



# From transition to transformation

HOW NONPROFIT STRATEGIES NEED TO ADAPT TO  
SUCCEED IN A ERA OF UNPRECEDENTED CHALLENGES

# Introduction

The last five years have been a tumultuous time for the world's 10 million Nonprofit (NFP) organizations.

Operating against a volatile economic, geo-political and environmental backdrop, many NFPs have had to balance a steep rise in demand for their services with a similar increase in the day-to-day cost of running the organization.

Some areas of the sector have experienced record levels of insolvencies, and many have been running at a deficit as they struggle to build a more secure financial position. As a result, many NFP firms are re-setting their strategies to put in place a platform that will enable them to survive and thrive in the years ahead.

In order to understand the health and direction of the sector, industry analyst firm PAC has undertaken a study based on briefings with more than 200 senior strategy leaders at NFP organizations across North America and Europe. These executives lead organizations that represent all major areas of the NFP sector, including health & human services, faith-based organizations, humanitarian services and environmental and animal welfare groups.

The study explores the major financial and operational challenges facing NFPs and analyses the steps and initiatives that strategy leaders are implementing to drive improvement. Do they expect a year of income growth or decline? Will fundraising and underlying trading costs continue to rise, and if so, how are they planning to offset them in order to protect their financial position? Are fraud and compliance challenges becoming more complex?

Organizations across all industry sectors are under renewed pressure to improve operating efficiency, and NFPs are no different. The study identifies those areas of the businesses where they are focusing their efforts on not just streamlining but transforming traditional ways of working. How are they looking to improve insight into the performance of the business to provide themselves with the knowledge that will help speed their time-to-market with campaigns and service delivery?

We also explore the critical issue of digital transformation. Technology presents a huge opportunity for NFPs to unlock new levels of business value and operational efficiency. But with many citing an over-dependence on legacy technology as a barrier to driving transformation and innovation, how can they avoid previous pitfalls and build the right platform to help their organization adapt at pace?

The study also provides NFP business leaders with insight into some real-life success stories from their peers, with examples of the strategic bets and projects that have delivered substantial benefits and positive outcomes. The one certainty facing the sector is that there is more change on the horizon, and there has never been a better time to learn from the steps taken by the sector's most successful players.



**Nick Mayes**  
Principal Analyst at PAC

Nick plays a key role in many areas of the leading industry analyst firm's coverage of the global IT and professional services market. Based in the UK, he is part of the team leading PAC's research on digital transformation in sectors including non-profit and public services.

# Key findings



## Income growth, but rising costs

The general outlook for the NFP sector in 2025 is generally brighter, with the majority of strategy leaders expecting a rise in income. But some big challenges remain. Three quarters expect their fundraising costs to increase in 2025, while **81%** believe that their operating/trading costs will also rise this year.



## Delivering more with less

**79%** expect an increase in demand for their services in the coming year, with more than a third expecting a rise of more than **5%**. However, **22%** expect to operate with a lower number of fundraisers in 2025 and almost a third (**32%**) expect to reduce the level or number of services they provide in the year ahead.



## The rising fraud challenge

The impact of fraud is a huge challenge for the NFP sector. Only **30%** of strategy leaders state that the level of fraud they experienced declined in the last year, with the remaining **70%** admitting that it was at a consistent or rising level.



## Room for improvement in accelerating time-to-market

Only **3%** are able to launch fundraising campaigns within 24 hours. For **30%**, it takes more than one week to activate campaigns, including **34%** of faith-based NFPs. Launching on-the-ground service delivery is also a challenge, with **37%** taking more than a week to activate in the field.



## Accessing the right data a major stumbling block

**43%** of strategy leaders state that it takes them between 2-7 days to pull together the relevant operational or financial data to support critical decision-making, while a further **29%** admit that this process takes more than a week. One fifth claim to have real-time data at their fingertips, which enables them to make forward-looking decisions, but more than **40%** state that they have a partial or limited view of data due to organizational silos.



## Breaking down organizational silos with shared services

NFPs are looking to break down organizational silos by implementing shared services delivery for key business processes. **50%** of NFPs plan to centralize or move their finance and accounting functions to a shared service in the next three years, with **45%** planning a similar move with governance and compliance.



## Technology is critical to supporting future success

Only **14%** plan to reduce their investment in their digital transformation strategy in 2025, while **70%** plan to ramp up spending. More than half (**56%**) identify the need to improve cost efficiency as a primary driver behind their digital strategies.



## Tackling legacy tech dependence

Finance and compliance systems are key focus areas, with more than **40%** of NFPs planning to increase spending on these two areas. Some **45%** of NFP strategy leaders cite their ongoing dependence on legacy applications as a barrier to innovation and transformation in their organization.

# The financial outlook

The NFP sector has experienced a tough couple of years, with fundraiser contributions squeezed by a deterioration in economic conditions. But do strategy leaders expect 2025 to bring relief or further challenges, and how do they rate their overall financial health?

## A brighter outlook for growth

NFP organizations are facing the year ahead in a position of very mixed health.

The sector is split down the middle, with **48%** rating their financial position as either “stable” or “poor,” and **40%** claiming their situation as “strong.” Only **12%** see their position as “very strong” with humanitarian organizations the most bullish (**20%**).

It has been a challenging year for the NFP sector, with economic headwinds and geopolitical volatility putting renewed pressure on both new and legacy income streams. However, the majority of NFPs have a brighter outlook for 2025, with less than a quarter (**21%**) anticipating a decline from last year’s levels. Optimism is highest among environmental and animal welfare groups, with almost one third (**32%**) anticipating a rise in income of greater than **5%** in the year ahead.

From a regional perspective, NFPs in North America are the most bullish, with **41%** expecting strong or very strong growth, buoyed by the robust health of the US economy. This is partly driven by strong performance of the stock market and the acceleration in GDP growth, which support giving by corporations, foundations and individuals. This is underlined by a recent study by Dunham+Company, which found that the share of donors expecting economic improvement in 2025 leaped to **39%** from **24%** at the start of last year, marking the highest level of donor optimism since 2021.

