CINPAA | INTERNATIONAL COOPERATIVE FOR TRAINING & CONSULTING

سينبا | التعاونية الدولية للتدريب والاستشارات



Training programme:

FINANCIAL OVERSIGHT, BUDGET AND STRATEGY: NOT-FOR-PROFIT GOVERNANCE AND ASSURANCE

Delivered in several cities and dates

OUR INTERNATIONAL PARTNERS:

ISDE Law Business School High Performance Education
Higher Institute of Law and Business (ISDE)

Professional Development Institute
Professional Development Institute

Universidad Camilo José Cela
Camilo José Cela University

SEK EDUCATION GROUP

ISO 29993:2017 Learning services for non-formal education and training

ISO 9001:2015

FINANCIAL OVERSIGHT, BUDGET AND STRATEGY: NOT-FOR-PROFIT GOVERNANCE AND ASSURANCE

About the programme:

PROGRAM DESCRIPTION: This CPE course reviews procedures and example policies that help maintain good governance and financial oversight by a not-for-profit (NFP) board of directors. It covers basic organizational structure and the responsibilities of a typical NFP finance committee, investment committee, and audit committee that work in partnership to ensure proper stewardship of the NFP's resources. You will also learn about budget preparation and monitoring, as well as strategies to analyze the financial health of an NFP, including dashboard reports, analysis, techniques and key ratios to

Objectives:

Developing participants' skills, knowledge, values and professional approaches in:

a. Distinguish between the roles and responsibilities of a typical NFP's board and management with respect to financial oversight.

b. Identify strategies to analyze the financial health of an NFP.

c. Recall key accounting policies unique to NFPs.

d. Recognize steps to prepare and monitor a successful budget for NFPs.

e. Recall the principles of ethical fundraising and responsible stewardship of contributed resources.

Target audience:

a. Board members with financial oversight responsibilities.

b. Finance managers in not-for-profit organisations.

c. Audit and assurance officers reviewing charitable programmes.

Daily programme:

• Day 1: The governing body and its purpose in financial oversight

a. Purpose, role and responsibility of a not-for-profit governing body

b. Fiduciary duties of board members: care, loyalty and faithfulness to the mission

c. How financial oversight protects the mission and the trust of donors and the public

d. Board composition, financial literacy and the skills a finance committee needs

e. Case study: reviewing how a board responded to early signs of financial difficulty

f. Day output: summary of the board's duties in financial oversight

• Day 2: Board and management roles, policies and committees

a. Distinguishing board and management responsibilities in financial oversight

b. Written policies and procedures for not-for-profit boards and their committees

c. Terms of reference for finance, audit and investment committees

d. Delegated authority limits and the matters reserved for the full board

e. Case study: reviewing the division of financial responsibilities between a board and its executive

f. Day output: board and management responsibility matrix

- **Day 3: Public reporting, disclosure and transparency**

a. Public reporting and disclosure obligations, such as IRS Form 990 in the United States

b. What a public information return reveals about governance, pay and programme spending

c. Annual reports and financial statements as tools of accountability to stakeholders

d. Board review of filings and reports before they are submitted or published

e. Workshop: reading a published information return and noting the governance questions it raises

f. Day output: board checklist for reviewing annual filings and public reports

- **Day 4: Accounting policies specific to not-for-profit organisations**

a. Key accounting policies that are specific to not-for-profit organisations

b. Recognising contributions, grants and pledges and the conditions attached to them

c. Classifying expenses by function: programme services, management and fundraising

d. In-kind contributions and volunteer services: when and how they are recorded

e. Workshop: classifying a set of revenue and expense transactions under not-for-profit policies

f. Day output: summary of the accounting policies the board should understand

- **Day 5: Restricted funds, endowments and UPMIFA**

a. Restricted and unrestricted funds and endowment stewardship, with reference to UPMIFA

b. Tracking donor restrictions and releasing funds when the conditions are met

c. Prudent investment, spending policy and preservation of endowment value under UPMIFA

d. Board oversight of investment policy, investment managers and performance reports

e. Case study: assessing an endowment spending decision during a period of weak investment returns

