Research Report

RESPONDING TO DISRUPTION: THE 2026 NONPROFIT OUTLOOK

A high-performance finance leader's guide to navigating funding, compliance, and risk to achieve mission impact.

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Executive summary

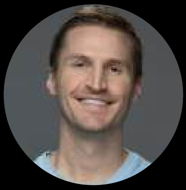
Nonprofit leaders enter 2026 with a grounded view of risk and a growing sense of preparedness.

After a year marked by funding delays, compliance shifts, and persistent uncertainty particularly for nonprofits working closely with government, many organizations believe they are better positioned to respond if disruption continues. Nearly three-quarters of nonprofit finance leaders surveyed express confidence in their ability to sustain funding through another major disruption in 2026.

That confidence is pragmatic, not complacent. In 2026, leaders are prioritizing flexibility across funding, planning, and compliance. 77% are pursuing some level of revenue diversification, while scenario planning, forecasting, and real-time fund visibility are emerging as essential capabilities as grant oversight evolves and funding delays remain a concern. Two-thirds of respondents identify scenario planning tools and real-time fund dashboards as critical for ensuring compliance and securing funding.

Although respondents use a wide range of financial management systems, half report using Sage Intacct. While this report reflects perspectives across the sector, we are encouraged that many organizations using our platform reported greater confidence in their ability to adapt—suggesting that strong financial systems can support leaders during periods of sustained uncertainty.

Taken together, the findings point to a shift in nonprofit finance leadership. Success in 2026 and beyond will depend less on predicting the next disruption and more on building the capacity to respond quickly and confidently—through forward-looking forecasting, flexible reporting, and continuous compliance readiness.



Michael Blanton

Sr. Director of Industry Marketing, Nonprofit sector

Adapting to unprecedented change

The past year brought significant disruption and rapid change to the nonprofit sector. Organizations struggled to predict funding and operational impacts as grant flows and federal support were interrupted. These challenges were not limited to those receiving government grants. The turbulence affected every nonprofit, making stability and planning more difficult across the sector.

Nonprofits were already dealing with persistent challenges such as rising costs, shifting donor behavior, and staffing shortages. The events of 2025 amplified these pressures, creating a volatile environment for finance leaders and executives.

About this report

We surveyed over 100 nonprofit finance leaders—CFOs, controllers, accounting managers, and executive directors—across compliance-heavy and reimbursement-driven sectors, including healthcare, human services, and education. Respondents skew mid-sized (often $10–$24M in revenue) and reflect a mix of government-supported and privately funded organizations, with half using Sage Intacct. Their responses capture how nonprofits experienced 2025's disruption—and how they're building resilience for 2026.

Key findings include:

72%

are confident they can sustain funding if another major disruption occurs in 2026.

77%

are prioritizing revenue diversification in 2026.

53%

cite federal funding uncertainty as a top 2025 challenge.

67%

say scenario planning and forecasting tools are essential for compliance and funding security in 2026.

66%

say real-time fund dashboards are essential in 2026.

40%

expect funding delays from extended federal review cycles to be a major compliance challenge in 2026.

Bottom line: These numbers, as well as the insights from nonprofit leaders in these pages, reveal both the depth of disruption and the creative approaches organizations are taking to adapt and thrive in uncertain times.

Section 1

2025 in practice: What changed and how organizations responded

There are many valuable lessons hidden in the disruption of 2025 and what that means for the future. We asked nonprofit leaders to assess the overall difficulty of managing their organizations compared to prior years.

Rather than focusing on a single event or policy change, this question captures how leaders experienced the cumulative impact of challenges like funding uncertainty or staffing pressures over the course of the year. The results reveal a sector that has been resilient, but under continued strain.

How would you rate the difficulty of managing your organization in 2025 compared to previous years?

5%	Much easier
14%	Somewhat easier
42%	About the same
34%	Somewhat more challenging
6%	Extremely challenging

While overall 42% of respondents described 2025 as “about the same” as prior years, the experience of 2025 was not uniform across the sector. Human services organizations were most affected. 53% described 2025 as either “extremely challenging” or “somewhat more” challenging. This aligns with their reliance on government funding and reimbursement models, where delays and policy changes can quickly translate into operational stress (particularly when serving a rising number of cases).

