities.

This communication strategy is inseparable from careful program planning. Each fundraising activity is designed based on a calendar of strategic religious moments, such as the months of Ramadan, Muharram, and the end of the year. In these times, the institution sets a specific campaign theme and measurable donation targets. This moment-based approach has proven effective because it is in line with the tendency of people to be more open to giving alms at times considered sacred in religious traditions.

Meanwhile, in terms of fundraising management, Sahabat Yatim Medan Branch has built a structured and accountable work system. The division of labor is carried out through the formation of a fundraising team, a media team, and a program team, each of which has a specific but integrated function. The fundraising team is responsible for strategy planning, campaign execution, and donation collection. The media team is tasked with producing communication content that supports the program's narrative and builds a positive image of the institution. Meanwhile, the program team is in charge of ensuring that needs in the field are in accordance with the narrative that is built, while ensuring that the distribution of aid is on target.

The institution also shows a high commitment to financial transparency. The funds collected are managed centrally, then distributed based on the collection location and program needs. To ensure accountability, financial reports are regularly submitted to donors in personal form or publications through social media and newsletters. In addition, the financial statements of the institution are also audited by the Financial Audit Agency (BPK) and through sharia audits, and submitted to relevant state institutions such as Baznas and the Ministry of Religion in the North Sumatra region. This system not only strengthens public trust, but also guarantees that every rupiah donated is truly used for humanitarian purposes. The fundraising activities carried out are not only focused on material aspects, but are also directed to have a real impact on the beneficiaries. The donations collected are used to support six main program pillars: education, health, economy, social humanity, da'wah, and meeting the basic needs of orphans in dormitories. This strategy ensures that any assistance provided is not only charitable, but also empowering.

In the face of challenges such as increasing public distrust of philanthropic institutions,

Sahabat Yatim Medan Branch answers them by improving the quality of documentation, building consistency in communication, and emphasizing the importance of trust in every action. This approach is in line with the principles of transparent and symmetrical two-way communication, where the institution not only conveys the message, but also builds dialogue and active engagement with donors. The use of digital channels is also an important part of fundraising strategies. In addition to social media, this institution utilizes digital donation methods such as QRIS, bank transfers, and crowdfunding websites. This diversification of donation channels makes it easier for the public to donate, while increasing the reach of the institution to a wider segment of donors, especially those who are familiar with the non-cash payment system.

CONCLUSION

The success of fundraising at Sahabat Yatim Medan Branch is supported by the synergy between an empathetic communication strategy and professional and transparent management. In the communication aspect, this institution relies on a storytelling and social education approach packaged in the form of emotional content such as short videos, photos, and written narratives. Social media such as Instagram, WhatsApp, and TikTok are optimally utilized to reach young donors and families, while print media and face-to-face activities are also used to strengthen relationships with local communities. The communication strategy is not only focused on delivering the message, but is also directed at building emotional closeness with donors and encouraging their active participation in the social programs carried out. The content delivered emphasizes the real impact of the contributions made, thus creating a strong sense of trust and emotional engagement.

Meanwhile, from the management side, the Friends of the Medan Branch Orphans have built an organized and accountable work system. Activity planning is carried out based on strategic religious moments such as the months of Ramadan and Muharram, with the preparation of specific annual and monthly programs. The institution also implements transparent financial reporting to donors, accompanied by regular audits by the Audit Board (BPK) and sharia audits, as a form of accountability for the funds managed. Team management is also done professionally, with a clear division of tasks between the fundraising team, the program team, and the media team. This collaboration between teams is one of the main strengths in ensuring that every communication message conveyed to the public is relevant to the needs and context of the program in the field. In addition, Sahabat Yatim also continues to follow the development of digital technology by opening donation channels through QRIS, online transfers, and crowdfunding platforms, as well as conducting digital education to the community.

Despite facing challenges such as increasing public distrust due to scandals of other philanthropic institutions and limited human resources in the field of digital communication, Sahabat Yatim Medan Branch was able to maintain its credibility through an open communication approach and a transparent management system. The commitment to donor involvement in social activities and the submission of regular reports is clear evidence of their efforts in building and maintaining public trust. The communication and management strategy carried out by the Friends of Orphans Medan Branch is an effective practice model in raising funds for social institutions. This approach is not only able to attract donor participation, but also strengthens the sustainability of the empowerment programs for orphans and poor people which are the main focus of the institution.

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