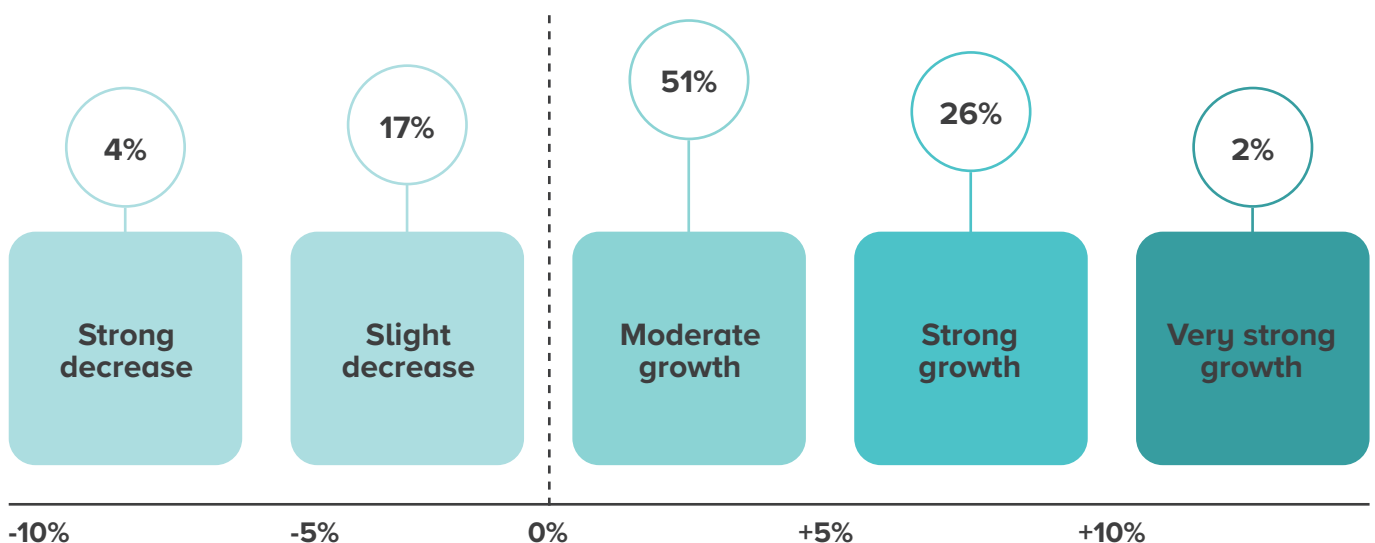


Fig 1. What is your expectation for income growth in 2025?

Strategy leaders expect this growth to be driven by a rise in their number of fundraisers. More than half (**55%**) anticipate moderate growth (**up to 5%**), with more than one fifth expecting growth in excess of **5%**. Again, it is the environmental and animal welfare groups that are the most optimistic, with only **10%** expecting a decline.

## Tackling rising costs

One of the biggest challenges for NFPs as they look to shore up their financial position is to manage rising costs across all areas of their operations.

NFPs typically manage costs across two main areas: operational and fundraising. In the first pot, NFPs have been battling against rising charges for electricity, property and salaries, and most expect this trend to continue in 2025. Some **57%** of strategy leaders expect their operating costs to increase by up to **5%**, while a further **25%** expect them to rise by more than **5%**. NFPs in the UK are the most concerned, with **39%** expecting operating costs to grow by more than **5%**.

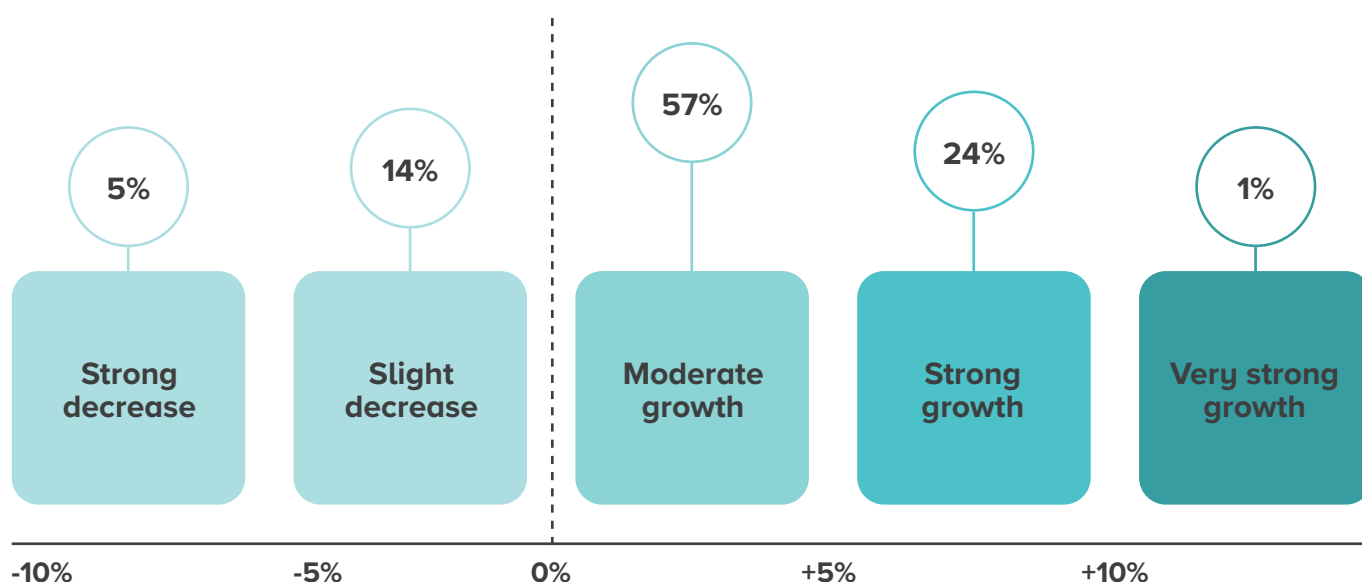


Fig 2. What is your expectation for the development of your operating/trading costs in 2025?

Fundraising costs have also been on the rise in recent years as NFPs are forced to work harder to attract and secure new investments. More than three quarters (**77%**) expect their costs to increase in 2025, including 27% that anticipate a rise of 5%. From a segment perspective, faith-based and environmental and welfare NFPs are bracing themselves for the biggest hikes, with more than **80%** of strategy leaders expecting a rise of more than 5%.