Healthcare organizations also reported elevated difficulty. 47% rated the year as “more” or “extremely” challenging, driven by inflationary pressures, workforce costs, and complex compliance requirements.

Other sectors felt pressure for different reasons. Arts and culture organizations more often cited increased difficulty tied to donor behavior and economic uncertainty affecting discretionary giving. Education organizations showed a more mixed experience, with some buffered by stable funding sources or diversified revenue models.

As far as specific challenges, federal funding uncertainty, and inflation were the biggest hurdles for nonprofits in 2025, with more than half of organizations citing these as top concerns.

Staffing shortages and wage pressures also created substantial strain, especially for direct service providers. Overall, the results show that financial unpredictability and rising costs dominated the operating environment, forcing leaders to “play defense” much of the year.

> “Funding freezes, new restrictions, and uncertainty around executive orders and how they will be implemented have made it almost impossible to project our revenue. As we braid funding for almost all of our projects, a change to one grant has caused a ripple effect on all others.”
>
> **Healthcare, Budget Analyst**

Organizations with more diversified funding or flexible models were better able to manage these pressures, while those heavily reliant on government grants or single revenue streams faced greater risk.

In response to the challenges of 2025, nonprofits most often turned to cost containment and financial flexibility. Nearly two-thirds (64%) delayed or reduced spending, making this the most common strategy across the sector. Many organizations also focused on diversifying funding sources (47%) and expanding scenario planning (46%), reflecting a need to manage uncertainty more deliberately.

A significant share of respondents reported increased use of reserves or credit (42%) to address cash flow—many of whom cited the need for better cash management to withstand government funding delays.

Which strategies did your organization implement to overcome the challenges encountered in 2025? (Select all that apply)

64%	Delayed or reduced spending
47%	Diversified funding
46%	Expanded scenario planning
42%	Increased use of reserves / credit
33%	Accelerated automation

While these strategies were common across the survey's population, the mix of responses varied meaningfully based on an organization's exposure to federal funding.

To better understand how funding structure influenced decision-making, the following view compares strategies adopted by organizations reliant on federal funding vs. not.

Organizations with more government exposure were 25% more likely to delay or reduce spending, 24% more likely to rely on reserves or credit, and 17% more likely to have pursued revenue diversification in 2025.

Strategy Implemented	**Federally Impacted** (52% of respondents)	**Not Federally Impacted** (48% of respondents)
Delayed or reduced spending	76%	51%
Increased reliance on reserves or credit	55%	31%
Diversified funding sources	55%	38%
Expanded scenario planning & forecasting	51%	40%
Accelerated technology adoption	29%	36%
Merged / shared services	4%	9%
Workforce reduction / misc. write-ins	2%	2%

“Direct cost increased by 15% overall during 2025 and revenue increased by only 12%. We have averaged 11 days of cash on hand in FY2026.”

Healthcare, C-Suite

Which policy changes or federal events had the most significant impact on your organization's operations in 2025? (Select all that apply)

44%	Early 2025 executive orders on grant freezes and reviews
37%	October - November 2025 federal shutdown
28%	None had a significant effect
27%	State-level policy changes
15%	August Executive Order on Federal Grantmaking Oversight
14%	One Big Beautiful Bill Act

It's clear that federal policy changes were the most disruptive events for nonprofits in 2025, with executive orders on grant freezes (44%) and the fall federal shutdown (37%) having the greatest impacts. While some organizations were also affected by state-level policy changes (27%) or new federal oversight (15%), a notable share reported no significant effect from any event (28%).

These results show that federal events around grant freezes and the October - November shutdown (both of which had the most concrete, near-term cash implications), were the most disruptive forces, while state-level changes and major legislation had more limited reach.

When asked about the biggest compliance or funding challenge resulting from government or policy changes in 2025, respondents pointed to delayed reimbursements and near-term impacts to cash flow as the most acute issues.

Other issues cited covered a broad array of challenges including extended federal reviews, staffing challenges, and evolving or in flux agency requirements. Taken together, these findings illustrate the complex pressures nonprofits faced in 2025 and the varied ways organizations responded.

