

# **A Study on Financial Management Practices & Budgeting at Centre for Community Initiative (NGO), Pearsonmun, Churachandpur, Manipur.**

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## **Abstract:**

The study explores the critical role of financial management within social enterprises, emphasizing how effective financial planning supports the achievement of both social and financial objectives. Focusing on the Centre for Community Initiative (CCI), the research analyses methods employed for efficient fund management and identifies challenges unique to social entrepreneurship. Data was collected via questionnaires from the CCI financial team, combining primary and secondary sources, and analyzed using pie charts and bar graphs. While confined to a single NGO, the study offers insights into the impact of financial management on social enterprises, acknowledging limitations such as restricted data access, time constraints, and potential biases. The findings highlight the importance of strategic financial decisions in maximizing resources, ensuring sustainability, and driving organizational growth in social contexts.

**Keywords:** Fundraising, challenges, community, donations, financial management.

## **1. Introduction**

Finance is the foundational layer on which businesses are setup and run. Access to finances can enable a firm to expand and grow. Similarly, lack of funding can lead to restrained operations and in extreme cases cause a financial collapse of the business altogether. Irrespective of the nature of business, finance is a critical resource which needs to be managed efficiently for a smooth and successful running of companies and markets. Financial management is the process by which a firm creates and implements a financial system which enables it to achieve its goals and drive shareholder value via optimum resource utilisation and deployment in various asset classes.

### **1.1 Objectives of the study**

- 1) To understand the role of financial management in social enterprises.
- 2) To identify challenges in financial management faced by social enterprises.

## 1.2 Scope of the study

To know the Financial Management impact on social entrepreneurship

## 1.3 Data collection

Data was collected through primary as well as secondary. The primary is collected from the CCI financial team through structured questionnaire.

## 2. Organisational profile

### Center for community initiative (CCI)



*Centre for Community Initiative* is a non-governmental, non-political, and not for profit organisation started in 2002 by like-minded individuals aiming to create a better society through community initiatives and participation. In 2007, CCI was restricted by the Secretary, a father of a blind child, to form a parent's group that meets regularly to share problems, encourage one another, and work towards a more accepting society.

CCI is devoted to Persons with Disabilities (PwD) advocating for facilitating, and empowering parents, siblings, and PwD's through practical support.

It promotes positive and supportive environments for PwD's, encourages an inclusive society, and advocates for their rights and dignity.



With a vision of building a healthy and just society with equal opportunities for all, CCI has expanded its focus to include Livelihood and Sustainability development, Advocacy & Community Empowerment, and Disability Inclusive Disaster Management. CCI is committed to building a responsive society where the community can explore their potential, grow in self-esteem, and enjoy full participation

With the vision of building a healthy and a just society with equal opportunities for all, CCI has expanded its focus area and work towards the upliftment of the marginalised communities through different livelihood and sustainable development programmes. It also shares, listens, commits and work towards building a responsive society in which the community can explore their potential and grow in self-esteem to enjoy full participation in the community.

*Vision:* To create a healthy and just society with equal opportunities for all.

*Mission:* To build and strengthen society for health care, education and socio- economic development through community initiatives and participation.

*Beliefs:* We believe that each individual, communities, institutions and government contribute in their own way to making the world a better place.



### 3. Literature Review

- **Bryson (2018)**, in his book *Strategic Planning for Public and Nonprofit Organizations*, emphasizes budgeting as a critical link between strategic planning and operational execution in NGOs. His study is based on extensive action research, drawing from real-world consulting experiences, case studies, and organizational planning projects across various public and nonprofit sectors. Bryson developed and refined the “Strategy Change Cycle,” a strategic planning model that integrates budgeting as a key step to align resources with mission-driven goals.
- **Raymond (2010)**, in his book *Financial Management for Nonprofit Organizations: Policies and Practices*, provides a comprehensive framework for understanding how sound financial systems support nonprofit effectiveness. His study is based on practical case examples, internal control models, and financial policy analysis across various types of nonprofit organizations. He emphasizes that financial management is not merely about accounting but involves strategic planning, budgeting, internal controls, risk management, and performance monitoring. By integrating real-world scenarios, Raymond illustrates how weak financial practices can lead to donor mistrust, inefficiencies, and program failures, whereas strong systems promote sustainability and mission alignment.

## 4. Data Analysis

### 4.1 Fundraising Frequency comparison for two years.

Months	Amount Raised			
	2023-2024	Percentage	2024-2025	Percentage
January	3,600	2.7	2,30,004	37.5
February				
March			43,852.35	7.14
April			40,000	6.5
May	20,000	14.8		
June	6,500	4.8	50,000	8.15
July	49,836.28	36.8	50,000	8.14
August	10,000	7.38	1,00,000	16.3
September				
October	10,000	7.38		
November	35,600	26.27		
December			1,00,000	16.3

**Table 1: Fundraising activities**

#### INTERPRETATION:

The Table shows that the comparison of fundraising activities between 2023–2024 and 2024–2025 shows a significant shift in monthly fundraising performance. In 2023–2024, the highest fundraising occurred in July (36.8%) and November (26.27%), with relatively lower activity across other months. In contrast, 2024–2025 saw a major peak in January (37.5%) and December (16.3%), indicating a change in donor engagement patterns and possibly improved planning or campaigns early and late in the fiscal year. This suggests that the organization has diversified or re-strategized its fundraising efforts to capitalize on different periods of donor responsiveness.

### 4.2 Challenges faced by CCI's organisation.

Source	Response
External donors/funders	Neutral
Internal donors/funders	Stable
Donations from individuals	Stable
Fundraising events	Neutral

**Table 2: Challenges**

#### INTERPRETATION:

The table indicate that the NGO perceives internal donors and individual donations as stable funding sources, while external donors and fundraising events are viewed more neutrally, suggesting moderate stability. This reflects that the organization has greater confidence in its internal and individual support systems, whereas external and event-based funding may be less predictable or consistent.

## 5. Findings of the study:

- Fundraising peaked in July and November of 2023–2024, while in 2024–2025, January led with 45%, and August and December saw notable increases, showing more balanced fundraising throughout the year. CCI can build on these patterns by planning targeted fundraising campaigns around high-performing months to maintain momentum and ensure steady inflow throughout the year.
- Internal donors and individuals are seen as more reliable but challenging, while external donors and fundraising are viewed as less reliable. CCI should invest in strengthening relationships with reliable sources while also improving strategies to make external donor engagement and fundraising more dependable and effective.

## 6. CONCLUSION:

Effective financial management and budgeting are essential for CCI's long-term sustainability and accountability. While internal donors remain a dependable funding source, ongoing challenges in fundraising emphasize the need to strengthen strategies through well-structured campaigns, active community involvement, and strategic partnerships.

However, the lack of a formal risk management framework and the reactive approach to risk assessment leave the organization exposed to potential threats. To move forward effectively, CCI must establish a clear risk management policy, conduct regular risk assessments, and train staff to proactively identify, mitigate risk, while fostering a culture of innovation that supports adaptability and continuous improvement.

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