The ability to balance income and costs is critical to an NFPs ability to channel as much of their resources as possible into delivering services. For example, **CARE International** has been able to grow its program expense by 55% over the last four years, and at the same time, has increased the proportion of its total spending on core campaign support from 90 cents to 92 cents of every dollar.



## Financial health

As a result of these rises, balancing cost and income is becoming an increasingly complex challenge for financial leaders in the NFP sector.

It has never been more important for NFPs to generate a financial surplus that can be invested in transforming and adapting the organization to ensure it can provide the required level and speed of support.

Some 6% of organizations believe this will be too big a task and expect to make a deficit in 2025, while a further 18% expect their financial surplus to decline. Encouragingly, **40%** actually expect to improve their surplus level, which will give them greater scope to address the longer-term health of their organization.

A growing number of NFPs are enacting wide-reaching transformation programs to further improve their financial position by making fundamental changes to their day-

to-day operations. **The Salvation Army** is in the process of implementing a Global Strategic Framework called “Compass,” which is designed to provide centralized guidance and support for its regional operations to help it develop systems of efficiency, create new funding models and optimize resource allocation in order to enhance its financial stability and the growth of its membership.

UK volunteer group **St John Ambulance** is in the middle of its most significant transformation cycle for a generation, to help it tackle falling recruitment and rising costs. The organization brought in new leadership to help it improve the experience that it provides for both colleagues and the individuals that it supports while also adapting its ways of working and reducing waste through the use of technology to help it become more efficient in the long term.

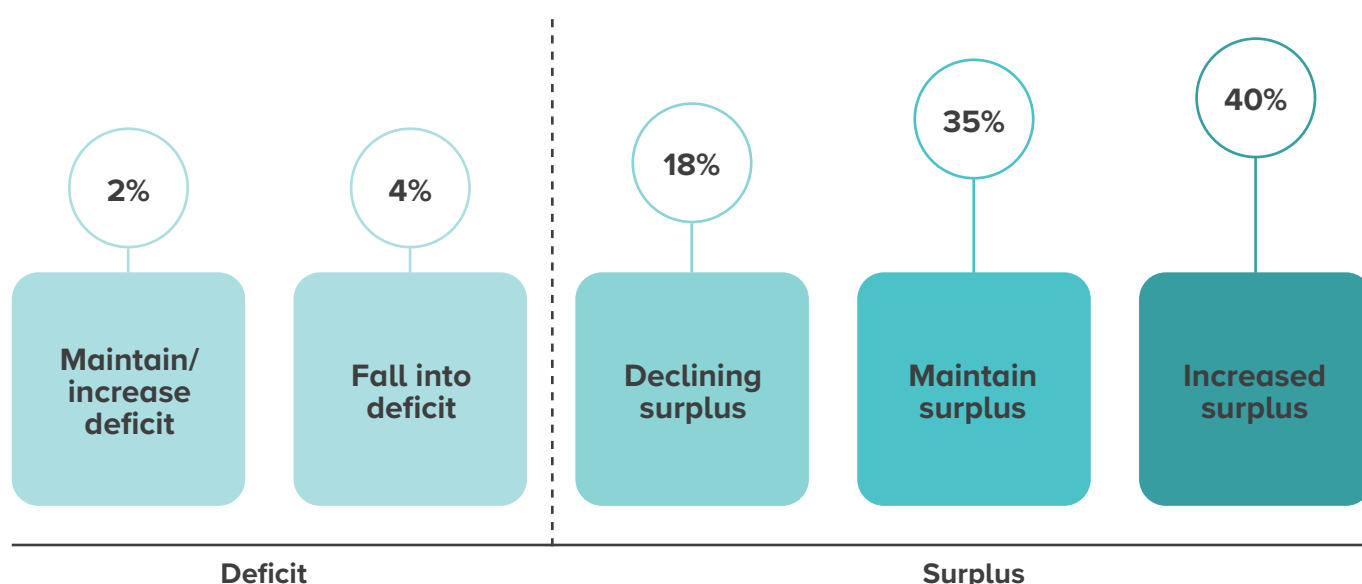


Fig 3. Do you expect your organization to generate a financial surplus in 2025?

## Key takeaways

NFPs are generally more optimistic about their prospects for growth in 2025, which is very positive news following a really challenging couple of years for the sector.

Rising costs will continue to be a challenge across all areas of the organization. However, the majority of strategy leaders expect to operate with a strengthened financial safety net with a rising surplus. This can give them a more solid platform on which to make longer-term changes to the structure and direction of the business in order to drive longer-term efficiency.

The multi-year transformation programs at the Salvation Army and St John Ambulance are typical of the kind of major initiatives that have become increasingly commonplace across the sector in recent years. NFP strategy leaders have acknowledged that small, incremental changes are not enough to enhance their financial position and growth prospects at a time of increased volatility.

# Operational challenges

The financial outlook for the NFP sector looks more optimistic in 2025. But what are the operational challenges that strategy leaders are looking to tackle in the year ahead and what are their approaches to the two hot topics of fraud and data management?

## Re-balancing supply and demand

The large majority (**79%**) of NFPs expect an increase in demand for their services in 2025, with **38%** expecting a rise in demand of more than 5%. Humanitarian NFPs expect the greatest strain on their services, with 40% braced for a strong or very strong increase in demand.

In recent months, we have seen some of the world's largest NFPs make significant investments in their capacity to prepare themselves to meet this rise. For example, US-headquartered humanitarian group **MAP International** recently opened a second major distribution hub that will enable it to double the volume of medication that it can supply around the world.

But due to the cost pressure that many NFPs expect to face in 2025, just under one third (32%) plan to make reductions in the level or number of services that they offer. Health and human services organizations are feeling the greatest strain, with **35%** planning to pare back their services in the year ahead.