Respondent highlight

Sage Intacct customer: Texas housing nonprofit

Revenue

$32M annual operating footprint

Funding mix

Two-thirds federal/state/city grants; remainder contributions + earned income

Mission & scope

Campus-based homelessness response in Texas (shelter, case management, workforce, health access, housing, veterans); serves high-need populations (young adults aging out of foster care and individuals over 65); manages complex government compliance

Role

Accounting Manager (grants accounting, payroll, audit prep, reporting—lean team)

Major challenges in 2025

- **Relief funding ended:** ARPA and other COVID relief funding—approximately $5M annually—rolled off
- **Reimbursement delays:** Federal, state, and city reimbursements increasingly took 2–3 months longer than historical norms
- **Demand outpacing certainty:** Service demand increased without guaranteed funding in place

> “*The hardest part hasn't just been the funding—it's not knowing when reimbursements are actually going to come.*”

How the organization is responding

- **Conservative program decisions:** Programs and bed availability adjusted cautiously until funding is fully secured
- **Cost discipline:** Program reductions, frozen hiring, lean finance team, shared cost-cutting across departments
- **Tighter oversight:** Monthly dashboards; explanations required for variances greater than 10%

> “*We had to be very disciplined. Every department had to share in the adjustments.*”

How Sage Intacct has helped

- **Efficiency for a lean team:** Automation and standardized reporting reduce manual reconciliations and admin work
- **Audit readiness + grant visibility:** Grant expenses and documents captured correctly at entry; grant-specific reporting often within 24 hours
- **Scales under increased oversight:** Supports more frequent audits and documentation demands without adding headcount

> “*Sage Intacct has been a godsend. Auditors are really impressed with what we can provide.*”

> “They (government auditors) are going to be coming for people...The ones that are going to be impacted by more oversight are the ones that aren't prepared, aren't using their systems properly, and not prepared to tell their story.”

Section 2

2026 outlook: Confidence, diversification, and compliance challenges

As nonprofits move past the disruptions of 2025, leaders are focused on building resilience and flexibility into their organizations for the year ahead.

The sector's experience with a year of funding delays, compliance changes, and high-anxiety headlines has shaped a more pragmatic approach to planning for 2026. More boards and executives are asking, "What if *this* happens?"

On a positive note, most organizations feel reasonably prepared to withstand another major disruption in 2026, with a majority (72%) expressing at least some confidence in their ability to sustain funding. One in five leaders are very confident (20%), while 18% remain neutral or uncertain. Only a tiny slice (1%) are "very unconfident."

How confident are you in your organization's ability to sustain funding if another major disruption occurs in 2026?

20%	Very confident
52%	Somewhat confident
18%	Neutral
9%	Somewhat unconfident
1%	Very unconfident

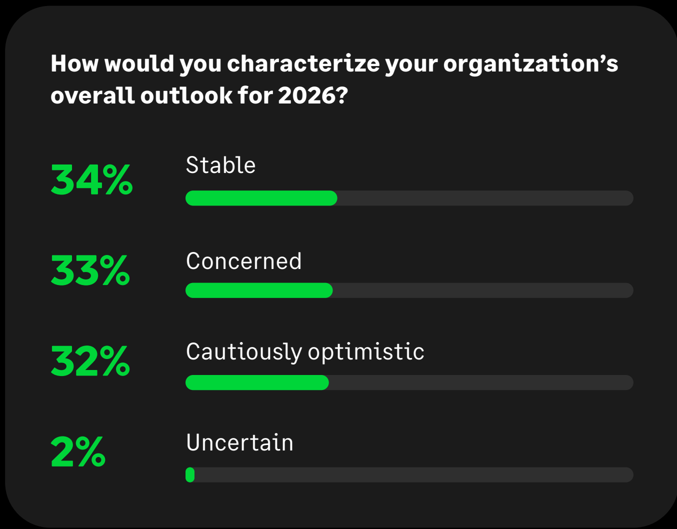
Overall, these sentiments suggest that nonprofits have learned from the shocks of the recent past (COVID-19, etc.) and are prioritizing financial runway and diversification to manage risk.

To build financial resilience, an overwhelming number of nonprofit leaders (77%) are prioritizing some level of revenue diversification, with many planning to expand earned income (17%) or first-time donor fundraising or private grants (14%). Only a fifth of respondents (22%) expect to keep their funding mix largely unchanged.

