



## NOT-FOR-PROFIT

### PRACTICAL SUPPORT FOR ORGANISATIONS DELIVERING SOCIAL IMPACT

Not-for-profit organisations and international development programmes play a vital role in communities worldwide. From donor-funded initiatives and multilateral programmes to foundations and implementing partners, these organisations are entrusted to manage funds responsibly and deliver measurable impact.

Expectations continue to increase. Donors, regulators, trustees and stakeholders require clear reporting, strong governance and careful financial oversight. Many organisations operate across borders or through delivery partners, adding complexity to compliance and risk management.

At HLB, we work alongside not-for-profit organisations to meet these responsibilities with confidence. Together, we strengthen governance, enhance financial controls and protect the trust of those who fund and depend on their work.

### INDUSTRY OVERVIEW

Not-for-profit and donor-funded organisations operate under diverse legal structures and funding models. Some rely on grants and donations; others manage complex, multi-country programmes delivered through consortia or local partners. Each structure brings specific reporting requirements, compliance obligations and governance responsibilities.

Balancing mission delivery with financial sustainability can be challenging. Organisations must manage risk without slowing programmes and maintain transparency in often complex operating environments.

The sector is diverse, including international donors, NGOs and INGOs, philanthropic foundations, multilateral programmes and community-based organisations. Support must be proportionate, practical and aligned to how the organisation actually operates.

### HOW WE SUPPORT YOUR INDUSTRY

We bring together audit, tax and advisory specialists from across our global network to support not-for-profit organisations and development programmes at every stage.

**We work closely with boards, trustees, programme directors and finance teams to:**

- Strengthen governance and board oversight
- Improve financial management and internal controls
- Meet donor and regulatory reporting requirements
- Identify and manage operational and fraud risk
- Enhance programme and partner oversight

Our approach is straightforward. We take time to understand structure, funding model and operational pressures. Our advice is designed to work in real-world conditions, whether locally or across multiple jurisdictions.

## OUR EXPERTISE

- Statutory and donor audits
- Expenditure verification and project monitoring
- Donor compliance readiness and remediation
- Governance framework design and review
- Internal audit and risk management
- Fraud risk assessment and control review
- Grant and programme financial management
- Budgeting, forecasting and donor reporting
- Financial systems review and optimisation
- Programme and consortium financial oversight
- Partner financial due diligence
- Feasibility studies and business planning
- Management reporting and information design

## GLOBAL COLLABORATION, LOCAL DELIVERY

As a global network of member firms, we combine local insight with international coordination when supporting organisations operating across borders.

We apply consistent methodologies and quality standards while ensuring our advice reflects local regulatory and operational realities.

## INDUSTRY KNOWLEDGE

**We work across the not-for-profit and international development ecosystem, including:**

- International donor and development agencies
- Multilateral and bilateral funding programmes
- International and local NGOs and INGOs
- Foundations and philanthropic organisations
- Implementing partners and consortia
- Sub-grantees and delivery partners

Our experience spans domestic and multi-country programmes, including operations in developing and emerging regions across Africa, the Middle East, South and Southeast Asia, Central and South America, the Caribbean, Eurasia and the Balkans.

## CREATING VALUE BEYOND COMPLIANCE

Compliance and accountability are essential. But long-term impact depends on sound decision-making and financial stability.

## WE HELP ORGANISATIONS TO:

- Maintain donor and stakeholder confidence
- Improve financial sustainability
- Strengthen governance and oversight
- Make informed strategic decisions
- Build durable operating models

## WANT TO SPEAK TO A NOT-FOR-PROFIT SPECIALIST?

Our Not-for-Profit and International Development specialists understand the governance, funding and reporting pressures you face. Contact us to discuss how we can support your objectives.



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**TOGETHER WE MAKE IT HAPPEN**

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