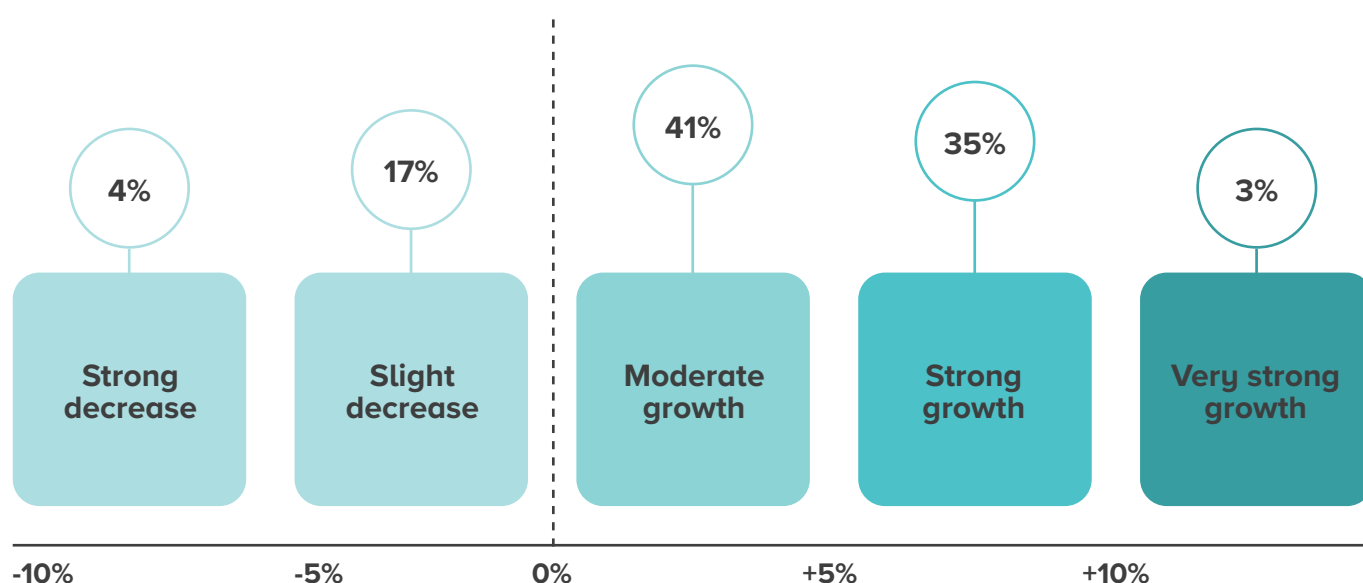


Fig 4. What is your expectation for the level of demand for your organization's services in 2025?

## Accelerating Time-to-Market

Speed is critical to the effectiveness of NFPs both in terms of how rapidly they can attract new funds and the pace at which they can deliver new services in the field.

The study found that there is headroom for improvement. One quarter of organizations (**24%**) claim that they are able to get new campaigns off the ground within an impressive 48 hours. However, the majority of organizations (**85%**) take at least one-to-two weeks to launch new fundraising initiatives, while in the health and human services segment, **13%** state that this process typically takes more than two weeks. This highlights a real challenge in an area of the NFP sector in which raising funds to support campaigns can be a matter of life-or-death and urgency is critical.

Once funds are secured, how quickly can NFPs roll out on-the-ground support programs? NFPs are able to move at a slightly faster pace in this regard, with 30% stating that this usually takes less than 48 hours (including **34%** of organizations in the humanitarian space). However, there is still a tail of 37% of NFPs for whom it takes at least one-to-two weeks to launch in the field, with faith-based organizations (**42%**) struggling the most.

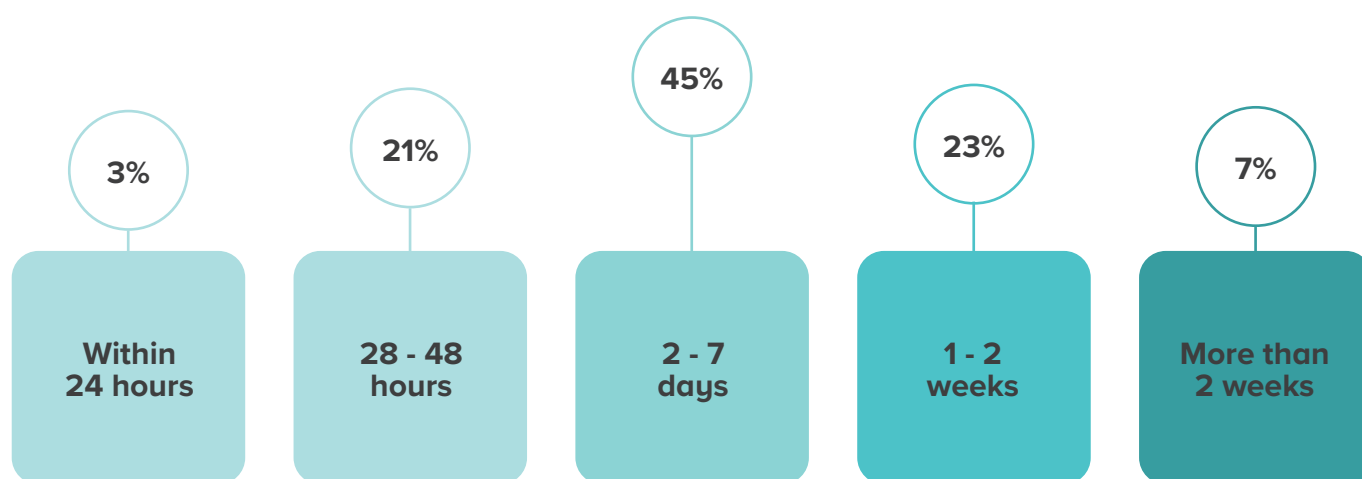


Fig 5. How rapidly is your organization able to launch new fundraising campaigns?





## Harnessing data

A critical factor in how quickly NFPs are able to respond to new demand is how effectively they can harness the data both inside and outside their organizations and convert it into actionable insight.

The study found that a large proportion of NFPs (**36%**) have only a partial view of data at best, as it is held across multiple silos across the organization, while 5% have such a limited view that they tend to base key decisions on gut instinct (including **6%** in the environmental and animal welfare segment).

A further **38%** are able to leverage historical data as a basis for informing the decision-making process, which provides a restricted and dated platform of insight for the leadership team. However, **21%** claim that their approach to data management enables them to get on the front foot and use real-time data to make the right calls based on how they believe factors such as demand for services, market conditions and the organization's financial position are likely to develop.

Strategy leaders are also frustrated by how much time they have to spend finding and retrieving important operational or financial data in order to inform their decision-making. Almost three-quarters (**72%**) state that it typically takes at least two-to-seven days to access these data sets, while only **7%** claim they are able to gain access in real-time.