> *With a majority of nonprofit organizations seeking some government funding, the competition for less funding is going to have an impact on our budgets in 2026, but we are unsure exactly how much it will impact us at this point with the uncertainty and volatility of the current administration."*
> —Human Services, C-Suite

This focus on diversification reflects a sector-wide effort to reduce reliance on any single revenue stream. Organizations are recognizing that flexibility and adaptability are essential in an unpredictable funding environment. Notably, 20% of nonprofits working closely with government were looking to expand into donor fundraising for the first time.

The outlook for 2026 in this sector is divided. About a third of organizations (33%) are concerned about ongoing risks, while a similar share feels stable (34%) or cautiously optimistic (32%). Interestingly, very few were uncertain about their forecast. This mix of perspectives suggests that nonprofit leaders are balancing caution with readiness to pursue new opportunities.



> Our 2026 budget is incremental—we largely expect to stay on track with fundraising goals and even grow our staff by 10%. We are continuing to monitor the landscape for any shifts that will impact us and prepare for such disruption."
>
> **Philanthropy/Foundation, C-Suite**

For many, perspectives were shaped somewhat by expectations, with many leaders stating that they have better staff, technology, or reserves in place. Others saw the potential for the second year of the current presidential administration as one that may bring less chaos.

Many are still refining their predictions of how recent legislation impacting everything from Medicaid coverage to the universal charitable deduction will play out in terms of revenue impact. Overall, most are placing an emphasis on systems and processes that allow them to pivot if their outlook proves to be too optimistic in the coming year.

What do you anticipate will be the most challenging aspects of adapting to new federal grant compliance requirements in 2026:
(Select all that apply)

40%	Managing delays in funding due to extended federal review cycles
39%	Training staff on new compliance systems and requirements
37%	Aligning financial reporting with evolving or inconsistent federal agency
30%	Automating compliance tracking across multiple grants and funding sources
29%	Maintaining up-to-date data for more frequent or unannounced audits

Nonprofit leaders anticipate several compliance hurdles as federal grant requirements evolve in 2026. The most pressing concern is managing delays in funding due to extended federal review cycles (40%), which threatens cash flow and program delivery.

Many organizations also expect challenges with training staff on new compliance systems (39%) and maintaining up-to-date data for frequent or unannounced audits (29%). Aligning financial reporting with changing agency guidelines (37%) and automating compliance tracking across multiple grants (30%) are additional areas of focus.

These anticipated disruptions are prompting organizations to invest in real-time grant tracking, proactive alerts, and contingency planning to maintain operational stability and minimize risk.

Overall, it looks like nonprofit leaders are approaching 2026 with a healthy mix of caution and determination. Thankfully, most organizations feel reasonably prepared for future disruptions, thanks to a renewed focus on planning, revenue diversification, and risk mitigation strategies on tap. While concerns about compliance and funding delays remain, the sector is actively seeking ways to adapt and strengthen operations. This pragmatic mindset is driving investment in new approaches, tools, and technologies that are helping improve organizational readiness.

Respondent highlight

Sage Intacct customer: Community Development Finance Institution (CDFI)

Revenue

Mid-sized nonprofit CDFI (approx. $5–10M annual operating footprint, inclusive of lending activity)

Funding mix

Federal and state government programs, long-standing revolving loan investments (defederalized assets), municipal dues, and fee-for-service regional planning and technical assistance programs.

Mission & scope

Serving rural and border communities in the Northeastern U.S.; manages multiple lending pools and programs.

Role

Senior finance and operations leader (dual role spanning finance, lending, and program operations)

> *"It's disheartening to know we could be doing more for our communities if the funding environment were more predictable."*

Major challenges in 2025

- **Funding delays and reversals:** Multiple federal and federally backed programs experienced extended delays or were pulled back after funds were expected
- **Partner and community impact:** Delays in Community Development Block Grant–related funding affected not just lending programs, but other community services
- **Cross-border economic pressure:** Heightened U.S.–Canada tensions sharply reduced tourism and cross-border activity, with some communities experiencing 40–50% declines in tourism traffic

How the organization is responding

- **Leaning into diversification:** Continued shift away from overreliance on federal funding toward state-supported programs and defederalized lending assets
- **Expanded collaboration:** For the first time, other nonprofits have approached the organization for financial partnerships to help sustain shared missions amid funding shortfalls
- **Preparing for higher funder expectations:** Anticipating increased demand from private foundations for more frequent, transparent financial and impact reporting

