

COMMON BLUNDERS NON-PROFIT MAKE

PUBLISHED

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Dedication

To my off- spring

And

To All

Nonprofit Organizations

Acknowledgments

I wish to express my sincere gratitude to all those who contributed in one way or the other toward the realization of this book. Immense thanks to my fervent tutors, advisors, family, and friends for their wise words and encouragement to me in breaking traditional paradigms of life despite all odd, and has broadened my horizon. I believe that a successful life depend on a higher percentage of wisdom than error.

Abstract/ Preface

The common blunders for non-profits organization for the startup process is shrinking budgets at state, national and municipal levels. This means that there is less to go around. Starting a non- profit organization can be one of the most selfless and also fulfilling things anyone can do. The main goal is always to help other fix something that inherently broken. Most non-profits end up getting less funding than they want or need, while some are left with no funding at all. Having a steady income from any source is hard for nonprofits and that can make budgeting a real challenge.

The essence of this book is to help ensure that nonprofit organizations navigate through and recognized the need for change, as they communicate not to be misunderstood.

CHAPETR ONE

Introduction

Nonprofits organization are called to be bold and innovative, as such nonprofit making organizations should view criticism as a sign of growth, relevance and that people care. Running a successful nonprofit making is even more difficult than running a commercial business, so many things can go wrong, and many more misconceptions management must navigate around but the reward that comes thereof, is always arguable well worth when striving toward blue ocean and be differentiated in the world.

Nonprofit making organizations are organization that are not operated for the purpose of making profit, but instead are focused on providing services to benefit the public or a particular group of people. Example of nonprofit making organization includes religious organizations, educational institutions, research organizations, and public interest groups. Non-profits are typically funded by donations, grants, or other sources of income. They are exempt from paying most taxes, and are required to use any profits they make to further their mission. Non-profits typically have a board of directors, a governing body, and a mission statement that outlines what they are trying to achieve. The organization also typically has a staff of employees who are responsible for providing services and carrying out the mission of the organization.

A non-profit making organization is also a type of organization that does not distribute profits or dividends to its shareholders, but instead uses any profits for the purpose of furthering its mission. These organizations are often focused on

public good, such as providing services for the disadvantaged or promoting education.

Unfortunately, many non-profit organizations make blunders that can cost them time and money, common blunders include poor financial management, lack of communication with stakeholders, not having a clear mission statement, failing to develop and follow a strategic plan, and not having a proactive fundraising strategy.

Additionally, non-profits can make the mistake of not adequately utilizing technology to reach their goals, not providing adequate training to their staff, and not properly evaluating their programs and services

On the other hand criticism is hard to hear and it can be equally hard to process. We've all experienced that instance where one negative comment about a new initiative ruined our day. Leaders often feel like criticism mandates immediate change, but this is not so.

Many well-intended individuals who want to work on addressing public, social, and environment needs to think about starting a charitable nonprofit. Founding and leading a nonprofit may be viewed as a badge of significance and honor. But before moving forward, founders of a charitable venture should first consider the alternatives. Similarly, lawyers and bar associations asked to assist in the formation of a charitable nonprofit should consider whether a startup is in a client's best interest. Absent sufficient research by the client and a good plan for continued viability, a lawyer may best serve the client by introducing alternatives to forming a nonprofit, which include;

- Work with existing nonprofit making organization
- Fiscal sponsorship

- A donor-advised fund
- A profit social enterprise

The techniques of forming a nonprofit organization and obtaining tax exempt status may be simple enough for an experienced lawyer or a diligent client. However, lawfully operating a viable and compliant nonprofit can be exceptionally difficult, even with the best of intentions and initial seed capital. And a poorly planned nonprofit can waste charitable resources, frustrate founders, disillusion donors, and create liability risks for its leaders.

Apparently, before a decision is finalized to form a nonprofit, lawyers should encourage the founders to understand the fundamental of operating in compliance with applicable nonprofit and tax-exemption laws, including section 501(c)(3) of the Internal Revenue Code. If the founders intend to be compensated by the nonprofit, they should be particularly aware of the prohibitions against private benefits and private inurement and any state law prohibition against self-dealing transactions.

Today, many nonprofit organizations still rely on traditional inventory such as pen, paper, emails and documents among other to store and track data on an ongoing situation. However, it can be difficult to locate all the necessary data points to get the answers you need, investing in Simple-to-use outcomes data technology that can automate formerly manual data management and analysis processes, saving you time and stress.

CHAPTER TWO

2.0 BIGGEST CHALLENGES FACING NON-PROFIT

Common blunders nonprofits organizations make when starting up is very crucial and must be taken into consideration such as poor planning and research, lack of financial knowledge/fundraising, relying too heavily on active job seekers, absence of a compelling employer brand, nonprofit websites is a mess, not building an effective board members, thinking it's easier to start a nonprofit than it is.

This is not the time for nonprofit organizations to stock itself in the midst of circumstances but it is the time for nonprofit organizations to navigate via this mistakes below and how go about re-engineering their goals, objectives, strategies, approaches, in a blue ocean environment and enhance it organizational goals as envision to become leaders and not followers in the humanitarian perspectives.

❖ **Inadequate research and planning**

Although nonprofit organizations exist for the common good, they share many characteristics for the common good as oppose to those of the commercial. Poor research and development planning is a big challenge to nonprofits organization for the startup process. **To avoid** such mistaken from happening, nonprofits organizations should engage themselves in to more research and planning before launching or startup reason being that without good plan in hand before launching is tantamount to misleading of findings/result, waste of human resource and financial resources rather than yielding productivity or minimizing loss of life and alleviating those who are in need of aid.

❖ **You have a weak mission**

Mission / vision statement are always the heart of a nonprofit organization without which is like a business plan without a rider. A critical example is when you had to write a thesis in a paper, thinking of your mission statement as your organizations thesis. It is stated that, what you believe in, it is where your treasure lies which is true, what you're going to do, and what you're going to do it. An efficient mission statement answers the following questions;

- What is the clear purpose?
- What change will happen?
- What services will you provide?
- Whom will these services help?
- Who is fit to deliver these services?
- How services delivered/ what are your methods? These are all crucial questions that nonprofit organizations must address in order to stir through.

When you start a nonprofit making organization, your goal should ultimately be to put yourself out of business one day. What I mean by that is this; nonprofits should meet community needs and aim to solve community problems. How would you behave, learn, grow, and operate as a nonprofit if you were consistently working towards a world where (insert problem here" food insecurity, human trafficking, racism etc.) didn't exist anymore? You need to know what "success" looks like by having a clear "end game" vision for your organization.

Imagine that you wake up tomorrow to a changed world. The work you've been doing through your nonprofit has succeeded, and now, as a result, the world is a different place. So—what does the world look like, now that you've changed it?

Your answers should be clear and concise. You need an example of a clear, specific answer? Here is one: “(now that we’ve changed the community/state/world) food insecurity is nonexistent in the state of Cameroon.”

You can use this as the foundation of your organization’s ultimate vision statement, which should be even more specific, and add measurable, relevant goals- ideally, if possible, by a deadline, for example: “our vision is the eradication of food insecurity in Cameroon by 2035.” If you’re unable to craft a clear, specific vision statement along those lines, you might face challenges trying to convince others to join your cause after all, if they don’t know exactly where you’re going, how can they follow? Not starting a nonprofit organization with a clear vision statement and creating a business plan around that vision, you won’t be forced to think through your “end game” and the steps it will really take to accomplish your mission.

My tip: be able to articulate your short and long term goals for your nonprofit at any given time. When a new opportunity comes along, assess its ability to meet those goals, and muster up the discipline to say “no” when it doesn’t fit

❖ **Thinking things will happen overnight**

Also, the issue of thinking that things will happen overnight is a mistake or misconception that nonprofit made when starting. We live in a world in which we expect instant results, and that translates to expecting social change overnight. While there are certainly outliers and large scale events that transform the world quickly for better or worse (the COVID-19 pandemic, for example), most social change takes months, years, decades, and some even centuries, to fully realize. Don’t get me wrong –I don’t wish that’s how it was. If anyone comes up with a miraculous way to change the world at rapid speed that doesn’t involve violence or infringing on people’s liberties, please impact your knowledge, and be wise. The

problem with expecting results overnight is that you get disappointed quickly when progress takes longer than you hope. And when you get too discouraged, you're more likely to quit.

