



Your partner
for sustainable
social good

2025 ANNUAL REPORT



You're on a mission to make the world a better place.

We are, too.

A MESSAGE FROM OUR CO-CEOS

2025 was a year that reshaped our sector in ways few could have imagined.



The dismantling of USAID and the rapid contraction of other major donor budgets created a shock that rippled across organizations of every size.

The speed and severity of these changes exposed long-standing fragilities in the global development system, including the unequal power dynamics and dependency patterns many in our community have raised for years.

Amid this upheaval, we saw something else: resilience. Across countries, civil society organizations continued to show up for their communities even as resources shrank, restrictions increased, and familiar structures fell away. They adapted, reorganized, and found ways to keep essential work moving. Many were already doing this long before the current crisis, often sustaining progress without stable external support.

At Humentum, we responded with action rooted in our mission and in the needs we heard directly from our community. One major step was launching the first global nonprofit accounting standard. This milestone reflects six years of collective effort to make financial practice more consistent and equitable; especially important at a time when organizations are being asked to do more with less.

We also set our FY25–27 strategy in motion. It focuses on strengthening social good organizations from the inside out and reflects what this moment demands: practical solutions and strong, resilient operating models.

Throughout the year, our community reminded us what sector resilience truly looks like. Organizations leveraged local knowledge, adapted quickly, and continued to anchor their work in the wellbeing of the people they serve. Even as the global funding environment narrowed, the commitment to keep going did not.

As we look to the year ahead, our focus remains steady. We will continue supporting organizations as they navigate uncertainty, strengthen their systems, and build approaches that reflect their own contexts and priorities. The future of social good is being shaped in real time, often under difficult conditions, but the courage and clarity shown give us reason to move forward with determination and hope.

Chris Proulx and Jocelyn Boughton, CO-CEOs, Humentum

OUR WORK HAS NEVER BEEN MORE IMPORTANT.

WE ARE:



THE GO-TO COMMUNITY BUILDER. Through our Solution Hub membership we capture insight and co-create solutions by catalyzing connections among our members and stakeholders.



THE GO-TO LEARNING PROVIDER. We create resilient social good organizations' through delivering online learning for individuals, groups, and organization-wide.



THE GO-TO IMPLEMENTATION PARTNER. We increase financial sustainability and program agility through direct organizational support and sector-wide initiatives for funders and their partners.



THE GO-TO PROBLEM SOLVER We provide effective solutions to operational challenges to our clients through consulting, delivered by a team of global experts.

Our vision

A thriving and resilient social good sector working collaboratively to address the world's most pressing challenges.

Our mission

We strengthen social good organizations and their funders by providing strategic solutions, networking, and curated resources.

Our values

- We love what we do
- We walk the talk
- We meet you where you are
- We ask the tough questions
- Together, we create real change

Our Uniques

- The Power of the Collective
- Trusted Guides
- Tangible Outcomes

2025 AT-A-GLANCE:

IMPACT IN THE FACE OF GLOBAL UPHEAVAL.

15,000+

Individuals engaged in the development of the first global nonprofit accounting standard

206%

Improvement in financial sustainability through Humentum

3,250+

Individuals trained by Humentum

100+

countries where our clients are based

352

organizations part of Humentum's membership

1,438

Survey responses to track the impact of the global aid freeze

OUR STRATEGIC GOALS



Our three-year strategy strengthens organizations from the inside out, making their operating models more resilient.



By 2033, Humentum aims to support 50,000 organizations through our events, resources, and solutions.

OUR STRATEGIC FRAMEWORK

1. Influence the global development ecosystem to be more equitable, resilient, and accountable through three major sector wide initiatives:

- Launch the transformational International Nonprofit Accounting Standard, or INPAS, championed by IFR4NPO, that will revolutionize accounting practices for CSOs, INGOs, funders, and governments.
- Lead the TIME Transformation Lab, where changemakers, organizations, and networks navigate disruption and build equity through practical transformation.
- Strengthen global capacity to respond to sexual abuse, exploitation, and harassment (SEAH) through IQTS (Investigator Qualification Training Scheme).

2. Equip client organizations with innovative tools and resources to design scalable, high-impact operating models:

- Provide tailored tools and resources to develop flexible, fit-for-purpose operating models that grow with their needs.
- Explore digital and AI-driven solutions that streamline processes, reducing financial and compliance challenges.