> *"We were lucky. Our funding is more diversified than many peers, and that's the only reason this year didn't become a crisis for us."*

How Sage Intacct has helped

- **Operational efficiency and time savings:** Automation reduced manual reconciliations and administrative work, giving finance staff time back for higher-value activities. For example, improved reconciliations and check-printing alone has resulted in significant time savings
- **Improved audit readiness:** The organization is starting to use Sage Intacct standard reports directly for auditors for the first time, which they expect to result in a faster audit timeline
- **Advanced cost accounting:** Cost pools, indirect cost tracking, and specialized loan pools support accurate interest billing and compliance across dozens of funding sources
- **Scalability for future reporting needs:** Positioned the organization to meet growing expectations for monthly and board-ready reporting from private funders

> *"Sage Intacct didn't just improve reporting—it gave our people time back. That's the difference between surviving and actually moving the mission forward."*

Section 3

Nonprofits lean into technology for speed, transparency, and adaptability

The lessons of 2025 have made clear that strong digital compliance and finance tools are no longer optional, they are key to responding quickly to change in 2026 and beyond.

This section examines how technology supported nonprofits last year and what features leaders see as essential for success in 2026.

Technology played a crucial role in nonprofit resilience during 2025. The most common benefit cited was faster reporting and compliance (56%), which reflects the importance placed on quick reaction times this year. Automation (38%) was also cited frequently. During periods of disruption, human talent must focus on planning and strategic response, not routine accounting tasks. Scenario planning and grant visibility were also key areas noted.

> “*We have been implementing AI tools to support workflows.”*
> –Philanthropy/Foundation, C-Suite

In what ways did technology contribute to your organization’s resilience in 2025? (Select all that apply)

56%	Faster reporting and compliance
38%	Automated manual accounting
37%	Scenario planning and forecasting
34%	Grant or fund visibility
18%	Stakeholder communications
17%	Tech didn’t contribute

A notable share of respondents (17%) indicated that technology did not contribute to their resilience, pointing to gaps in adoption or a lack of system capabilities that might have been useful.

Many of these organizations cited specific plans to improve their technology in 2026 to move closer to continuous readiness. This requires systems that provide an up-to-date, accurate view of financials across programs and funding sources.

Which technology features do you believe will be most essential for ensuring compliance and securing funding in 2026? (Select all that apply)

67% Scenario planning and forecasting tools

66% Real-time fund-tracking and dashboards

57% Grant lifecycle management

45% AI and analytics for predictive insights

44% Automated reporting aligned to OMB/Uniform Guidance

12% Secure integrations with government portals

Respondents identified scenario planning, forecasting tools (67%), and real-time fund dashboards (66%) as the most essential technology features for compliance and funding security in 2026. Many also emphasized grant lifecycle management (57%) and advanced analytics (45%) to support decision-making and risk management. Overall nonprofits are prioritizing tools that enable proactive planning and continuous grant and performance tracking. Software that delivers the fastest, most accurate compliance proof or detailed cash flow predictions will be in high demand.

How confident are you that your organization's current systems will adapt to future changes in federal compliance requirements?

28% Very confident

51% Somewhat confident

19% Unsure

2% Somewhat unconfident

1% Not confident at all

Most respondents feel their current systems are ready to adapt to future federal compliance changes, with a majority expressing at least some confidence (79%). A smaller group is very confident (28%), while some remain unsure about their technology's ability to keep pace (19%).

Across all responses—including those that were "confident"—additional comments included things like "we're not sure exactly what compliance will look like" making this strategic question somewhat of a guessing game.

Sage Intacct users (50% of respondents) stand out for their confidence. 89% report being very or somewhat confident that their systems will adapt to future compliance changes, compared with 69% among respondents using other vendors. Notably, Sage Intacct users were also more likely to be working with the federal government yet still reported higher confidence—suggesting platform choice may be associated with stronger readiness for regulatory shifts.

Sage Intacct users also reported greater contributions from their technology in 2025 when responding to change: faster reporting and compliance (61%), automated accounting processes (43%), improved grant or fund visibility (39%), and scenario planning and forecasting (43%)—outpacing other software by 10–12 points across these measures (51%, 33%, 27%, and 31%, respectively). These results suggest organizations using Sage Intacct are leveraging technology more effectively to respond quickly and maintain compliance as requirements evolve.