The world needs you to not quit. There are too many problems out there. But there are also many good people, like you, eager to work hard to tackle them. My tip for building patience for the long-haul that is nonprofit work? First, study other social impact movements; see and find encouragement in how progress was made over time. Secondly, don't compare yourself or your organization to others that may appear on the surface to be moving at a different pace than you, and community in which the work is being done is different and complex. Third, practice gratitude and look back on all you've accomplished each year—look at how far you've come. Finally, take care of yourself. Take time to rest without guilt. Ask for help when you need it.

Ultimately, I have no regrets, learning-by-doing—mistakes and all – taught me more than any class could. And how our organization is growing and thriving and is on the right path to creating the impact I always dreamed it would.

❖ **You don't sell yourself**

Many nonprofit organizations start up by making such mistakes. It is important to note that if you don't sell yourself, it is likely believe that no one will give you money and you're wasting yours and everyone else's time. But thinking it through and you're passionate about the cause, your enthusiasm should sell the ideas by itself.

There are many grants that you can apply for as a nonprofit, but the question is; do nonprofit know what a grant is? It's a very long and exactly worded way of selling yourself and your services, remember, if you can't beat, you better join them when

appealing to investors, funding sources and writing grant sell yourself and your organization.

You have to believe in your mission and what you're doing it must beat/ win and cite other nonprofit organizations with similar demographics that are doing something and can prove positive change

❖ **Lack of financial Knowledge**

Another crucial mistake that nonprofits organizations do is that of un realistic expectation about funding for a startup. Many profounder don't forecast what it will cost to start their organizations and many less ideas where to get funding. **To avoid** such errors, nonprofits organizations must establish a fundraising plan and soliciting aid from others donors, individuals as well as the government. It should be noted that, it is not good to depend on two sources of revenue generations. However, nonprofits organizations when starting up must be realistic to avoid such mistakes. It is always good to be patient that is to say, it takes time to establish funding sources, and loans might be available but only with a solid business plan

Good planning beforehand is the key to a solid start for your nonprofits organization. it is significant to determine whether your startup funds will come from and develop a strong fundraising plan that you can put into action quickly.

2.1 Common blunders associated with fundraising

There are basically eights fundamental problems that nonprofit making organization encountered in the course of fund raising

-Setting very moderate targets

Most often, nonprofits set very moderate target in their fundraising campaigns. Fundraising is a complex issue and requires a good strategy with a solid effort. Nonprofit making organization need to value this effort, including all hidden costs such as volunteer time, pro-bono support and subsidized services to determine the true cost of the campaign and then design the right size campaign

-Over predicting proceeds

One fundraising blunder nonprofit organization make is over predicting, also known as over-forecasting. Especially now, with the pressure of having to continue to fundraise during a global pandemic, it is essential to acknowledge the reality of today's new normal and the limited access to qualified historical data to forecast funding potentials based on past commitment.

-Not investing in relevant resources

Many nonprofit making organization lack the potential or basic understanding of what you need to lunch a successful fundraising campaign and it starts with resources. Whether it's staff, money or technology, without these three types of resources, nonprofit organization will miss valuable possibilities and opportunities to successfully engage with next-generation donors and maintain ongoing donors support. Investing in resources is an investment for impact.

-Discounting smaller donors gifts

Traditional campaigns base their goals and efforts on top-tier donors, providing some attention to mid-range donors eventually. The mistake some organization make is that they discount smaller donors gifts, not realizing that a donor may be evaluating their planned, bold breakout gift via the lens of the lower tier.

-Considering only cash gift opportunities

This one of the biggest fundraising mistake we see; is that nonprofits organizations consider only cash gift opportunities. Instead, nonprofits organizations should consider the asset gift opportunity- real estate, closely held business interest, collectibles-as an opportunity for a business sale. These asset-based gifts represent a far greater opportunity for major gifts.

-Not sharing progress or data

A common blunder that nonprofits organizations make when fundraising is always asking for financial support without sharing progress, news or data from the organization. Inform your donors about how their support furthers your mission

-Not promoting the event enough

Another common blunder for fundraising that nonprofits organizations make is that they do not get enough information about the event to the public. They should utilize the different free or cost-efficient resources to notify people so that people can attend the fundraiser. Tools like social media, websites, words –of-mouth, flyers, signage, pamphlets and more are all great ways to set a reminder for those who may want to give. Make sure everyone knows about your upcoming fundraiser.

-Relying on a single income source

Many nonprofits rely on a single source of income, often a large annual event, to generate revenue. If that source is compromised, the group could be at immediate risk. A diversified funding model combines a number of revenue source, including individual and corporate gifts, grants, third party fundraisers and more to create a well- balanced funding model to ensure growth and sustainability.

-Starting a nonprofit organization is a diligent/ admirable way to create a positive impact on communities. Inadequate clarity on the purpose and activities of the nonprofit organization is one of the mistakes that organizations make at the developing stage, this often lead to confusion, among stakeholders, including donors and beneficiaries, and can make it difficult to attract volunteers.

A clear mission/vision statement is crucial for nay nonprofit making organizations, purpose, goals, and values. Without a clear vision, it can be difficult to articulate the organization's objective or communicate its impact to potential supporters. An effective vision statement should be worded clearly, concise and easy to understand. It should be clearly define the organization's goals and objectives, as well as its target beneficiaries.

In addition, it should align with the legal requirements for nonprofit registration in any country. Nonprofit organization should take the time to carefully craft a mission statement that accurately reflects their goals and values and seek inputs from the stakeholders to ensure that it resonates with their target audience, by avoiding the mistake of a lack of clarity on the purpose and activities of the nonprofit organization can establish a strong foundation of their work and increase their chances of success.

❖ **Incomplete Documentation**

Furthermore, common mistakes that nonprofit make is submitting incomplete documentation. The process of nonprofit organizations in many countries is quite complex and involves submitting relevant amount of documentation including articles of association, a memorandum of association and various other legal documents. Failure to submit all the necessary documentation, can lead to delays in the registration process, or even rejection of the application.

Poor documentation of organizational decision and action; reasonable people will disagree on how much detail is appropriate to include in the minutes of a board meeting. Too much detail can create risk of controversy and liability while too little can result in loss of institutional knowledge about why certain decisions were made and provide less evidentiary support of a board's due care in making decisions. The main point about which there should be no dispute is that documentation is important (meeting minutes, board resolutions etc.).

Documenting nothing is not an acceptable alternative, although it is a common problem. Ask yourself whether your nonprofit organization consistently takes minutes at meetings, approves them at a subsequent meeting, organizes them into a corporate minute book or electronic folder for ease of reference? Do your nonprofit even have a minute book? Exempt organizations are required by federal law to keep certain information available for public inspection, so record keeping is very important for nonprofit organizations for many reasons

To avoid this mistake, it is important for nonprofit to carefully review the requirement for nonprofit registration their prospective countries and ensure that they have all of the necessary documentation in place before beginning the application the application process. This may require seeking the advice of the legal mind or professionals and other expert with experience in nonprofit registration.

The organizations should also take the time to ensure that all of the documentation is accurate, complete, and up-date, and that, is presented in a clear and organized manner. By avoiding such a mistake of incomplete documentation, nonprofit organizations can streamline the registration process and avoid unnecessary delay or setbacks.

❖ **Compliance with statutory requirements**

In proper record-keeping is another crucial common mistake that nonprofit organizations make when starting up. Keeping accurate records is essential for any nonprofit, as it enables them to track their progress, monitor their finances, and ensure compliance with requirements. Failure to keep proper records can lead to serious consequences, including legal and financial penalties, loss of credibility, and even the revocation of nonprofit registration

To avoid this mistake, nonprofit organization should establish clear record-keeping procedures from the outset, including protocols for managing financial records, donor information, and other important documentation. They should also ensure that all of their records are kept up-to-date and stored in a secure location, such as a dedicated filing system or online database. Regular audits and reviews of the organization's record can help to identify any gaps or areas for improvement, and ensure that the nonprofit remains compliant with legal and regulatory requirement.