3. Strengthen Humentum's own operating model:

- Continuously enhance Humentum's internal operations to model best practices.
- Ensure Humentum's financial health through robust revenue streams, strategic value investments, and client-centered culture.
- Position Humentum as an employer of choice.

IN 2025 WE HARNESSSED OUR AGILITY TO:

Engage new partners including:

- MZN International to diversify our course portfolio
- CHS Alliance to deliver the Investigator Qualification Training Scheme (IQTS)
- Papyrus International to support work with the MasterCard Foundation
- Accountability Lab and Global Voices on the Global Aid Freeze tracker, a survey to track the impact of the dismantling of USAID.

Adopt AI through creating an internal AI roadmap, way-of-working, and custom AI agent for Humentum and guiding social good organizations externally through:

- AI for Project Managers training
- AI strategy sessions and private leadership cohorts.

Embrace change—strengthening the TIME Transformation Lab to facilitate sensemaking and foresight, turning insights into tools, and supporting organizations in real time.

Redesign our membership to meet the moment and needs of our member organizations; increasing access to proven solutions, expert insights, and cost effective training.

2025 HIGHLIGHTS

- Prevented Sexual Exploitation, Abuse, Harassment through the Investigator Qualification Training Scheme (IQTS).
- Previously supported by FCDO and USAID.

"The expertise I've gained [through IQTS] will allow me to assess the effectiveness of our actions from a survivor-focused viewpoint so that our methods consistently improve and address their requirements as time progresses. Finishing this course was a dream come true for me, marking a milestone in my career."

Ranya Al-Jaberi, Safeguarding Expert

- Supported The International Center for Research on Women (ICRW) in decentralizing their organizational structure, moving from one headquarters location in the US to a regional networked model.

"We've moved very far along. There are still some decisions that have to be made, but we were able to make a ton of progress with Humentum's help and fully thinking through the options, looking at other partners in the field and what they're doing and having the confidence that we have Identified a model that's going to work for ICRW."

Ann Warner, Former interim CEO, ICRW

- Launched the first international nonprofit accounting standard (INPAS) with input from 86 countries through the IF4NPO Project. Alongside project partner, CIPFA, we established the International Non-Profit Reporting Foundation (INPRF) to carry the standard forward.

Supported by The Open Society Foundations, the Ford Foundation, Oak Foundation, and the Wellspring Foundation.

"Humentum brings a breadth of knowledge of the nonprofit sector and, above all, drive and passion to make a difference."

Karen Sanderson, Foundation Secretary, INPRF
Former Technical Director, CIPFA

2025 HIGHLIGHTS

- Facilitated organizations through change management—equipping people, organizations, and ecosystems to build equitable systems that last through the TIME Transformation Lab.

Supported by The William and Flora Hewlett Foundation.

"TIME translates 'future thinking' into practical tools. It has helped me and the teams I work with ask better questions, spot risks earlier, and make more confident decisions in fast changing contexts."

Ali Al Mokdad, Strategic Senior Leader

- Equipped over 500 civil society organizations across Southern Africa with the financial management, governance, and resilience practices needed to sustain and grow in times of uncertainty.

Supported by the Ford Foundation.

"We heard from our larger partners — our quintessential recipient, if you will — that they needed help with how to manage finances professionally. Many have also grown, so they need additional skills, structure, and processes. We knew this was something Humentum has expertise with."

Nicky Leroux, Ford Foundation

- Strengthened 100+ youth and economic empowerment organizations to increase their abilities and expand their reach, so they can deliver programming at scale.

Supported by the MasterCard Foundation.

"What stood out for us is that they did not just inspire us to determine what we needed to improve — they guided us through the process of accomplishing it and assigned an experienced coach to follow up and provide continuous guidance."

Program participant

FINANCIAL SNAPSHOT

Humentum is committed to accountability and transparency in all that we do. We are a registered 501(c)(3) organization in the United States.

Humentum is also a registered charity in the United Kingdom.

Available on our website are our consolidated financials, most recent W-9s, and trustee reports from Humentum UK.

Visit www.humentum.org/about-us/financials/



Humentum is your global partner and trusted guide.

Building resilient operating models to propel your mission forward.

Thank you to our members, clients, customers, and partners including:



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