It is not just internal data sets that NFPs struggle to leverage at speed. Many organizations also integrate external data sources such as economic, currency or third-party research data or customer feedback, but

again, there is still room for improvement in terms of the pace at which they can pull it together. Some **40%** of organizations state that this process takes at least one-to-two weeks, with humanitarian NFPs (**43%**) finding this particularly difficult. This is a real issue in this sub-segment, where humanitarian organizations are highly dependent on external data relating to changing health, geopolitical and environmental situations to deliver their services effectively.

A growing number of NFPs are looking to take a more robust approach to maximizing the value of their data. The **British Heart Foundation** developed a formal Data Strategy with the goal of improving how it uses, shares and works with data. This included an initiative called Enterprise Foundations, which aimed to update its core enterprise technologies across Finance, Customer Relationship Management and Retail in order to connect its enterprise data together and drive “insight-led operations” across the group. The strategy has also provided the foundations for it to set up an Artificial Intelligence community involving internal teams and external partners to test potential use cases for AI across the business to improve the customer experience and enhance process efficiency.

Data volumes will only increase across the NFP sector. For example, **The Nature Conservancy** has made a significant investment in technology to support large-scale protection initiatives such as monitoring fisheries and agricultural supply chains. **Wounded Warrior Project** recently announced plans to invest in a new digital platform that will help wounded veterans and their families connect to resources, support services, events and a network of thousands of veterans and family members globally.

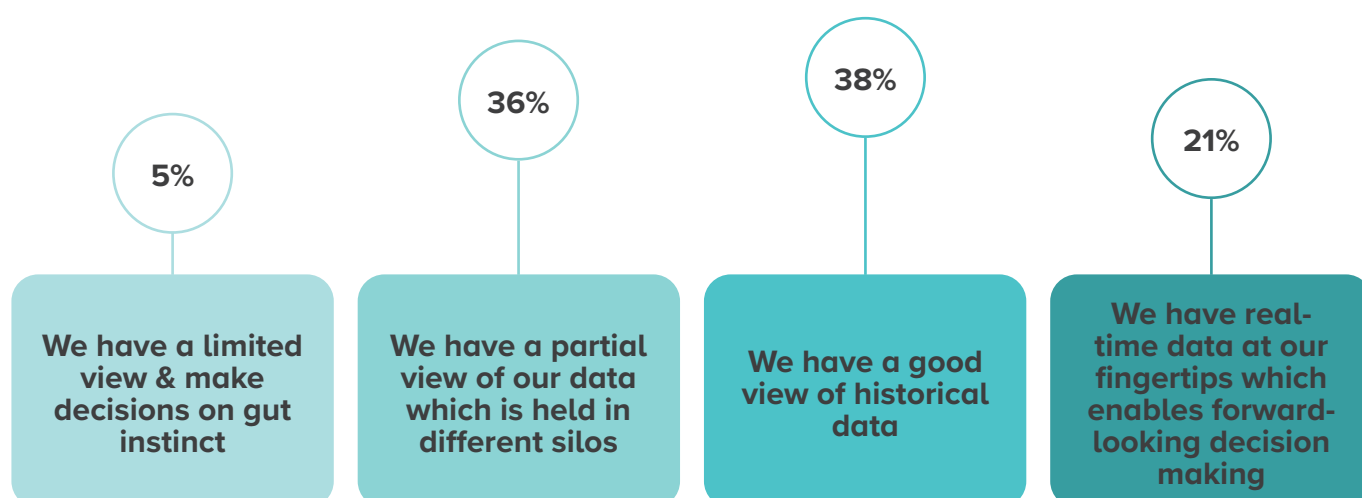


Fig 6. How would you describe your organization's use of data in supporting your day-to-day operations?

## The fraud challenge

Fraud has emerged as one of the biggest issues and talking points in the NFP sector in recent years.

There have been high-profile incidents at both major organizations in North America and Europe, while many smaller players have been severely disrupted or indeed taken out of business by the impact of financial losses or regulatory penalties. Recent research from **Great American Insurance** has found that NFPs lose up to 5% of their annual revenue to fraud with the median loss being \$90,000.

The PAC study found that only **30%** of strategy leaders experienced a decline in fraudulent activity during the last 12 months, while **45%** experienced a consistent level. More than a quarter (**26%**) stated that they experienced an escalation, with organizations in the environmental and animal welfare segment (**36%**) experiencing the biggest rise. While NFPs face an escalating and increasingly sophisticated cyber threat, one of the features of fraudulent activity in the sector is that it is often led by internal actors. It is, therefore, vital that strategy leaders have the right controls and processes in place to support an effective compliance strategy, such as ensuring no individual has sole responsibility for financial arrangements.

In order to counter fraud at scale, large and mid-sized NFPs need to operationalize and automate anti-fraud measures across the organization. They also need to understand potential areas of risk as the impact of breaches is not just financial. Reputational damage can also impact an organization's ability to attract and retain new talent as well as donors.



Fig 7. To what extent is fraud a challenge for your organization?

## Key takeaways

NFPs will continue to be stretched to their limits in the year ahead. Across all sub-segments, geopolitical, environmental and health factors will drive demand for support and put pressure on organizations to maintain or expand their programs and initiatives and accelerate the speed at which they deliver support.

Sadly, fraud is a very serious challenge for the NFP sector, and the threat level shows no sign of abating. Recent breaches have sent shockwaves through the boardrooms of many organizations, prompting a renewed focus on implementing the necessary processes, technology and controls.

A key part of the solution to tackling both fraud and improving operational agility will be the use of data. The study found that while a growing number of organizations aspire to the “insight-led” approach implemented by the British Heart Foundation, the majority have a distance to travel to reach this goal. PAC expects a growing number of NFPs to formalize their data strategies and to implement the foundational building blocks of technology, leadership and culture to speed up their progress.

# Organization and technology

The study has identified several operational challenges that NFP organizations need to address, but who are the stakeholders that are going to drive this change? And what role will technology play in enabling lasting transformational change across the organization?

## Who calls the shots?

### How is decision-making driven within NFP organizations?

Most large and mid-sized companies harness a combination of internal and external stakeholders to shape their strategies. For the largest proportion (**61%**), it is the top management that plays a key role in making organizational change decisions, while **45%** state that decentralized teams also have an important influence.