❖ **Thinking it's easier to start a nonprofit than it is**

It is often difficult to start a nonprofit organization than most people think. Incorporating at the state level especially and then applying for exempt status with that of the other non-governmental organization currently existing entails a lot of steps. Being passionate is not still enough.

-Starting too late is the number one problem or mistake nonprofit make that result in poor reports. Raising money requires an effective fundraising plan, so avoiding the common mistakes that nonprofit organization tend to make when starting is very crucial in increasing your chances of success with your job application.

Advertising about what is involved and the time to achieve success will be critical for long haul. As foresaid, fundraising to support nonprofits organizations for the start is usually very complex and complicated as oppose to profit making

organization or commercial sector. In addition, nonprofit must adhere to several principles about its operation and fundraising include the following consideration;

Reports to be filed

Strategies/policies

Guidelines and other several ways to follow

To avoid this common mistake of fundraising by nonprofit organization when starting up is very crucial for nonprofit to effectively strategize its plans, identify potential donors and make sure that they have people on their board who have connection with potential donors and are willing to approach those donors.

❖ **Not building an effective board members**

This is also one of the crucial mistakes that nonprofit organizations at the start and is likely to break the new startup process for newly establish nonprofits organization is due to lack of capable board member result to poor performance that many nonprofits organization don't anticipate that their first board members represent their circle of influence. They don't see the potential in them. If board members do not believe in your organizations mission and willing to sell that mission to others if therefore entail that there is lack of adequate board members and cooperation. To avoid such mistakes, profounder of nonprofit startup must think about what their organization will do and have appropriate people on the board who can serve as informal consultants.

❖ **Nonprofit website is a mess**

Nonprofit's website is often the first introduction the public has to your work and unfortunately, many new nonprofits don't make a great first impression. A bad,

unmaintained website causes a domino effect. The first and foremost, it impacts your ability to serve the public in an effective way. And, secondly, every visitor to your site is a potential supporter and donor. When your website is a mess, you're pushing people away rather than inviting them. Nonprofit organization should ensure this good element of effective website such as about page, donate button, contact us, board member/staff, financial, and get involved.

To remedy this mistake, fixing your organization website doesn't need to be a big overwhelming project and it also doesn't need to be expensive. Here's how you can fix your website.

Slowly adding missing components

Ask for help

Choose a different platform

Improper Governance and management Structure

Improper governance and management structure refers to the lack of a well-defined and effective system for decision-making and oversight within a nonprofit organization. This mistake can lead to confusion, inefficiency, and ultimately failure without clear roles, responsibilities, and reporting structures, nonprofit making may struggle to achieve their goals, manage resources effectively, or respond to changes in the market.

Effective governance and management structures require ongoing attention and adaptation to ensure they remain relevant and effective, nonprofit should prioritize regular review and assessment of their governance and management structure to really identify areas for improvement and implement change as needed.

You're sending receipts instead of thanks

People running small nonprofits are pretty occupied and it's easy to spend your day crossing things off the list. Someone made a donation, they got a receipt, and that can be crossed off list right? But doing the bare minimum to thank donors (and stopping with an emailed receipt), is a symptom of a nonprofit that's failing to steward donors and that can indicate that there's a problem with donor retention. Acknowledge donors and making them feel genuinely appreciated is key to bringing them back to make another donation. If your nonprofit considers your work done when you've send their receipt, you're probably losing donors and that means it's easier to chase your tail acquired new donors that end up being lost to attrition.

Strategies to building fundraising into your operations

It's important that nonprofit making organization navigate this strategies to mitigate the headache when such blunders occurs

The first step to correct this common blunder is to reframe fundraising at your organization. Fundraising needs to be a priority. It's an ongoing, continuous project rather than something you do when you have the time or need the money. (let face it now, because you will never have the time and you will always need the money). And then there are a few strategies you can use to build fundraising into your operations

- Add more funding source

It's important to consider peer to peer fundraising, recurring giving, adding a new method /approach and techniques to donate on your organizations website, getting your board member involved.

-Create a recurring giving program

Donors who give on a recurring basis provide a financial cushion for your nonprofit making organization. getting more recurring donations is a solid strategy to become financially sustainable.

-Get others involved

Your board of directors makes a commitment to help you and raise funds when they join. It's one of their primary responsibilities. So, ask your board for help, you can also loop in volunteers. You would be surprised how many people have fundraising, grant-writing, marketing and other professional experience they can use to help your nonprofit making organization raise funds.

-Start a recurring giving process

Monthly donors make an ongoing financial commitment to your organization and provide predictable, stable revenue

Techniques to fixing the website challenges

Website doesn't need to be big overwhelming project; and it also doesn't need to be expensive. The followings are ways on how you can fix your website blunder

-Slowly adding missing component

You don't need to do a full re-design immediately or get your website if you're only missing a few key items. Make a spreadsheet of pages/features that need to be updated, and tackle one at a time. (this is a great job for a volunteer with web design experience

-Ask for help

Plenty of people would be willing and able to help your nonprofit organization. Put out a call for volunteers with web design experience through email or social media

-Choose a different platform

You don't need to be a developer or have web design experience to make a great website. A lot of platform, like WordPress, Squarespace, and Wix, are designed to help anyone make an attractive, easy-to-use website. If your nonprofit has a custom website, you can't maintain on your own switching to a platform that makes it easy for you to make updates on your own will be worth the effort.

-Nonprofit making organizations need to have a continuous ongoing relationship with their donors in order to grow. The donor relationship isn't just transactional. It's something that must be maintained, nurtured, and proactively engaged with. And donors want to feel like they're part of your organization, and making a difference with their support.

CHAPTER THREE

WAYS YOU CAN START ENGAGING YOUR DONORS BETTER

-Create an onboarding plan: Begin by asking this question to your own self; How do you welcome your donors into your nonprofit making organization? whether a packet, a phone call, or hand written card, create an on ramp into your donor organization for new donors.

-Use CRM (Customer Relationship Management tool) which is a mighty causes supporting tools, can help you get your donors management on track. We also have a sales force integration can be utilize as well, so your options are flexible in advanced.

-Build gratitude into your operation

For big nonprofit making organization, donor's gratitude is a daily practice and built into everything they do. Think about how you can incorporate "because of you", messaging into your normal communication and build habits of thanking and checking in with your donors is very necessary.

Tips on How to avoid common blunders when consulting for nonprofits making

It should be noted that nonprofits making organizations are often mission-driven, resource-strapped, and complex organizations that face unique challenges and opportunities. As a professional, you can help them achieve their goals, improve their performance, and address their pain points. However, consulting for nonprofits also requires some specific skills, strategies, and awareness to avoid the common blunders and deliver value.

The following are tips that can help you navigate via as a professional consultant for nonprofits making

-Understanding the organizational mission and vision

Nonprofits making organizations have different ideology and perhaps different cultures, values, and norms than for nonprofit or public sector organizations. They may have multiples stakeholders, such as donors, beneficiaries, boards, and staff, with different expectations and interests. They may also have different legal, financial, and operational constraints and requirements. As a professional consultant, you need to understand their culture and context before you propose any solutions or interventions. You need to respect their mission and vision, align with their values and principles, and adapt to their realities and weaknesses

-Consistent communication

Communicating clearly and frequently is a key for any consulting project is very essential to the success of any nonprofit making organization especially where trust, transparency, and collaboration are impactful. As a professional consultant, you need to communicate clearly and frequently with your nonprofit client, from the initial scoping and contracting phase to final delivery and evaluation phase. You need to establish clear expectations, roles and responsibilities, as well as regular feedback and reporting mechanisms. You also need to listen actively, ask relevant questions, and address any concerns promptly and carefully.

-Focus on impact and sustainability development

Nonprofits are often driven by their social or environmental impact, rather than by profit or growth. As a professional consultant, you need to focus on how your services and solution can help them achieve their impact and sustain it over time.

You need to demonstrate how your professional expertise can improve their efficiency and effectiveness, and quality, as well as their staff engagement, retention, and development.

Tools and Techniques on how to identify and address gap in your non-profit making organization

Non-profit making strategy is a plan that guides your organization's vision, mission, goals and activities. It helps you align your resources, stakeholders, and impact with your purpose and values. However, a strategy isn't a static document that you can set and forget. It needs to be regularly reviewed, monitor, evaluated, and updated to recall the changing needs and challenges of your beneficiaries, donors, partners and environment. At the end of the day interrogate yourself on how can you identify and address gaps in your non-profit strategy?