f. Day output: restricted funds and endowment oversight checklist

- **Day 6: Financial statements and ratio analysis**

a. Reading the statements of financial position, activities and cash flows of a not-for-profit

b. Ratio analysis to assess the financial health of a not-for-profit organisation

c. Liquidity, programme spending, fundraising efficiency and revenue concentration ratios

d. Trend analysis and comparison with peer organisations to put ratios in context

e. Workshop: ratio analysis of a not-for-profit organisation's financial statements

f. Day output: financial health assessment with key ratios

- **Day 7: Operating reserves and liquidity management**

a. Operating reserves: their purpose, target levels and a written reserves policy

b. Calculating months of operating reserves and the level of available liquid assets

c. Cash flow forecasting for organisations with seasonal or grant-dependent income

d. Rules for using and rebuilding reserves and reporting reserve levels to the board

e. Workshop: drafting a reserves policy with a target range and approval rules for its use

f. Day output: draft operating reserves policy

- **Day 8: Types of budgets and budget preparation**

a. Types of budgets: operating, capital, programme and cash flow budgets

b. Steps to prepare a realistic budget with the involvement of programme managers

c. Allocating shared costs to programmes and estimating the full cost of each service

d. Board review and approval of the budget and its underlying assumptions

e. Workshop: building a programme budget with full cost allocation for one service

f. Day output: programme budget with documented assumptions

- **Day 9: Budget monitoring and financial dashboards**

a. Monitoring budget performance and explaining variances to the board

b. Financial dashboards that give boards and committees a clear overview

c. Forecasting the year-end position and deciding on corrective action in time

d. Selecting the few indicators that each committee should see at every meeting

e. Workshop: designing a one-page financial dashboard for board meetings

f. Day output: budget monitoring calendar and board dashboard

- **Day 10: Ethical fundraising and donor relations**

a. Principles of ethical fundraising and responsible relations with donors

b. Transparency, conflicts of interest and gift acceptance policies

c. Honest fundraising communications and the careful handling of donor data

d. Board oversight of fundraising costs, practices and third-party fundraisers

e. Case study: assessing a large conditional donation against gift acceptance principles

f. Day output: fundraising and gift acceptance policy checklist

- **Day 11: Stewardship of contributed resources and reporting to funders**

a. Responsible stewardship of contributed resources and respect for donor restrictions

b. Reporting to donors and funders on the use of resources and the results achieved

c. Grant compliance: budgets, eligible costs and reporting deadlines set by funders

d. Measuring programme results so that reports show outcomes as well as spending

e. Workshop: preparing a funder report that links expenditure to programme results

f. Day output: donor and funder reporting template

- **Day 12: Risk management, internal control and assurance**

a. Risk management frameworks suited to not-for-profit organisations

b. Internal controls, audit committees and the assurance role of external auditors

c. Fraud risks in small and medium-sized not-for-profits and practical controls against them

d. Working with the external auditor: audit planning, the management letter and follow-up

e. Workshop: building a risk register and assurance map for a not-for-profit organisation

f. Day output: risk register and assurance map

- **Day 13: Strategy, financial sustainability and the annual oversight cycle**

a. Linking financial oversight with strategy and long-term financial sustainability

b. The annual oversight cycle for the board and its finance and audit committees

c. Bringing ratios, reserves, budgets and risks together in one board oversight report

d. Evaluating the board's own effectiveness in financial oversight each year

e. Case study: integrated review of a not-for-profit's finances, risks and strategy for its board

f. Day output: annual oversight plan for the board and its committees

Training methods and certificates:

Our programmes are built on modern pedagogy that combines theoretical knowledge with practical application, in line with participants' needs and the demands of the workplace. Methods include:

- **Interactive workshops:** analysis of real data and group discussions that strengthen practical understanding.
- **Case studies:** examples from international organisations that highlight real successes and challenges.
- **Realistic simulations:** participants train through professional scenarios that mirror real situations requiring decisions and situation management.
- **Advanced tools and technologies:** hands-on practice with up-to-date training software and tools suited to each field.

Certificates:

On successful completion, participants receive a certificate issued by CINPAA, a training institute officially registered in the European Union, Spain and the United Kingdom.