More than a quarter (**27%**) of NFPs state that auditors and regulators are important influencers, and this is likely to be reinforced by the introduction of new international accounting guidance (International Financial Reporting for Non-Profit Organizations, or IFR4NPO), as well as new demands on sustainability reporting. Just under a quarter (**23%**) also lean on external advisory partners for guidance, which brings the topic of data management under the spotlight once again. If organizations are to make the right calls, they need to be able to pull together all these different takes and insights to make a rounded judgment.

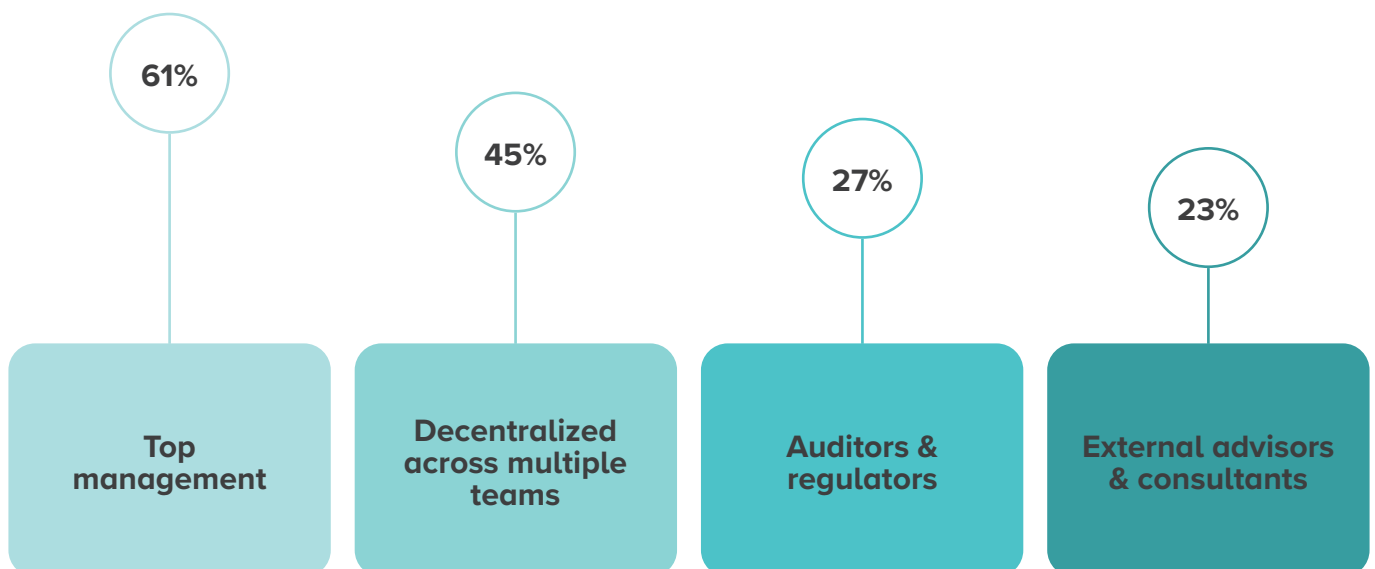


Fig 8. What are the main factors that influence your critical organizational change decisions?

## Centralization and efficiency

One of the issues that NFP leaders have wrestled with for some time is how to best structure the organization, and strike the optimum balance between speed and efficiency.

As we have seen, most firms use a combination of centralized leadership and distributed teams to shape their organization's strategy. But one emerging trend, particularly for larger international firms, is to bring disparate back-office teams together as shared services units, with the aim of driving economies of scale.

The study found that more than 40% of organizations had already centralized their human resources and IT functions. But looking forward, the focus will shift to finance and accounting, and governance and compliance teams, with **50%** and **45%** planning to consolidate them in the next three years.

The business case for shared services investment can be a difficult one for NFPs to build. At the biggest global organizations, how regional operations spend their money on organizational changes can still be dictated by how much investment support they receive from local communities. Even if the global leadership team encourages the adoption of standard approaches across different functions, it can be tough to enforce if they don't generate sufficient grants and donations to enact change.

However, the benefits can be substantial. **UNICEF** has set up a Global Shared Services Center (GSSC), which provides centralized HR, payroll, finance and IT services to more than 190 UNICEF offices worldwide. The center, which is located in Budapest, has 400 staff that have helped the organization save more than 27,000 hours on back-office transaction processing. UNICEF also states that the center has been critical to its ability to handle 25% annual increases in volumes for some finance and HR transactions in recent years.