Crucial tips to help you and your non-profit organization navigate through and improve on the current challenges you face

Assess your current situation plan

The very first step to finding and filling the gaps in your non-profit making organization strategy is to assess your current situation. You need to collect and analyze data on your performance, outcomes, and possibly feedback from your internal and external stakeholders. You can use tools such as SWOT analysis, logic models, balanced scorecards as well as surveys to aid you with this process. The goal is to identify your strengths, weaknesses, opportunities, and threats, as well as the gaps between your expectancy and reality

Defining your desire state

The second step is to define your desired state. This is where you articulate your vision, mission, goals and objectives for the future. You need to be precise, specific, and realistic about what you want to achieve and how you will measure your progress and impact. You need to affect your ability to reach your desired state, such as development trends, exploring the challenges and opportunities in advancing your career in the humanitarian context thus eliminating the risks of unforeseen circumstances.

Identify the root causes of the gap

Once you have defined your desired state, you probably need to identify the root causes of the gaps between your current and desired state. This is where you dig deeper into the reasons why you are not meeting your goals and objectives, or reasons why you are facing certain challenges or threats. You can use tools such as the **5 whys, six-sigma, diagrams** to aid with this step. Remember the goal is to find the underlying issues that need to be mitigated rather the implications

Develop and prioritize mitigations

After you have identified the root cause, the fourth step is to develop and prioritize mitigations to address the root causes of the gaps. This is where you brainstorm and evaluate possible actions, interventions, or improvements that can aid you close the gaps and achieve your desired state. You need to consider the feasibility, effectiveness, efficiency, and sustainability of each solution, as well as the efficacy costs, benefits, and risks. You also need to prioritize the mitigations based on their urgency, impact, and alignment with your overall strategy

Implement and monitor mitigations

Once you have developed and prioritize your solutions another step is to implement and monitor the solutions that you have prioritized. This where you put your plan into action and track your results and feedback. You need to assign role and responsibilities, allocate resources, set timelines and milestones, and communicate your plan to your stakeholders. You also need to establish indicators and methods to measure your performance, outcomes, and impact, and collect and analyze data more often.

Review and update your strategy

The final crucial tip is to review and update your strategy periodically. This is where you recall or reflect on your achievements, challenges, and learning, and make adjustments to your strategy as needed. You need to be flexible and adaptable to the changing needs and challenges of your beneficiaries, donors, partners, and environment. You also need to celebrate success to gather, recognize your efforts and share your autobiography with your stakeholders.

Tips on how to develop and maintain partnerships in nonprofit leadership

Partnerships are essential for nonprofit leadership, as they can aid you achieve your mission, expand your reach, and leverage resources. However, developing and maintaining partnerships can also be challenging, as they require trust, communication, and alignment. In this this book, you will learn some tips and strategies for creating and sustaining effective partnerships in nonprofit leadership

❖ Identify your goals and needs

Before you seek out potential partners, you need to have a precise or clear idea of what you want to accomplish ad what you can offer. What are your specific objectives, outcomes, and indicators of success? What are your strengths,

weaknesses, and gaps? What are your values, vision, and culture? By answering these questions, you can identify your goals and needs, and look for partners who share the same vision like you and complement them.

❖ **Research and network**

Once you have a clear picture of your goals and needs, you can start researching and networking with potential partners. You can use various sources of information, such as websites, reports, social media, referrals, or hosting events, to learn more about the mission, activities, and reputation of different nonprofit making organizations. You can also reach out to them directly, or through mutual contacts, to express your interest and explore opportunities for collaboration. Be respectful, professional, and transparent in your communication, and avoid making assumption.

❖ **Negotiate and formalize**

After you have identified some potential partners who match your goals and needs, you need to negotiate and formalize the terms of the partnership. This involves discussing and agreeing on the roles, responsibilities, expectations and contributions of each partner, as well as the timeline, budget, and evaluation of the partnership. You should also establish how you will communicate, resolve conflicts, and address challenges. To ensure clarity and accountability, you should document the agreement in a written contract or memorandum of understanding.

❖ **Implement and monitor**

The next step is to implement and monitor the partnership, according to the agreed terms and conditions. You should communicate regularly with your partners, and

provide them with feedback, support, and recognition. You should also track the progress and performance of the partnership, using the indicators and methods that you agreed on. You should celebrate the achievements to gather and milestones, and address any issues or problems that arise. You should also be flexible and adaptable, and adjust the partnership as needed

❖ **Evaluate and learn**

The final step is to evaluate and learn from the partnership, once it is completed or at regular intervals. You should review the results and outcomes the partnership, and compare them with the objectives and expectations that you set. You should also solicit feedback from your partners, and other stakeholders, such as beneficiaries, staff, or donors. You should identify the strengths and weaknesses of the partnership, and the lessons and best practices that you learned. You should also acknowledge and appreciate your partners, and maintain the relationship for future opportunities.

Ways to succeed as a non-profit leader in a complex environment

Nonprofit leaders face many obstacles in today's complex and dynamic environment. They need to balance multiple stakeholder interests, navigate changing funding sources, adapt to evolving social needs, and foster a culture of innovation and collaboration. How can they succeed in this demanding role? Below are some tips and strategies that can aid you as a nonprofit leader.

- Define your mission and vision

The first step to effective nonprofit leadership is to have a clear and compelling mission and vision that guide your organization's goals, strategies, and actions.

Your mission and vision should reflect your core values, your unique contribution, and your desired impact.

They should align with the needs and expectations of your beneficiaries, donors, partners, and staff. Having a well-defined mission and vision can aid you communicate your purpose so as not be misunderstood, inspire your team. And attract support.

Also developing a strategic vision as a nonprofit leader is very important to have a strong vision for the organization and an understanding of where it is headed. A clear vision can help the organization stay focused on its mission and guide its decision making.

- Adopt a learning mindset

The second step to effective nonprofit leadership is to adopt a learning mindset that embraces feedback, experimentation, and improvement. As a nonprofit making organization leader, you need to constantly monitor and evaluate your programs, processes and outcomes, and learn from your successes and failures. You also need to encourage your staff and volunteers to share their ideas, insights, and challenges, and provide them with opportunities for learning and development. Adopting a learning mindset can help you innovate, adapt, and grow as a nonprofit making organizational leader.

- Build a diverse and inclusive team

The third step to effective nonprofit leadership is to build a diverse and inclusive team that reflects and respects the diversity of your community and stakeholders. As a nonprofit leader, you need to recruit, retain, and empower people with different backgrounds perspectives, and skills, and create a culture of trust, respect,

and collaboration. You also need to leverage the strengths and talents of your team members, and delegate tasks and responsibilities appropriately.

As a nonprofit leader, it is important to build a strong team of individuals who share your vision and can help you achieve it. This team should be diverse and have a range of skills and experience.

Building a diverse and inclusive team can aid you increase your reach, impact, and sustainability.

- Foster collaboration

Nonprofit organizations often rely on the collaboration of different stakeholders, including donors, volunteers, and other organizations. It is important for nonprofit leaders to foster collaboration and build relationships with these stakeholders

- Stay up-to-date

Nonprofits must stay up to date on the latest trends and developments in the sector. This includes understanding changes to regulations, technology and funding sources

- Monitor and Evaluate Progress

Nonprofits leaders should monitor progress towards goals and evaluate the success of strategies. This will help the organization adjust and refine its approach as needed.

- Cultivate strategic partnerships

The fourth step to effective nonprofit leadership is cultivate strategic partnerships that can enhance your capacity, resources, and influence. As a nonprofit making organizational leader, you need to identify and engage with potential partners who

share your mission, vision, and values, and who can offer complementary skills, expertise or networks. You also need to establish clear and mutually beneficial goals, roles and expectations, and maintain regular communication and feedback. Cultivating strategic partnerships can aid you leverage synergies, scale up your impact, and create collective stage

- Practice ethical and transparent leadership

The fifth step to effective nonprofit leadership is to practice ethical and transparent leadership that upholds the highest standards of integrity, accountability, and stewardship. As a nonprofit leader, you need to comply with the relevant laws, regulations and codes of conduct, and ensure that your organization operates legally, ethically, and efficiently. You also need to disclose your sources and uses of funds, report your outcomes and impacts and solicit and respond to feedback from your stakeholders. Practicing ethical and transparent leadership can aid you build trust, credibility, and reputation.