CINPAA - Cooperative International for Training and Consulting

Our programmes are delivered within academic and professional partnerships, cooperation agreements and memoranda of understanding with a number of academic and professional institutions, including:

- **Camilo José Cela University - Spain**
- **ISDE - Law & Business School - International**
- **Professional Development Institute - United Kingdom**

These partnerships aim to exchange expertise, develop training content and raise programme quality in line with international best practice.

Kind regards,
International Programmes Department
"CINPAA" INTERNATIONAL COOPERATIVE FOR TRAINING & CONSULTING

Course details and registration

Course Details | Registration

Programme	**FINANCIAL OVERSIGHT, BUDGET AND STRATEGY: NOT-FOR-PROFIT GOVERNANCE AND ASSURANCE**	Course Title
Language	**English**	Course Language
Venue	**Several cities and dates – see the table below**	Venue
Financial offer	**Sent separately, according to the number of participants and the delivery conditions.**	Financial Offer

Registration and confirmation:

To register, please use one of the following:

a. Complete the programme request form on our website.

b. Or send an email from your training department.

c. Or a nomination letter from your organisation.

Send your confirmation by:

Email	info@cinpaa.org
WhatsApp	+34 635 867 686

Our team is ready to advise on accommodation and logistics before and during your stay.

Planned programme dates:

City	Dates
Barcelona, Spain	07 - 23 Dec 2026
Barcelona, Spain	11 - 27 Jan 2027
London, United Kingdom	12 - 28 Apr 2027
Cairo, Egypt	12 - 28 Jul 2027
Madrid, Spain	11 - 27 Oct 2027

The programme can be delivered in other cities and on other dates to suit your organisation, at the length you need. The cities are listed on the last page.

Cities where we deliver our programmes:

This programme can be delivered in any of the following cities, and elsewhere on request.

Albania Tirana, Saranda	**Australia** Sydney	**Austria** Vienna, Hallstatt, Salzburg / Zell am See	**Azerbaijan** Baku
Bahrain Manama	**Belgium** Brussels, Bruges	**Bosnia and Herzegovina** Sarajevo	**Canada** Toronto, Montreal
China Hong Kong, Shanghai, Beijing, Guangzhou	**Croatia** Dubrovnik	**Cyprus** Nicosia, Limassol, Larnaca	**Czech Republic** Prague
Egypt Cairo, Sharm El Sheikh, Alexandria, Hurghada	**France** Paris	**Georgia** Tbilisi, Batumi	**Germany** Munich, Berlin, Düsseldorf, Frankfurt
Greece Athens, Rhodes	**Hungary** Budapest	**Indonesia** Bali, Jakarta	**Ireland** Dublin
Italy Rome, Florence, Milan, Venice, Como	**Japan** Tokyo	**Jordan** Amman, Aqaba	**Kuwait** Kuwait City
Malaysia Kuala Lumpur	**Maldives** Maldives	**Mauritius** Mauritius	**Montenegro** Budva, Kotor
Morocco Casablanca, Marrakech, Tangier, Rabat	**Netherlands** Amsterdam	**Oman** Muscat, Salalah	**Philippines** Manila
Poland Krakow, Warsaw	**Portugal** Lisbon, Porto	**Qatar** Doha	**Russia** Moscow
Saudi Arabia Riyadh, Jeddah, Dammam	**Serbia** Belgrade	**Slovenia** Ljubljana	**South Korea** Seoul
Spain Madrid, Barcelona, Valencia, Alicante, Benidorm, Malaga / Marbella, San Sebastian, Granada, Cordoba, Canary Islands, Seville, Bilbao	**Switzerland** Geneva, Luzern, Zurich, Interlaken, Zermatt, Lugano	**Thailand** Bangkok, Phuket	**Tunisia** Tunis
Turkey Istanbul, Antalya, Trabzon, Bursa, Izmir, Bodrum, Antakya (Hatay)	**United Arab Emirates** Dubai, Abu Dhabi	**United Kingdom** London, Edinburgh, Manchester, Birmingham	**United States** Miami, New York, Los Angeles, Washington