CONCEPT

Non-Profit Budgeting and Financial Sustainability: Full Cost Recovery, Reserves and Revenue Mix

18 – 22 January 2027
Paris - Right Bank business hotel



Non-Profit Budgeting and Financial Sustainability: Full Cost Recovery, Reserves and Revenue Mix

Ref: 960_21807 **Date:** 18 – 22 January 2027 **Location:** Paris - Right Bank business hotel **Fees:** 23500 SAR

Introduction:

Non-profit budgeting often stops at project lines agreed with each funder, leaving rent, finance staff, systems and leadership time unfunded until reserves quietly drain away. Grant income arrives late, restricted money cannot cover core gaps and boards see figures too late to act. This Core Concept course equips finance, programme and executive leads to price programmes at their full cost, plan cash and reserves around volatile income and build a funding mix that holds up under stress. Participants construct a Full-Cost Budget and Financial Sustainability Plan for a case non-profit.

Course Objectives:

- Build core and programme budgets that show the full cost of each programme, including a fair share of support and governance costs
- Apply indirect cost allocation methods and calculate an overhead recovery rate that can be defended to funders
- Budget restricted and unrestricted income separately and translate an internal budget into different donor budget formats
- Forecast monthly cash for a grant-dependent organisation and set a reserves policy with a reasoned target range
- Assess the income mix across grants, earned income, endowment returns and individual giving and test it against funding shock scenarios
- Produce a Full-Cost Budget and Financial Sustainability Plan with a board financial dashboard for a case non-profit

Target Audience:

- Finance managers who prepare the annual budget and cash plans of charities, associations and foundations
- Programme managers who hold programme budgets and negotiate costs with institutional funders
- Executive directors who answer to the board for income, spending and reserves
- Fundraising and partnerships managers who set income targets and price proposals
- Finance committee members and treasurers who review budgets and reserves on behalf of the board

Course Outline:

Day 1: The Non-Profit Budget and Its Funding Pressures

- Non-Profit Budget Cycle Calendar from Programme Planning to Board Sign-Off
- Core Budget Versus Programme Budget Structure and Cost Centre Map
- Income Classification: Restricted, Unrestricted and Designated Funds
- Hidden Core Cost Diagnostic: Rent, Finance Staff, Systems and Leadership Time
- Financial Health Baseline Using Months of Cover and Unrestricted Surplus Ratios

Day 2: Full Cost Recovery and Indirect Cost Allocation

- Full Cost Recovery Model: Direct, Shared Support and Governance Costs
- Overhead Allocation Bases: Staff Time, Floor Area, Headcount and Spend
- Activity-Based Costing of Support Functions in a Charity
- Indirect Cost Rate Calculation and Negotiation Evidence File
- Unit Cost per Beneficiary and Cost per Outcome Measures

Day 3: Building the Operating Budget, Donor Formats and Cash Plan

- Zero-Up Programme Budget Build from Activity Plans and Staffing Charts
- Mapping the Internal Budget to Donor Budget Templates and Eligible Cost Headings
- Budget-to-Actual Report with Fund Filter and Variance Commentary
- Thirteen-Week and Twelve-Month Cash Flow Forecast for Grant Tranches
- Payment Timing Gaps, Pre-Financing Needs and Bridging Options

Day 4: Reserves, Revenue Mix and Financial Risk

- Reserves Policy Drafting and Risk-Based Target Reserves Calculation
- Income Concentration Index and Single-Donor Dependency Test
- Revenue Mix Options: Earned Income, Endowment Returns, Individual Giving and Corporate Partnerships
- Downside Scenario Model: Funder Exit, Delayed Tranche and Cost Inflation
- Board Financial Dashboard: Liquidity, Reserves Cover and Cost Recovery Indicators

Day 5: Modelling Build: Full-Cost Budget and Financial Sustainability Plan

- Case Non-Profit Data Pack: Programmes, Funders, Staffing and Cash History
- Model Build: Full-Cost Programme Budgets with Overhead Recovery
- Model Build: Cash Flow Forecast and Reserves Target Worksheet
- Model Build: Five-Year Income Diversification Pathway with Scenario Switches
- Full-Cost Budget and Financial Sustainability Plan Presentation to a Mock Finance Committee

Skills You Will Gain:

- Full Cost Recovery Budgeting
- Overhead Allocation Design
- Fund-Restricted Budget Planning
- Donor Budget Formatting
- Grant Cash Flow Forecasting
- Reserves Target Setting
- Income Concentration Analysis
- Financial Scenario Modelling

Why Attend This Course:

- Leave with a Full-Cost Budget and Financial Sustainability Plan built in a working model and ready to adapt to your own organisation
- Stop subsidising funded projects from thin unrestricted income by pricing every proposal at its true cost
- Give the board early warning of cash shortfalls and falling reserves through a short, indicator-based dashboard
- Compare cost recovery and funding mix practice with peers from humanitarian, health, education and community foundations

Conclusion:

A non-profit stays able to deliver its mission when every programme carries its real cost, cash gaps are foreseen and reserves are held for a stated reason. The week moves from the budget cycle and hidden core costs, through full cost recovery and overhead allocation, to donor budget formats, budget-to-actual reports and grant cash planning, then into reserves, income concentration and downside scenarios. The final day brings these pieces together in a Full-Cost Budget and Financial Sustainability Plan for a case non-profit.