- Communicate Effectively

Effective communication is essential for nonprofit leaders. They must be able to communicate their vision and plans to stakeholders, build relationships, and motivate others as they communicate not be misunderstood but to be understood.

- Nurture your well-being

Effective nonprofit leadership is to nurture your well-being and avoid burnout. As a nonprofit leader, you need to take care of yourself physically, mentally, and emotionally, and balance your personal and professional life. You also need to seek and accept support from family, friends, mentors or peers, and practice self-

compassion and gratitude. Nurturing your well-being can aid you stay motivate, resilient, and passionate.

- Lead by example:

Nonprofit leaders should lead by example and inspiration to others. They should demonstrate their commitment to the organization's mission and values and show others how to be successful.

Precautions to be taken by nonprofits leaders

The precaution that non-profit making organizations need to navigate through are outline below

- Establish clear and effective communication channels between board members, staff, and volunteers. This will ensure that everyone is on the same page and able them to provide timely feedback and input on decisions.
- Conduct regular risk assessments and develop a plan to address any potential risks. This will help the organization identify potential issues before they become disruptive.
- Develop and implement policies and procedures that outline the roles and responsibilities of everyone involved. This will help ensure that everyone is aware of their duties and expectations.
- Develop a culture of accountability and transparency. This will aid ensure that blunders are identified and addressed quickly and efficiently, and that everyone is aware of the consequences of their actions
- Invest in training and development for board, members, staff, and volunteers. This will help ensure that everyone is up to date on the

latest best practices and has the skills and knowledge they need to make informed decisions.

The question of the day is; in what ways can nonprofit remedy their blunders

It is very important for nonprofit making organizations to first understand their problems and be prepare with these ways that can help them mitigate the head ach they received when such blunders arises.

- Apologize and take responsibility

Acknowledge the mistake, apologize to those who were affected, and take full responsibility

- Make amend

Provide a solution or a remedy to the affected parties. This could range from providing a refund to giving a discount on a future purpose.

- Learn from mistake

Identifying and recognizing the root cause of the mistake and take steps to prevent it from happening again in the future.

- Communicate

Be transparent with stakeholders about the mistake and the steps being taken to address it.

- Monitor

Establish a system of checks and balances to ensure that mistakes are not repeated.

Alternatives ways to forming a nonprofit making organization

It is important for non-profits making organization to navigate these alternative ways of forming a nonprofit organization at start and avoid common blunders

- Work with an existing nonprofit making organization

The creation of a new nonprofit that precisely duplicates what an existing nonprofit does may be of greater value to its founders than to the organization's intended charitable beneficiaries. Founders with a plan to provide services that would otherwise not be provided or to serve beneficiaries who otherwise not receive services may conversely have greater impact. But sometimes, those additional or expanded services can be efficiently be delivered by an existing nonprofit making organization. Accordingly, one alternative for would-be founders to consider is working with an existing nonprofit organization.

Working with an existing nonprofit organization may be more effective and efficient than creating and operating a new nonprofit, especially where prospective founders lack relevant experience or resources. Specific advantages to this option include:

- Avoidance of start-up costs and the administrative burdens of a new nonprofit
- Increased efficiency in furthering the charitable mission by leveraging established infrastructures.
- Opportunities to develop relevant experience, expertise, and concerns

➤ Fiscal Sponsorship

Fiscal sponsorship is the term used to describe the contractual relationship between an individual or group of individuals who have initiated a charitable project and an existing tax-exempt organization that has agreed to support the project (“the sponsor”). Typically, the sponsor confers upon the project the benefit of the sponsor’s tax-exempt status and provides administrative services in support of the project. However, the precise nature of the relationship, support provided by the sponsor, and the rights of the project’s initiators may vary widely depending on the agreement between the parties.

Perhaps the most common model of fiscal sponsorship is one in which the project is housed within the sponsor, has no separate legal existence, and is operated by the sponsor’s employees and/or volunteers. This model is commonly referred to as comprehensive or models a fiscal sponsorship.

The sponsor usually refrains a portion of the donated funds as an intra-organizational administrative fee and the remainder is restricted for advancement of the project’s charitable purposes. The project’s initiators may serve as employees or volunteers of the sponsor delegated with the responsibility of operating the project. They also typically retain some right to move the project to another fiscal sponsor or to a new nonprofit organization created to permanently house the project. Any such rights should be precisely spelled out in the fiscal sponsorship agreement.

Fiscal sponsorship may provide a project with the benefit of immediate tax-exempt status, advantageous treatment as a public charity without independently passing a public support test, administrative support, and an existing governing body that has a duty to ensure that the project is operating in compliance with applicable laws.

The project initiators must weigh such benefits against a lack of autonomy; their limited control over the project, which remains under the ultimate control of the sponsor; and the sponsorship fees.

It is likely that a great majority of individuals and groups interested in forming a nonprofit have not considered fiscal sponsorship may be beneficial in several circumstances, particularly where the sustainability of a new nonprofit is highly questionable, the charitable endeavor has a relatively limited life span, and the project's initiators want to focus on the charitable program activities and fundraising and not on administration and governance.

Project initiators that are considering fiscal sponsorship should be very selective in choosing a sponsor. Sponsors differ widely with respect to charitable mission, services, management oversight, fees, experience, legal sophistication and their own viability.

➤ Donor Advised Fund

For a client considering forming a grant making organization, a donor advised fund may be a preferable alternative. A donor advised fund is generally defined in the Internal Revenue Code as a fund or account

-Which is separately identified by reference to contributions of a donor?

-Which is owned and controlled by a sponsoring organization, and

-With respect to which the donor or person appointed or designated by the donor has, or reasonably expects to have, advisory privileges with respect to distributions or investments of amounts held in such fund.

A grant-making organization that will primarily be funded by only a few sources, and not through public fundraising is likely to be classified as a private foundation. This will trigger a minimum distribution requirement (generally 5 percent of its investment assets) and a 1.39 percent tax on net investment income. In addition, the private foundation will face a numbers of prohibitions including against

- Self dealing

- Excess business holdings

- Jeopardizing investments

- Taxable expenditures, including those paid or incurred to lobby, make grants to individuals that do not satisfy certain criteria, or make grants to nonpublic charities other than operating foundations without exercising expenditure responsibility. Moreover, the charitable deduction limits for contributions to a private foundation are lower than those for comparable contributions to a public charity. From donor's perspectives, the advantages of a donors advised fund over a private foundation include;

- No formation costs

- No administrative, investment, or governance responsibilities (and associated risks)

- The possibility of making deductible charitable contributions immediately.

- More generous deduction limits (because the sponsoring organization is a public charity)

- No need to vet recommended grantees or provide oversight over grants.

Additional benefits of a Donors Advised Fund (DAF) may depend on the nature of the sponsoring organization, which is typically either a community foundation or a public charity affiliated with a financial institution like fidelity, vanguard, or schwab. Community foundations generally offer valuable philanthropic guidance to donors and opportunities to participate in community leadership initiatives and events. Financial institution-related charities typically offer lower administrative fees and costs. Individuals considering a DAF should also track legislative efforts targeted DAFs that may eventually diminish or eliminates some of its benefits.

From donor's perspectives, the main disadvantage of a DAFs as compared to a private foundation is the donor's lack of legal control after making the contribution. With a private foundation, the donor may control the board of directors, which has final authority on what to do with its funds. In contrast, with DAFs, once the contribution has been made, the donor may provide only recommendations or advice to the sponsoring organization about grant-making or investing.

While the donor may not have legal control over the fund, it is easy to understand why sponsoring organizations generally make a strong attempt to adhere to their donor's recommendations so long as they are consistent with the sponsoring organization exempt purposes and otherwise in compliance with the law. A sponsoring organization that regularly disregards its donor's wishes would soon lose goodwill and become an unattractive option in a crowded marketplace.