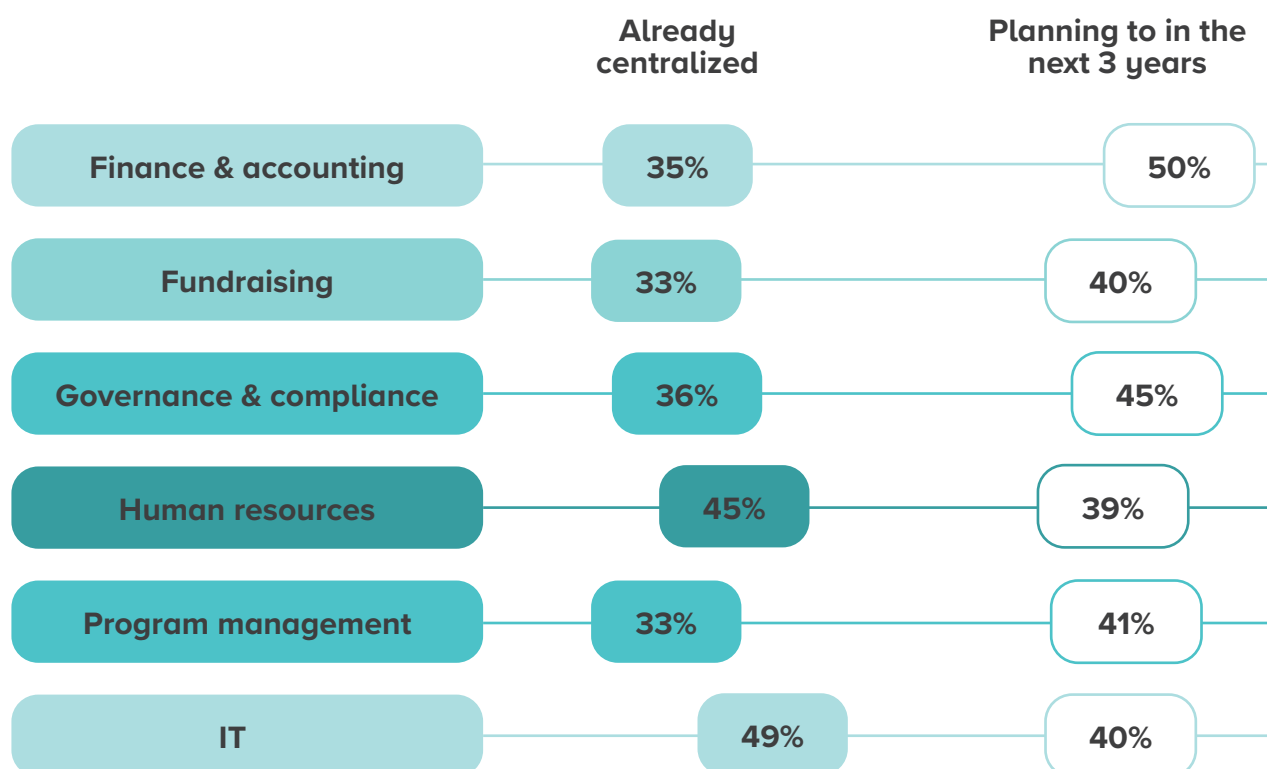


Fig 9. To what extent have you centralized following areas of the business as a single, centralized shared services function?

## Drivers for digital transformation

NFPs face rising costs across the board in 2025, but one area they will continue to focus on investing in is their digital transformation strategies.

Some **70%** plan to increase their spending on digital initiatives in the year ahead, with almost one third (**32%**) expecting their investment to rise by more than 10%. Organizations in the health and human services (**38%**) and environmental and animal welfare (**34%**) segments are the highest-represented groups that are anticipating a double-digit rise.

**Feeding America**, the largest NFP in North America is a good example of an organization that has been driven by a major spike in demand for its services to put technology at the heart of its strategy. The organization brought in an IT leader with experience in the tech-centric retail sector, which has helped it to put the right building blocks in place to transform the way it uses data across the business. It has put a produce matching platform in place that enables its network of food banks to connect to retailers and use algorithms to optimize transport routes.

But what are the drivers for digital transformation? More than half (**56%**) see improving operational efficiency as a primary driver, including more than **60%** of organizations in the health and human services segment. UNICEF recently launched an automation bot to help it generate more than 3,500 payroll reports each month. This has reduced processing time from 7 days to 14 hours, while manual errors have also been eliminated.

However, digital transformation is not just seen as a cost play. Some **42%** of NFP strategy leaders also view it as a way to drive competitiveness and differentiation, while **39%** cite a need to meet regulatory requirements. Artificial intelligence and its potential to transform the NFP sector has been a hyped topic in industry circles in the last couple of years, and one third (**33%**) see harnessing its potential as a driver for their digital strategies.

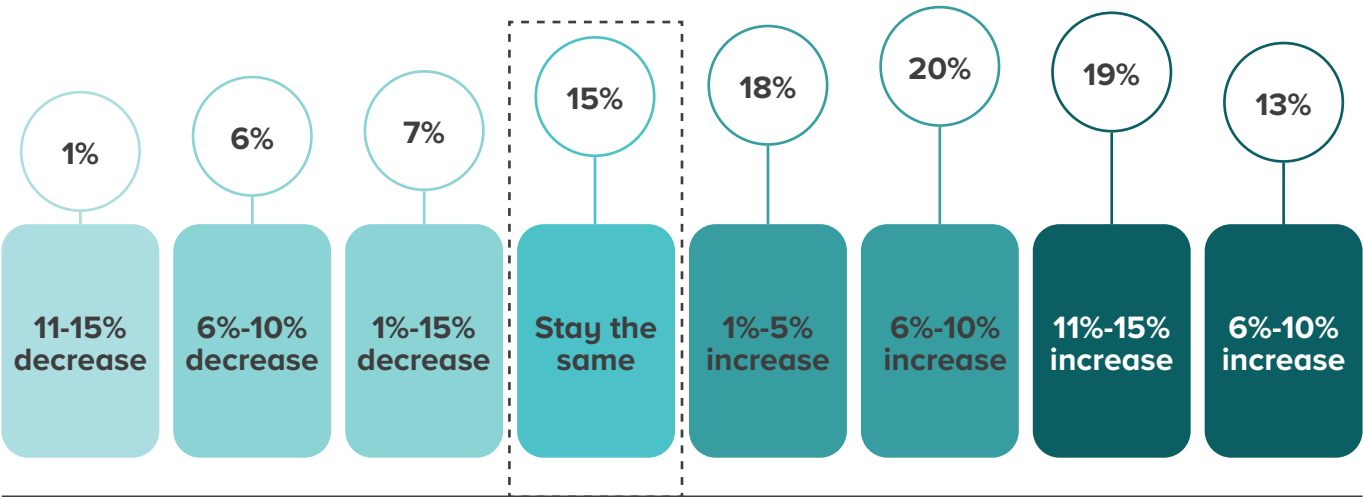


Fig 10. What are your expectations for investing in your digital transformation strategy in 2025?



In which direction is this increased digital investment going to be channeled? Many NFPs are in the process of upgrading their core business applications in order to support changing customer and colleague needs and market conditions. Almost one half (**49%**) of NFPs expect to ramp up their spending in finance and accounting systems, while **48%** will increase investment in compliance and governance systems. HR applications (**41%**) and project management systems (**52%**) are also priority areas for modernization.

These initiatives will also address some of the biggest barriers that strategy leaders are holding back the pace of innovation and transformation in their organization. A dependency on legacy applications is cited by **45%** of strategy leaders, including **48%** of environmental and animal welfare organizations, as a primary barrier. Legacy applications can constrain the flow of data that NFPs are looking to convert into actionable insight and can also limit the potential for harnessing process automation and artificial intelligence.