> *"Having to work with barebones staff as it is, with the added stress, it is good to have good systems like Sage Intacct to help produce reliable data."*
> —Education, C-Suite, Sage Intacct User

Technology has become a cornerstone of nonprofit resilience, with organizations prioritizing speed, transparency, and adaptability in their operations. The most effective nonprofits are already leveraging scenario planning, real-time dashboards, and integrated grant management to stay ahead of compliance demands and funding risks.

While most leaders feel confident in their systems, there is clearly still room for improvement for many organizations and wide acknowledgement that the exact challenges that technology will assist with are still to-be-determined. As the sector moves forward, ongoing investment in technology and improved AI assistance will be critical for maintaining stability and positioning organizations for future growth in almost any macro-environment.

Regardless of your technology platform, read on for practical strategies that all nonprofit finance leaders should consider.

To learn more about how Sage Intacct empowers high-performance nonprofit finance leaders to thrive, visit **sage.com/nonprofit**.

Section 4

Managing uncertainty: Practical strategies for nonprofit leaders

Nonprofits are facing more moving targets than ever. Oversight is increasing, policies are shifting, and funding cycles remain unpredictable.

Under a political landscape dominated by executive orders, finance leaders acknowledge that predicting government behavior has become near-impossible, and even long-tail political risks cannot be ruled out in 2026.

Our survey results show that organizations that are better prepared for change, especially those investing in forecasting, reporting, and continuous compliance, are more resilient and confident about the future.

These priorities serve as a strategic anchor for most nonprofit finance leaders in their 2026 roadmap. Finance teams must honestly assess their current skills and capabilities as they seek improvement, even as AI tools show promise as potential complements to human expertise.

These are the nonprofit finance essentials for navigating ongoing uncertainty, based on our experience and the collective wisdom of our customers and partners:

1. Forward-looking forecasting
2. Flexible reporting and visibility
3. Continuous compliance readiness
4. Expand revenue streams to strengthen resilience

1. Forward-looking forecasting

Finance teams need to look ahead, not just back. Two-thirds of respondents selected scenario planning and forecasting tools as essential for 2026. Many pointed to scenario planning as a core strategy for overcoming challenges in 2025.

This signals a shift from static budgets to dynamic modeling and the human skill to engage leadership—including board members—in "what if" scenarios and active planning throughout the fiscal year.

Put this into practice:

Model what-if scenarios for delayed FOAs, reduced awards, or mid-cycle changes. Forecast cash flow across restricted and unrestricted sources to manage liquidity if drawdowns stall. Use planning tools and real-time analysis to assess program, staffing, and budget implications quickly. While these practices apply mostly to government-funded nonprofits, all organizations should test volatile scenarios around charitable giving and other revenue sources. 2025 proved that political disruption can ripple through both the economy and cultural behaviors as well.

Bottom line: Scenario and contingency planning, cash flow forecasting, and funding stream visibility help leaders respond faster and make informed decisions.

As one Sage Intacct user—from the C-suite of a human services nonprofit—noted:

> *"Current forecasts reveal systemic program issues [that] will be magnified in future periods unless intentional decision-making to reduce or eliminate programs that have historically operated with deficit spending."*

2. Flexible reporting and visibility

Reporting must adapt as requirements and priorities change. Real-time fund dashboards and grant lifecycle management ranked among the top desired features for 2026. Faster reporting and compliance were the most common technology contributions to resilience in 2025. Together, these findings show that speed and transparency are now baseline expectations.

Put this into practice:

Use dimensional reporting to tag costs by grant, program, agency, or priority. Provide executives with real-time dashboards to track alignment and act quickly when guidance changes. Streamline documentation to accelerate reimbursement and reduce compliance risk. Use available technology to maintain the most accurate real-time view of cash flow.

Bottom line: Outcome and priority alignment tracking, dynamic executive dashboards, and accelerated reimbursement workflows support faster decisions and better control as oversight tightens in 2026.

As one Sage Intacct respondent from the C-suite of a professional association shared:

> *"Financial reporting and metrics allowed us to see where we stood in real-time and to plan for worst-case scenarios."*

3. Continuous compliance readiness

Compliance must be continuous. In 2026 and beyond, leaders expect challenges with funding delays tied to extended reviews, training staff on new requirements, maintaining audit-ready data, and aligning reporting to evolving guidelines.