➤ For-Profit Social Enterprise

A nonprofit entity with 501 (c)(3) status may be subject to more limitation than would be considered ideal for advancing certain charitable or socially purposed ventures. The restrictions on private inurement, private benefit, compensation arrangement, equity ownership, substantial lobbying, political campaign intervention, and private foundation rules (if applicable) may make a taxable entity a more flexible and appropriate option. Where the venture will not have substantial net income, the income tax implication of a nonprofit may be relatively minor

Anon profit social enterprise may pursue charitable objectives so long as this is consistent with the owner or owner's wishes. It may raise equity capital from investors with similar goals. It may enter into business transactions with whoever it wishes, and may compensate employees and others without strict limitations on reasonableness, allowing for more competitive hiring of top talent.

While for a profit social enterprise might not have the same goodwill associated with it as a nonprofit, there are structures that can help differentiate a for profit social enterprise from more commercial for- profits. Newer legal entities like the benefit corporation, social purpose corporation, low-profit limited liability company (L3C), and benefit limited liability company, and certifications, most notably the certified B Corp, can publicly signal more sincere social purposes and not a mere marketing ploy.

Finally, a new nonprofit organization may be a good option for charitable venture, but in many cases, there may be better option. Insufficient research and important planning are commonly cited as reasons for business and nonprofit failures. Professionals who work on nonprofit formations should help assure their clients have appropriately prepared for the challenging task of creating and operating a

viable and compliant organization. A key part of that preparation is determining whether forming a new nonprofit making organization is a reasonable option, and only incidentally for the personal benefit of the founder or any other individual or entity.

Today's Top Nonprofit Leadership challenges and possible solutions

Nonprofit organizations are champions of challenge. They are inherently designed to recognize, address, and overcome challenges of all kinds, and while there has been a tremendous amount of buzz over the previous years about the kind of social and political challenges that nonprofits across the country have been taking aim at, very few people have talked about the kinds of fundamental organizational challenges that are keeping nonprofit leaders up at night. Today's top leadership challenges are yesterday's challenges continued. Every organization regardless of size, location, or focus area has the same core hurdles that their leadership team needs to address. And how leadership handles these challenges can make the difference between whether an organization thrives or closes its doors.

Understanding the most pressing challenges facing your organization right now is the first step in knowing how to lead successfully through them. Leadership is not all about what need to be done, but the how if scenarios by influencing others, leading by example, motivating them to take corrective action when problem arises rather blaming other when the problem occur. It is important for nonprofit start organizations to navigate this today's top leadership challenges and be prepared for any psychological implications if the challenges persist.

Below are the today's top leadership challenges that the nonprofit making organizations are facing

- **Strategic Focus**

By knowing when and where to spend money is the focal point to achieving your mission. However, nonprofits that only focus on making finance and accounting related decisions with short-term objectives in mind can miss out the broader picture of where the organization can go in future. That is why it is critical that leadership not get carried away with the daily management of the organization that they forget about its long-term mission-related goals. It is a give and take of keeping a strategic focus that balances today and tomorrow with equal weight.

At the most early stage professionals are looking at "how do I leverage the assets to the mission of the organization? and that's not a bad thing but they end up restricting the focus of what can be an important tool to ensure that you have a longer runway so that the organization will be able to fulfill its mission into the future". The best way to balance your strategic focus is to work closely with your board to determine the vision of the organization and the communicate regularly as changes happen, obstacles are encountered, and opportunities arise.

- **Reporting**

Knowing which kinds of reports to generate and which key metrics to track a topic that every nonprofit is making will need to evaluate for them. What should be reported will open? Reporting been a topic that every nonprofit will need to evaluate for themselves. What should be reported will depend on its fundraising sources, assets, organizational structure, and compliance requirements? Organizations are used to doing basic reporting like 995 reports, grant reports, and

donor reports. However, this is by no means an exhaustive list of the kinds of reporting that organizations can (and should) be doing.

Nonprofit should also conduct a full lineup of financial reporting, including a statement of financial position and statement of activities. (and nonprofits that have a retail or commercial arm, will likely need to do additional reporting to account for funds generated from that side of the organization as well.) The goal is track and report on anything that is crucial to the ongoing effective management of the organization. Unfortunately, most organizations are only looking backwards with their reporting. Therefore, they are only answering the question, “was what we did successful?” not the question, “will what we are going to do be successful?”

The best nonprofit leaders understand that strong forward-looking financial management is key to achieving organizational success. Anything that leadership can do to anticipate what is coming next financially will be highly beneficial in keeping the organization moving forward. For instance, cash flow forecasting provides the financial projections that nonprofit need to be prepared for future challenges.

- **Risk**

Risk management is as important to nonprofits as it is for-profit companies. Any growth such as adding locations, programs, or people brings with it added risk. Understanding the financial, legal, and regulatory implications of change are important to consider. As a result, a nonprofit leader should be surrounded by the kinds of experienced professionals that can draw on their expertise to advise in these areas. These days there is also social risk for nonprofits to consider. Alienating members of their core audience or donors can carry a heavy reputational (and financial) cost. Nonprofits must carefully chart rough waters when it comes to

today's most pressing social issues to mitigate risk. This is where prudent use of social media and other public platforms becomes critical especially among members of leadership.

- **Tools**

Like any institution, nonprofits need the right systems, tools, technology, and framework in place to be able to manage the organization. Using the right tools is crucial for keeping staff working together, especially in a hybrid or fully remote environment or when they are out in the field with the people they serve. Talking to other nonprofits about the tools that they use and find help is a great way to not only get advice on which types of systems and technology to utilize, but also to network and partner with other nonprofits often expands what each can offer, bettering their communities by bringing their resources of people and information and assets together.

- **Compliance**

Compliance will always be a “necessary evil” in the nonprofit world. Of course, everyone can agree that there should be some guidelines in place to regulate how nonprofits use funds and operate for the good of their communities. However with national, state, and local regulations changing frequently and compliance matters often being nuanced and confusing, even the best intentioned nonprofits can sometimes get tripped up.

Further complicating matters, individual grants can also have their own compliance requirements, necessitating close attention to detail to ensure funds are being used as they were intended. This is another area where strong financial leadership is key, but a nonprofit financial Director should not be siloes in this area.

Financial leadership should work closely with executive directors and retained legal counsel on compliance matters (especially when the organization needs to be represented by a CPA firm for examination on financial compliance matters).

- Leadership

A year after the pandemic hit, an AP article on how the pandemic was affecting nonprofits reported that one-third of all nonprofits were in jeopardy of closing within the next two years. In March we will hit that two-year mark, and an independence sector report from earlier this year shows that gross value added by nonprofits outpaced overall US Gross Domestic Product numbers, but was still down substantially from previous years, even when adjusting for inflation. If the trends continue as we have seen them thus far, the number and reach of nonprofit organizations across the nation in 2023 will still be down from pre-pandemic days.

During difficult economic times and times of uncertainty, the decisions that nonprofits leaders make carry additional gravitas because there is less room for error. But even the best nonprofit executive directors or CEOs cannot lead independently. Heads of organizations need to be surrounded by the right leadership team to be successful – passionate, dedicated, rational, dependable individuals that represent a broad range of skillsets and areas of expertise. This includes people with strong financial acumen and fiscal discipline to ensure that the organization's mission can be carried out effectively while evolving in response to challenges.

When nonprofits are undergoing significant changes, they may need additional financial support. Even if the executive leadership team is financially savvy, having an external source offer fresh, unbiased perspective can be extremely beneficial.

Raising all the money you need to fully fund your budget doesn't happen by accident, you need a fundraising plan. The bad news is that most small nonprofits don't have a fundraising plan and the good news is that planning doesn't have to be hard, complicated, or elusive. It can be as simple as hitting the pause button long enough to get your thoughts on paper about what want to do in the next 2 years

You wouldn't build a house without a blueprint? you wouldn't cook a new dish without a recipe? you wouldn't take a road trip without a map? why should your fundraising be any different? Interrogate yourself as a small nonprofit organization and navigate via through this carefully in order not be cut by surprise and mitigate the headache you received at the beginning of operations as a small nonprofit organization.

As a small nonprofit organization, you need to carefully planned fundraising strategy designed to raise the money you need now and set you up for success moving forward. There are several common mistakes people make in planning that hold them back and keep them from pulling their plan together, which cripples the nonprofit's ability to move forward. It is essential to navigates through these reason and see if any of these describe your own situation.

