



WRITING EFFECTIVE OBJECTIVES IN THE CONSTITUTION

FOR PUBLIC BENEFIT INSTITUTIONS (PBIs) / NOT FOR PROFITS (NFPs)

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Introduction

Public Benefit Institutions (PBIs), also known as Not for Profit (NFPs) entities, play a crucial role in advancing societal well-being and addressing community needs. To ensure their operations are impactful, NFPs must define clear objectives that align with their mission and values. Well-crafted objectives not only guide operations effectively but also strengthen credibility and long-term sustainability.

This guide is designed to support NFPs in creating objectives that are clear, actionable, and aligned with their mission. It focuses on three main aspects:

- **Aligning objectives** with the NFP's mission and goals;
- **Addressing the 4 main questions (Why – Who – What – How)** to have a well-structured objective; and
- **Avoiding common pitfalls** while drafting objectives.

By following this approach, NFPs can articulate their goals, drive meaningful impact, and foster sustainable community development.

To provide further clarity, an example (in red) will be used to illustrate each of the elements discussed in this guide. The example will be referring to an NFP dedicated to youth empowerment in education.

Framing Objectives for your Public Benefit Institution

Objectives, goals, and the mission of an NFP are interconnected but distinct components of its strategic direction. Here's a brief overview:

Mission: The long-term purpose and reach - the 'why' and 'who' - behind the association's existence

i.e. Empowering youth through education in underserved areas

Goals: The 'what' the association aims to achieve in alignment with its mission

i.e. Increase youth literacy rates annually

Objectives: The 'how'—specific, actionable steps to achieve the goals

i.e. Enroll students in tutoring programs annually

NFPs must include objectives in their constitution, ensuring they translate the mission into actionable steps while reflecting the organization's values.

The Structure of An Effective Objective

For Not for Profit, it is essential to clearly define objectives to effectively achieve goals and adopt a more systematic and strategic approach. Objectives should focus on making a positive contribution to the community while aligning with the NFP's mission and goals.

An effective objective should answer four main questions:

- **The “Why”** of the NFP: Why is the NFP pursuing this objective?
- **The “Who”** are the beneficiaries: Who will benefit from this objective?
- **The “What”** is the NFP doing: What specific action or goal is being addressed?
- **The “How”** is the NFP doing it: How will the action be implemented, preferably be specific and have multiple action plans?

Here is an example of an effective objective:

"To improve literacy skills among youth in underserved communities by implementing after-school tutoring programs led by trained volunteers and providing free access to digital learning tools and resources."

The "Why" is highlighted in Orange, "Who" is highlighted in Yellow, "What" is highlighted in Blue, and the "How" is highlighted in Green.

Breakdown of how the example is implementing the approach used:

Why (Purpose): *To improve literacy skills among youth in underserved communities.*

This addresses the broader purpose or reason behind the objective.

Who (Beneficiaries): *Youth in underserved communities.*

Identifies the specific group that will benefit from the objective.

What (Action or Goal): *Implementing after-school tutoring programs.*

This specifies the action to be taken to achieve the goal.

How (Method or Approach): *Led by trained volunteers and providing free access to digital learning tools & resources.*

This highlights the strategies or means by which the action will be carried out.

This structure ensures that the objective is **clear, actionable, and aligned** with the mission, making it easy to measure progress and evaluate success.

Common Mistakes to Avoid

This section highlights common mistakes to avoid, ensuring your objectives are actionable and impactful. By addressing these pitfalls, your NFP can stay focused on its purpose and achieve its goals effectively.

1. Lack of Specificity

- **Common Error:** Writing vague objectives like *"Improve education standards."*
- **Issue:** This does not clarify the **"how"** target audience, actions, or measurable outcomes.
- **Recommendation:** Be clear about who is impacted and how. For example, *"To improve literacy skills among youth in underserved communities."*

2. Unrealistic Goals

- **Common Error:** Setting overly ambitious objectives, such as *"Improve literacy skills among all students in the country."*
- **Issue:** May not be feasible given the association's resources or capabilities.
- **Recommendation:** Set achievable goals based on available resources, like *"Improve literacy skills youth in underserved communities."*

3. Irrelevant

- **Common Error:** Creating objectives that don't align with the mission, like *"Organize cultural events."* for an association focused on education.
- **Issue:** Wastes resources on activities unrelated to the core purpose.
- **Recommendation:** Ensure objectives directly support the mission, e.g., *"Providing free access to digital learning tools and resources."*

4. Failure to Align with Relevant Authorities

- **Common Error:** Setting objectives with aligning with relevant governing authorities.
- **Issue:** Lack of alignment with relevant governing authorities.
- **Recommendation:** Prior to establishing the objectives ensure coordination with relevant authorities such as **ADEK for educational initiatives** and align with the regulations and frameworks they establish.

Ensuring Precision in Your Objectives

Crafting objectives that are impactful, clear, and aligned with your NFP's mission requires a structured approach. This guide provides a checklist to ensure that your objectives are well-defined, actionable, and effective in driving progress toward your goal

Checklist for Writing Objectives

- ☐ **Does your objective define the “Why”?**
- ☐ **Does your objective define the “Who”?**
- ☐ **Does your objective define the “What”?**
- ☐ **Does your objective define the “How”?**
- ☐ **Are your objectives relevant to your mission?**
- ☐ **Does your objective align with relative authorities?**

By following this checklist and leveraging supportive tools effectively, streamlining the process of crafting objectives could be done while maintaining alignment with the mission and strategic priorities of the NFP.

Templates for Effective Objectives

Templates for Writing an Objective

"To [insert the 'Why'] for [insert the 'Who'], in line with our mission to [insert the 'What']. This will be achieved by [insert the 'How'], [add another 'How'] to ensure [desired outcome or impact]."

"To [inserts the 'What'] [you can add another 'What'] for [inserts the 'Who'] aligning with our entity's mission [inserts the 'Why']. That will be done by [inserts the 'How'] [you can add another 'How']"

Sample Prompt for the "Why"

- To improve...
- To increase...
- To promote...
- To enhance...
- To provide...
- To raise...
- To support...
- To build...
- To empower...
- To deliver...
- To ensure...
- To facilitate...
- To achieve...

The “Who”

Be specific and know who your target audience and your beneficiaries are.

The “What”

Be very clear of the method or approach your NFP is taking to achieve your mission and goal.

Sample Prompt for the “How”

- **By organizing (workshops/programs) ...**
- **Through strategic partnerships with...**
- **By leveraging...**
- **Through advocacy...**
- **By providing...**
- **Through research...**
- **By establishing support networks...**
- **By implementing...**
- **Through monitoring...**
- **By engaging...to enhance...**

Conclusion

Defining precise and actionable objectives is vital for Not for Profit (NFPs) to align their operations with their mission and achieve sustainable impact. By avoiding common pitfalls and using AI tools as supportive mechanisms, NFPs can enhance their strategic clarity and operational effectiveness.