Automated reporting aligned with OMB standards is a key need. While some finance leaders doubt that federal oversight will tighten significantly—given operational constraints and reduced federal staffing—many are asking, “What happens if we are put under the microscope outside of our normal cycles?” and, “Shouldn’t we move this direction anyway?”

Put this into practice:

Shift compliance from a periodic exercise to an ongoing discipline. Start by standardizing how indirect costs are allocated and documented across programs. Ensure reporting aligns with current OMB guidance and grant terms. Confirm that funding requests are supported by up-to-date, allowable costs, even when reimbursements are delayed or guidance evolves.

Bottom line: Embedded controls, centralized documentation, and audit-ready financials reduce risk and keep teams prepared for frequent or surprise audits and mid-cycle changes. Once established, these practices significantly reduce the future effort of grant administration compared to manual or episodic approaches.

Another Sage Intacct user in the C-suite of a human services organization noted that with Sage Intacct they have:

> *“Strong accounting and internal controls evidenced by clean single audit opinions.”*

4. Expand revenue streams to strengthen resilience

Diversification is the default plan for 2026. Nearly half of respondents report some level of diversification, with many prioritizing earned revenue or donor growth. In 2025, diversification ranked as a top strategy alongside spending controls and expanded planning.

Organizations must keep investing in multiple revenue streams to reduce reliance on any single source and to buffer against policy volatility. Finance leaders should work closely with executive directors to set shared expectations. Materially shifting the revenue mix—and, therefore, the risk profile—of an organization can take years, especially if the team lacks experience engaging individual donors, billing for services, or forming corporate partnerships.

Finance must actively collaborate with other leaders to define the most effective revenue strategy, bringing both managerial insight and reporting expertise to support sustainable growth.

As the previous respondent shared with us:

> *Diversifying into other areas such as fee-for-service or contracts is a major strategy for us."*

In review

Future-facing imperative

Finance teams that invest in forward-looking forecasting, flexible reporting, and continuous compliance are better equipped to manage uncertainty as conditions change. In 2026, these capabilities should no longer be seen as operational enhancements, but as core elements of financial stewardship and risk management.

For CFOs and finance leaders, the imperative is to build these capabilities and elevate them as strategic priorities with executive teams and boards. Making the case for better planning, visibility, and compliance readiness is essential to sustaining funding, protecting programs, and ensuring the organization can respond decisively when disruption occurs.

These practices apply regardless of the system you use. Sage Intacct supports this approach with capabilities for scenario planning, real-time dimensional reporting, executive dashboards, indirect cost automation, and audit-ready documentation.

Whatever your current technology confidence level, seek tools that help you plan, adapt, and stay compliant so your organization can sustain funding and protect programs when conditions change.