While skills and organizational issues are highlighted as significant obstacles, two other areas relating to the application landscape are also near the top of the list. One third (33%) flag up limited insight into critical performance data, while **26%** view a lack of integration between key applications as a major barrier to change. A good example of the growing number of NFPs that are looking to tackle these issues is **START Treatment and Recovery Centers**, which support individuals grappling with substance abuse and mental health challenges. The organization is implementing a new finance and HR system with the aim of gaining real-time access to data in order to enable informed decision-making for the investment of both time and funds.



Fig 11. What are the primary barriers to innovation and transformation in your organization?

## Key takeaways

Many NFPs are rethinking their organizational structures as they reassess the potential benefits of centralization and shared service delivery. There are natural benefits in terms of economies of scale, but as we have seen at UNICEF, it can also significantly help scale cost savings and quality improvements through process optimization and automation initiatives.

NFP strategy leaders are clearly ramping up their investment in their digital transformation strategies and it is encouraging to see that they are prioritizing those core business applications – finance, compliance and HR systems – that will provide a platform for their ambitions to open up and harness the flow of data across the organization.

This will also help them break down the legacy barriers holding back innovation. While the majority of NFPs will retain a focus on driving operational efficiency, the business case for adopting new technology that can provide them with a more flexible, agile core has never been more compelling.

# Conclusions & recommendations

NFP strategy leaders barely have time to catch their breath as they work to ensure their organizations can meet the urgent and increasing demand for their services.

The post-pandemic era has presented unprecedented challenges in terms of spikes and shifts in the type of support that NFPs are required to deliver, coupled with a surge in both operating and fundraising costs caused by ongoing economic volatility.

The last couple of years have been particularly tough, but the study paints a more optimistic picture of the health of the sector in 2025. The majority of strategy leaders expect at least a modest rise in income, and while many continue to operate with a limited financial safety net, significantly more expect to generate a financial surplus than a deficit in the year ahead.

Tackling cost and fraud management will continue to be top-level priorities. However, there is also significant room for improvement in terms of the speed at which NFP decision-makers can access and harness the right insight both inside and outside their organization, in order to accelerate the time that it takes to launch new programs.

One of the features of the sector in recent years has been the growing number of both large and mid-sized NFPs that have launched major transformation programs. These have focused on shaking up and modernizing legacy ways of working as well as the underpinning technology and have often incorporated a move towards centralized or shared service delivery – with the study finding that appetite for driving efficiency across functions such as finance and IT is set to increase in the coming years.

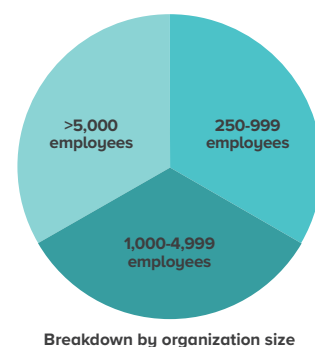
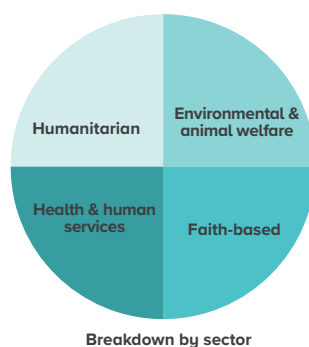
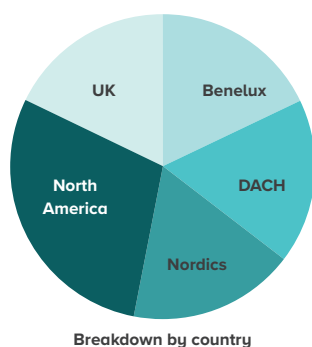
The other key pillar of strategic programs in the NFP community is digital transformation, with all but a small proportion of organizations planning to channel more investment into their technology initiatives. While there is a lot of buzz and excitement around the potential for artificial intelligence, the primary focus is on overhauling those legacy systems that support key back-office functions that are perceived as being major barriers to change and innovation.

This is a really important step that rightly puts data - rather than technology - at the heart of their digital ambitions. With these application modernization initiatives, NFPs are aiming to put the building blocks in place that will break down current silos and provide strategy leaders with the insight that they need at their fingertips. The way in which NFPs harness data will be critical to their future success, whether it is shaping new programs to support new areas of demand, pinpointing the areas where the biggest efficiency gains can be achieved or identifying potential areas of compliance risk.

Basing the important calls on a limited or historical view of business performance or market trends is no longer enough to keep pace with the speed at which the market is evolving. Data volumes will only escalate as NFPs increasingly interact through digital channels to raise and process funds and deliver support, so organizations need to act now or find themselves falling further behind.

One thing that won't change is the vital role that NFPs will continue to play in the areas of society that they serve. Executives have a brighter outlook than they have for some time, but they acknowledge the need to make fundamental changes in order to maintain relevance and deliver the best possible level of service.

## Breakdown of study participants



## The value of partnership – Unit4

This research, sponsored by Unit4, delves into the specific obstacles hindering nonprofits globally as they strive to adapt and grow. Unit4 recognizes the critical importance of supporting these organizations and is committed to providing solutions tailored to their unique needs. Our focus extends beyond simply providing technology; we aim to be a true partner in enabling nonprofits to achieve their core missions. Unit4's solutions are designed with the specific realities of the nonprofit sector in mind, offering functionalities that streamline operations, enhance financial management, improve fundraising effectiveness, and facilitate better collaboration. From robust grant management capabilities and transparent financial reporting to integrated CRM systems and powerful tools, Unit4 empowers nonprofits to optimize their resources and maximize their impact. This report has explored the key challenges and identifies how nonprofits can navigate these turbulent times and maximize their positive impact on the world. Understanding the unique transformation challenges facing these organizations is crucial for developing solutions that truly empower them to thrive.

Unit4 has been designing and delivering back-office solutions for nonprofit organizations for over 40 years, enabling them to streamline finance, HR, procurement and project, provide the foundations for resilience through a unified environment for back-office processes and connectivity to field, or last mile applications. We help you manage operations, wherever they are in the world, plan your workforce and finance, enabling your people with the tools to work effectively. Our transformation vision is driven by personalization, automation, and improved data visibility, enabling you to create the working environments your people need, so that they can focus less on administration and more on service provision, therefore you can realize greater efficiency and value while adhering to regional regulatory requirements.

Find out more by visiting [www.unit4.com](https://www.unit4.com).



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