- Too busy. Some people know they need a plan but just cannot seem to carve out the time to work on it. The truth is that you make time for things that are important to you. If you say, you have no time to plan, that's just an excuse covering up some other reason why you don't want to plan.
- Need it to be right. Too many people wait for the perfect time, the perfect board, the perfect staff, the perfect template, or a perfect something else to work on their fundraising plan. But you know what? There will never be a perfect time, board, staff, or template. So, you just have to use what you have and get your plan done. And anyway, done is better than perfect, meaning

that a plan that's 80% finished but 100% implemented will always outperform the perfect plan that's never completed.

- Analysis paralysis. Some folks delay working on their fundraising plan because they think they need a little more info. One more report will show them a magic piece of information they're missing. One more person's input will make all the difference. This is actually a procrastination technique, commonly used to avoid making a decision or committing to a course of action
- Unclear goals. It's hard to cross the finish line when you don't know where it is. Using goals like "raise more money" or raise more than last year" are too vague to be useful. You'll never know when to kick in the afterburners to reach your goals or do the happy dance once you have reached it. You can't create a fundraising plan to raise the money you need if your goals aren't clear enough.
- Wrong-size goals. What is worse than unclear goals is wrong-size goals. Wrong-size goals are either way too big of a stretch, unrealistic or they're no stretch at all. Either way, wrong-size goals leave you with no motivation to actually work your plan.
- Planning based on emotion, not data. You're doing things because you always have, not because there's evidence to support that they should be done. You're holding that event because it's tradition but you haven't stopped to consider if you should continue it. Ask yourself if that event is bringing in enough money to justify the time, money and energy you spend on it always choose fundraising strategies because they work and move you toward your funding goal, not because you like them or feel obligated to do them.

- Unrealistic Board Experience. You may be either putting too much expectation on your board, thinking they will rise to the challenge and suddenly start fundraising or you may be completely leaving them out. They're supposed to be your partners in fulfilling your nonprofit's mission. So find a way to include them in your fundraising plan. That means you may need to have individual conversations with board members to ask them where they're like to plug in to help.
- Imaginary plan. Way too many people say they have a plan, but it's no written down anywhere. Listen, if it's in writing, it's not real. The plan in your head can change too easily and there's no one to hold you accountable when you don't complete part of it. It's too easy for you to drop parts of your imaginary plan, shift things around, or back off your goals because you don't feel like doing certain parts. Ready to take your fundraising plan seriously? Write it down.
- No resources for execution. Be sure that whatever you put in your plan is actually doable. Make sure you have time, money, and manpower to execute the details of your plan. Otherwise, your plan will just be another document with no benefit and a waste of time to create.
- No details. May be you have a big-picture plan put together, but no idea how it will get done. You did the first step by deciding what fundraising activities you'll engage in this year but didn't include any action plans detailing the who, what, when, and how much. A fundraising plan without action steps is like a car with no wheels. It's not going anywhere. So, take the time to first figure out your detail plan on how it will get done.
- Overestimating you. You probably belong to the "I can do it" club, which means you say "yes" to way too many things. You overestimate how much you can get done which doesn't leave you much time to think or respond to

things that pop up during the day. Stuffing your plan too full doesn't help bring in more money it's just exhausts you. So be realistic about how much time you can spend working on implementing your fundraising plan so you don't set yourself up to fail.

- Too many events. a well-chosen, well-done fundraising event can generate revenue, awareness, and new supporters. But too many small nonprofits find themselves on the “special event hamster wheel,” holding event after event. Events are very labor-intensive and pound for pound are not as productive as other kinds of fundraising. So do one event and make it a signature event. Put all you've got into it and hit it out of the park. Then move on to other things. Too many small, barely worthwhile events will wear you out, wear your volunteer out.

CHAPTER FOUR

How You Can Fix Financial Concerns in Your Nonprofit Organization

Financial concerns can cause stress and frustration among your staff. Are you familiar with that emotional feeling of excitement about an idea that is immediately followed by uncertainty and doubt because you probably don't have money? Do you know the pressure of running a fundraising campaign and knowing that everyone is counting on you to get the messaging right and reach the goal? How can you address these concerns to reduce stress and improve morale (and retention of staff) in your workplace?

The first thing to consider is: Know your numbers. You cannot go to somewhere new, if you don't know where you are. What do I mean by this? We think it is important for nonprofit leaders in your organization to know what the current financial situation is.

What you should know before excelling via

- Your current operating budget
- The success rates and totals of your most recent fundraising campaign
- How many consist donors you have
- How many one-time donors you have had in the past year
- How to access specific financial data for your nonprofit

Implementing strategies budgeting

When implementing strategies for budgeting, you should run your organization like a startup; you should operate like a lean machine. This may take some time and research, it's smart to invest in tools and automation that can work overtime and cut down manual processes

Stay connected with your donors

In my recent research about humanitarian fundraising strategies, I talked about the importance of communicating not be misunderstood by the donors but to be understood by the donors. It is important to note that sharing success stories, sending thank you notes, and talking about where recently donated funds have been spent is very necessary to build a stronger relationships with the various donors that goes beyond donor fatigue

Create an all –hands-on deck strategic plan for growth

When you think about your organization, everyone should play a role. Facilities workers, social media gurus, fundraising leaders, administrative officers- you should all be on board for implementing your strategies plan. This can ensure that everyone is working together to do two things that are saving money as well as create revenue as quality is everyone responsibilities in any organization be it humanitarian or commercial.

How to Grow Your Membership

Membership recruitment and retention

Recruiting and retaining members to your association can create challenge for any organization. Whether you are a small nonprofit working in a little town or a huge organization with thousands of members, you likely feel the need to ensure that your membership numbers improve from year to year.

How Do You Manage Membership Challenges?

There are a lot of different challenges when it comes to managing membership, including satisfying the concerns of existing new members, and convincing potential members to commit to membership

Focus on engagement

Engagement is key. Nonprofits must consistently be engaging with members and potential members. However, focusing too much on recruitment and not enough on retention can create long term problems. As nonprofit making organization, we should focus too much on the long term member engagement rather than short term member acquisition. Follow Gott;s lead and ask yourself: how can I ensure that, I engage with existing member base in a way that excites them and makes them want to stay connected with me?

Expand your membership base with new audience: at the same time as you are engaging with existing donors and members, consider how you can expand your member base with a new audience.

Build out your member benefits

Membership organizations generally agree that members expect their online experience to be interactive and engaging. There is an increasing challenge of meeting the digital expectation of Millennials. This generation uses their smartphones every day to access information and collaborates on social channels using the latest and best-funded websites and mobile apps. The user experience they get from these channels is driving up their expectations for their digital engagement. If you build your member benefits, you will satisfy this massive pool of potential donors/ members.

Staffing and volunteers

Managing staff is a challenge for any institution, including nonprofit organizations. Nonprofits have great workers, we know that. But there are still challenges to managing staff at a nonprofit, and volunteers make that even more complicated.

How do you manage HR challenges in a nonprofit?

Whether you have a human resources department or not, you have to manage a lot of Human Resource (HR) challenges when you employ workers. There are some unique strategies that are encouraged for nonprofit managers

- Learn the language of appreciation

Nonprofit workers report feeling overworked and under –appreciated. One way nonprofit leaders can respond to that is by learning the language of appreciation. Even if you don't have the funds to give big bonuses or raises to your employees, you can still make them feel appreciated and valued through word of affirmation, public or internal recognition, among others.

- Encourage rest

Instead of expecting your staff to be available 24/7 for most of the year, encourage your team to take rests as needed. A rest can be an occasional long lunch with colleagues, a break from some of the more intense work events, or vacation time that they might be tempted to skip

- Build a culture of openness

What is the culture that you are building? Are you building a culture of continuous improvement? Are your workers valued? Do you create an environment where people care for each other and encourage each other building? For nonprofits that

work in difficult environments, it is especially important to create an atmosphere of self-care. Be intentional in how you develop a workplace culture.

- Technology

Another perpetual challenge for nonprofits is technology issues. Issues with manual, paper-based processes and outdated software account for 7.5% of respondents concerns

How do you address technology concerns in your nonprofit?