CONCLUSION

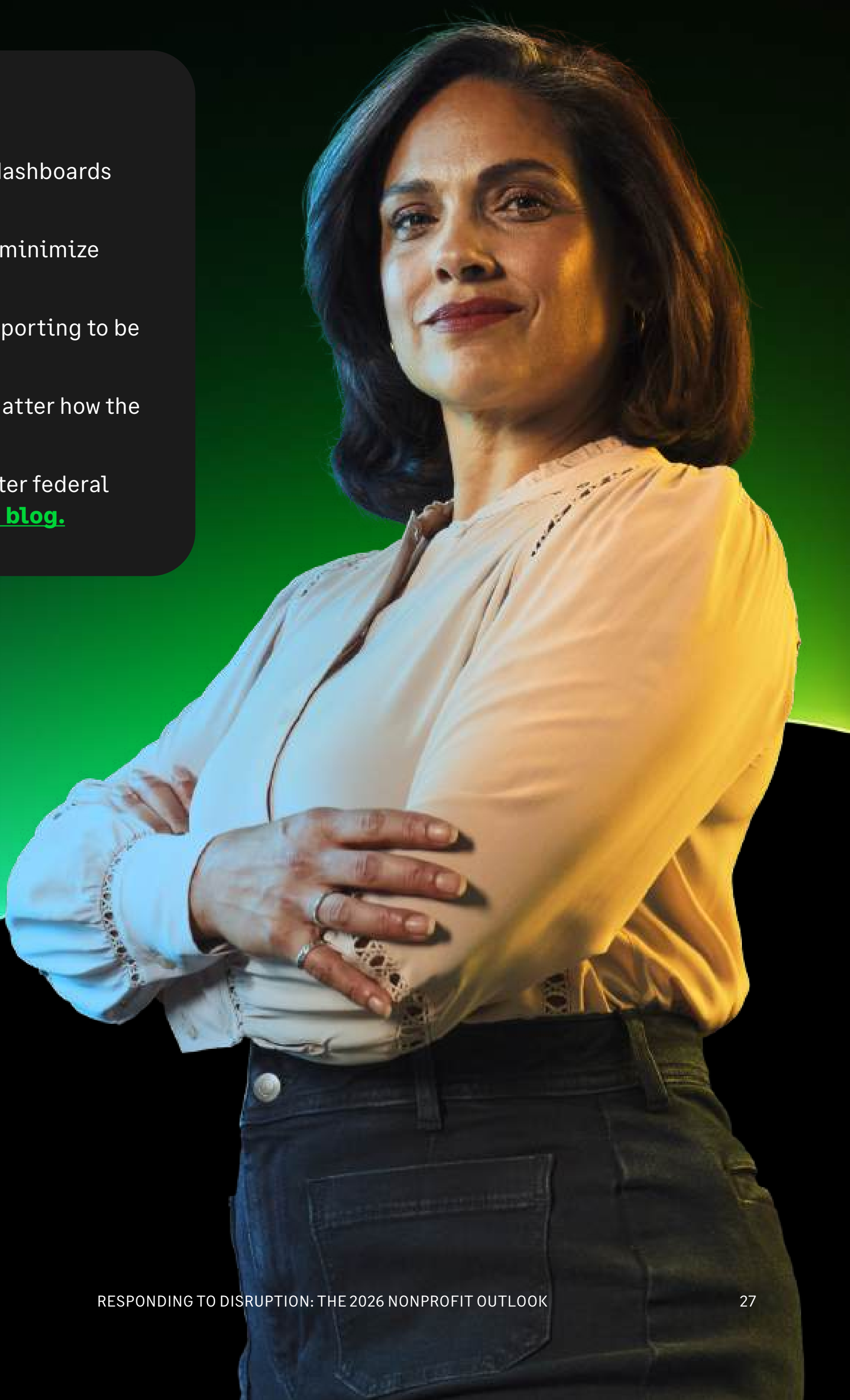
BUILDING RESILIENCE WITH SAGE INTACCT

Nonprofits are facing unprecedented uncertainty and change. The 2026 outlook shows a sector that is cautious but resilient, focused on diversification, compliance, and technology-driven solutions. Sage Intacct stands out as the platform that helps organizations stay audit-ready, adapt quickly to change, and protect cash flow.

With Sage Intacct, nonprofits can:

- Gain strategic insight with real-time dashboards and scenario planning.
- Accelerate grant reimbursements and minimize funding risk.
- Move to continuous compliance and reporting to be ready for increasing scrutiny.
- Maintain control and confidence, no matter how the funding landscape shifts.

Read more about how nonprofits can master federal grant compliance: Visit the **Sage Advice blog.**



Appendix

Role

C-suite	64%
VP / Director of Finance	16%
Controller/Accounting Leader	11%
Executive Director	5%
Other	4%

2025 approximate annual revenue

$10–24M	33%
$3–10M	25%
$25–49M	22%
$50–99M	10%
$100M+	7%
Less than $3M	4%

Nonprofit classification

Healthcare	17%
Human Services	17%
Education	17%
Community Benefit	11%
Arts, Culture, Humanities	9%
Faith-based	7%
International/NGO	7%
Other	15%

Financial management or accounting system

Sage Intacct	50%
QuickBooks	12%
Blackbaud Financial Edge NXT	9%
MIP	8%
Oracle NetSuite	6%
Blackbaud Financial Edge	4%
Other	12%

Note: Because of rounding and “select all applicable” not all totals in this report add up to 100%.

sage.com/nonprofit
877-437-7765

For Additional Information Please Contact:

Blytheco

solutions@blytheco.com

530 Technology Dr, Suite 100, Irvine, CA, 92618

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