Everyone in your organization is affected by technology concern, even though the concerns may be different from department to department

- Understanding the consequences

If you have bad software, you are going to have unreliable reporting. You are going to have a lot of manual paper-based work for your staff and volunteers that could be automated or simpler. The consequences of bad software aren't just occasional delays and frustrations; they have significant effect on your workers time and on the organization's bottom line.

- Find expert

Technology is one of those things that change every day, so you have to be in it to stay up to date with it. You may not have an internal person who can manage this. If you have an expert to help in this, it will make a difference and save you money in the long run.

- Balance innovation and productivity

Innovation for innovation's sake isn't worth for most nonprofits. Rather, innovation should be balanced with productivity. Evaluate what works for your company and what is effective for your specific programming needs.

- Decision making

When students pursue a master of science in nonprofit management, they might not realize just how much decision making is required on a day-to-day basis. And these are big decisions-there's a big difference between theory and practice, so hopefully, the program prepare students for real-world application. Often, we have a reactive approach, rather than positive. We end up spending a lot of time putting out fires and making decisions based on what is feasible at that moment. Often, this means we make decisions that are not in line with our mission and visions.

How do you resolve decision making mistakes?

Mistakes happen. The important thing is developing a way to evaluate those mistakes and create a plan for moving forward and not backward. Consider who is involved in your decision making evaluation process. What is the chain of command?

Who is held responsible for making mistakes? Is there grace for the occasional mistake, but are there also appropriate consequences when something goes terribly wrong?

Clearing up your mission statement

A great way to ensure that decisions are made according to the mission is to ensure that your mission is straightforward and understood by everyone in the organization. Communicate it internally and externally, and then really live by that mission.

Write Out the Effects of Your Decisions Before You Make Them

Long term and short term results should be examined in writing before you make big decisions. Consult with experts. Get input from variety of team members.

Avoid mission creep

Mission creep is a change that pushes a nonprofit past its original goals and objectives. Mission creep can cause you to overextend the organization. it can also cause processes to become ineffective, and it can produce a change in brand perception. These changes can be both internal and external. Keep your focus on your actual mission, not everything that you and your team care about.

How Are You Resolving Your Challenge?

Are you overwhelmed by the challenges you are facing as a nonprofit administrator or manager? Do you have a plan for resolving these challenges?

It is important to understand your mission and vision as you communicate not be misunderstood but to be understood.

Conclusion

Nonprofit making organizations are incredibly valuable to all the communities they serve because they see need, they make it their mission to address that need and they spend an immeasurable amount of time, energy, and efforts working to fulfill that mission. But the level of positive impact your nonprofit organization can make is limited by how well you run your organization thus identifying these possibilities, opportunities and choosing to go in a different direction is key to reaching more people, fulfilling your organization mission, and strengthening the community to serve. Also, the common blunders nonprofit organization makes are enormous as foresaid and the solutions given can play a crucial role in helping nonprofit organizations to avoid such mistake during their creation in order to operate in a blue ocean environment rather than contested in the red-sea where there is no chance of progress as far as competition is concern.

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About the Author

Dr. Kah-Kum Mouzimai hails from Weh, in Menchum Division of the North-West Region of Cameroon, a strategic and a multidisciplinary professional across Logistics, Transport Management, Supply Chain Management. He holds Certification in CSSBB/CSSMBB and have a strong background in Lean Six Sigma Methodology, he holds HND, in (Logistics and Transport Management) , B-TECH in (Transport and Logistics Management) BSC in (Transit and Logistics) ,MBA/MSCs in Logistics and Supply Chain Management, a Ph.D. degree in Supply Chain and Logistics Management (Business Administration) at AIU Hawaii USA, He also holds Certificates of Participation in Investigation and Communication, Self-Talk (REBT and CBT), Monitoring and Evaluation, Turismo and Geoturismo, Marketing Strategies, Fundamental and Technical Analysis, Disaster Risk Management (DRM), as well as Psychology Post-Doctorate degree in Humanitarian Studies at Atlantic International University (AIU) Honolulu USA, he has been a Logistics Facilitator at Golden Age Soccer (GOLDAS) in 2018. He began his teaching career as a part time lecturer and project assistance in 2020. He is the H.O.D in charge of all logistics Courses at ST. Thierry Higher Institute of Health Sciences and Technology (SHIHSAT), Senior Lecturer in Marketing Research, Marketing techniques, as well as Marketing Mix, at AMBI Polytechnic University (APU), Director of Academic Affairs (DAA) in Martin Luther King University Institute (MALUKU), Faculty Member in Franklin International Business school (FIBs), SHis expertise and Research interests include Logistics and Supply Chain Management (LSCM), Business Administration Support, Humanitarian Studies (SSHS), Project Writer and Articles both in commercial as well as humanitarian perspective. He has conducted Research between INGOs and LNGOs; he has completed a Post-Doctorate Studies in Humanitarian Studies. He

did an excellent work in his courses, which were creative, original, and comprehensive in their scope and focus. The assignments represented a high level of knowledge and were well developed, researched and presented. He did a wonderful work. His academic work was well-researched and deeply thought-through.

Dr. Kum Kah, vision for the future has great potential to improve lives in the communities of his country (especially those youths in Africa that are expose to violence, crime; to skill, up skill, and reskill them with entrepreneurial skills, as well as professional skills. He was recommended by his Advisor Professor Edward Lambert to graduate with honors from AIU, Honolulu, Hawaii, USA in his Doctorate degree in 2023. He is further enhancing his expertise and passion for making a positive impact on society. Services he offers include; Logistics and Supply Chain Management Consulting, Process Improvement and Lean Six Sigma Implementation, warehousing optimization, outsourcing/Insourcing Evaluation, Project writing and Research Consulting, Business Administration Support.

Dr.Kum Kah's academic rigor with practical business expertise. He is a distinguished Post-Doctoral Researcher in Humanitarian Studies at AIU, USA, currently residing in Ghana, whose work sits at the vital crossroads of global logistics and social impact. With Ph.D in Logistics and Supply Chain Management, Dr. Kah has dedicated his career to optimizing the systems that move the world-ensuring that efficiency serves not just the bottom line, but the greater good.

Academic & Professional Foundation Dr. Kah's expertise is built on a foundation of deep technical knowledge and global perspective. His transition from high-level logistics management to Humanitarian research reflects a commitment to applying industrial precision to the world's most pressing challenges. As an educator, he

translates complex operational theories into actionable insights for the next generation of leaders.

A Multidisciplinary Partner beyond the lecture hall and research lab, Dr. Kah serves as a high-impact Business Consultant and Project Writer. He assists organizations, in navigating the complexities of strategic supply chain optimization. Streamlining operations for resilience and sustainability. Humanitarian logistics: Designing delivery framework for aid and resource distribution in volatile environments.

Professional Project Writing: Crafting technical reports, grant proposals, and business cases that bridge the gap between vision and execution. The **mission** Whether through academic publication or corporate consultancy, Dr. Kah's mission remain the same to build smarter, faster, and more compassionate system that empower communities and business alike. Dr. Kum Kah has conducted research on the impact of inventory Management and Control on the Performance of Non-Governmental Organization, Assessment of Humanitarian Supply Chain Performance in a non-governmental Organization, Drug Abuse as Correlate to Youth Imprisonment, Mental health as a challenge to Youth Development and its psychological Implications, The effect of Social Media Marketing on the Performance of Fashion Clothing Industries, Determinants of Supply Chain Performance in a nonprofit making, Supply Chain Performance in Relief Aid Operation between International and Local Non-Governmental Organization.

He has complete a research on “the Implementation of Psychology as a tool in mitigating the Humanitarian Logistics Problems” for his Post-Doctorate studies with a major in Humanitarian Studies.

Dr. Kum Mouzimai Kah has equally written 25 articles in different disciplines such as; Human Rights, Education Psychology, Human Resource Management in Supply Chain, Conflict Management and Negotiation, Total Quality Management (TQM) a philosophy for business management, Distributed Networking System in Supply Chain Management, and a book on the “COMMON BLUNDERS NONPROFIT MAKE”

Other articles to be published include the followings;

- Sustainability of the Supply chain
- Human rights
- The essence of business communication
- The essence of Educational Psychology
- Sustainable Goals, of Innovation, Industry and Education

