

Section 04

Country benchmarks



Country-specific market-cost benchmarks for the seven shared-service functions

The following has been built as economic-model inputs rather than procurement quotes. The objective is to establish a credible 2026 market range for what a small organisation would face if it bought the capability independently.

The seven functions are: IT support; cybersecurity; CRM/data infrastructure; finance administration; HR administration; reporting; and software procurement.

Two distinctions are important. First, many small patient organisations qualify for substantial nonprofit technology discounts, so the benchmark should not assume commercial list prices where nonprofit pricing exists. Salesforce, for example, provides up to 10 eligible nonprofit licences at no charge through its Power of Us program, while Google Workspace for Nonprofits can be free and Microsoft offers substantial nonprofit discounts. Salesforce Second, cybersecurity is often already bundled into managed IT. Adding a separate full cybersecurity charge would therefore double-count costs.

For modelling purposes, central input has been used, while retaining the full range for sensitivity analysis.

A. Australia

Function	2026 observed market range	Recommended central model input	Unit / modelling treatment
IT support	A\$100–250/user/month	A\$150	Per active staff/user/month
Cybersecurity	Often bundled into managed IT; security-inclusive packages typically sit toward upper end of IT range	A\$50 incremental	Per user/month only where not included in IT
CRM/data software	Eligible Salesforce nonprofits: first 10 licences potentially A\$0; paid Nonprofit Cloud US\$60/user/month	A\$0 software for first 10 eligible users	Implementation/admin modelled separately
CRM implementation/admin	Approx. A\$150–250/hour technical consulting/project benchmark	A\$185/hour	Use 20–80 hours initial implementation
Finance administration	A\$250–800+/month light bookkeeping; higher complexity A\$900–1,500+	A\$500/month	Small organisation, routine bookkeeping
Payroll	A\$5–40/employee/month, with minimum fees common	A\$20/employee/month	Add to finance/HR as appropriate
HR administration/advice	Approx. A\$400–1,500/month basic retained HR; A\$150–350/hour for consultancy	A\$750/month	Do not use high-end fractional HR for micro org
Reporting/admin processing	Bookkeeping/admin A\$60–120/hour; senior accounting/compliance higher	A\$90/hour	Hours × reports/year

Function	2026 observed market range	Recommended central model input	Unit / modelling treatment
Software procurement	Nonprofit discounts can reach 75% or software may be donated	Actual nonprofit price	Do not model commercial retail by default

Australian MSP benchmarks consistently cluster around A\$100–250 per user per month, although some security-heavy packages rise above this; published ad-hoc technical rates commonly reach A\$150–250/hour (4iT, 2026; AyeTech, 2026; IT Start, 2026). AyeTech Australian bookkeeping benchmarks range from roughly A\$40–90/hour at the lower end to A\$60–120+ for established providers, while monthly small-business packages commonly begin around A\$250 (Advancr, 2026; Get Accounting Help, 2026).

Payroll outsourcing is currently reported at approximately A\$5–40 per employee per month, depending on whether the provider merely processes payroll or assumes more compliance responsibility (Valont, 2026a). Valont Retained HR services commonly start in the hundreds of dollars per month, while human HR consultancy rates around A\$150–350/hour are increasingly reported in the Australian SME market (FairWork Mate, 2026).

Suggested Australia archetype

For a five-user small patient organisation, the independent-market benchmark before CRM project costs is approximately:

- IT: A\$9,000/year at the central rate.
- Incremental cyber, if not bundled: A\$3,000/year.
- Finance: A\$6,000/year.
- HR support: A\$9,000/year.

That is A\$27,000 annually before reporting labour, payroll, CRM implementation and other software. This is an economic benchmark, not an assertion that small patient organisations actually spend A\$27,000. Many probably spend much less because they simply do without the capability.

B. United States

Function	2026 observed market range	Recommended central model input	Unit
IT support	US\$100–250/user/month	US\$150	User/month
Cybersecurity	Basic endpoint tools low-cost; managed monitoring/security significantly higher and often bundled in MSP packages	US\$40 incremental	User/month if separate
CRM/data software	First 10 Salesforce nonprofit licences potentially US\$0; Enterprise nonprofit US\$60/user/month thereafter	US\$0 first 10 eligible seats	Software
CRM implementation/admin	US\$100–250/hour typical boutique IT consulting	US\$150/hour	20–80 hours implementation

Function	2026 observed market range	Recommended central model input	Unit
Finance administration	About US\$300–800/month for small-business bookkeeping; specialist accountant up to ~US\$150/hour	US\$500/month	Organisation/month
Payroll	Often bundled with HR platforms; variable PEPM/base fee	US\$20/employee/month	Conservative processing benchmark
HR administration	Approx. US\$50–150/employee/month outsourced HR; full PEO/HR offers around US\$79+ PEPM	US\$79/employee/month	Employee/month
Reporting/admin processing	Approx. US\$40–80/hour bookkeeping/admin; higher for CPA/compliance	US\$60/hour	Hours/report
Software procurement	TechSoup free membership; extensive donated/discounted catalogue	Net nonprofit price	Model actual eligibility

Current US MSP pricing generally sits around US\$100–250 per user/month, with one-off IT consulting commonly US\$100–250/hour (ATCOS Consulting, 2026; Teknologia Solutions, 2026). NerdWallet reports Upwork bookkeeping rates around US\$43/hour, while CPA/accountant charges can be substantially higher depending on complexity; recent Wall Street Journal consumer-finance guidance places accountants up to approximately US\$150/hour and CPAs up to around US\$400/hour for specialist work (NerdWallet, 2026; *The Wall Street Journal*, 2026).

For outsourced HR, 2026 small-business comparisons place full-service providers around US\$79 per employee/month at the lower commercial end, with broader outsourcing frequently falling in a US\$50–150 PEPM band (Ferrer, 2026; Kore BPO, 2026).

C. United Kingdom

Function	2026 observed market range	Recommended central model input	Unit
IT support	£30–150/user/month	£75	User/month
Cybersecurity	£8–30/user/month standalone managed cyber	£20	User/month
CRM/data software	Salesforce nonprofit entitlement potentially first 10 seats free	£0 first 10 eligible seats	Software
CRM implementation/admin	Approx. £70–150/hour technical consulting	£100/hour	20–80 hours
Finance administration	£100–500/month	£250/month	Organisation/month

Function	2026 observed market range	Recommended central model input	Unit
Payroll	£4–12/employee/month, often with £25–50 minimum	£8 PEPM + £35 minimum	Employee/month
HR administration	£100–500/month retained; £60–150/hour ad hoc	£250/month	Organisation/month
Reporting/admin	£22–40/hour normal bookkeeping; £45–60+ specialist	£35/hour	Hours/report
Software procurement	Charity Digital Exchange/direct nonprofit pricing available	Net charity price	Actual pricing

UK IT support displays a broad £30–150 per user/month range, with £50–85 described as a realistic middle-market band; ad-hoc IT support often costs £70–150/hour (Red Eagle Tech, 2026). Standalone managed cybersecurity is unusually well benchmarked in the UK, at approximately £8–30 per user/month, with fuller managed SOC/incident-response packages around £20–35 (AMVIA, 2026).

Bookkeeping is typically approximately £20–45/hour or roughly £100–500/month for small organisations, depending on volume and complexity (Feller, 2026; VJM Global, 2026). Payroll provides another unusually clean benchmark: approximately £4–12 per employee/month, with small-client minimum fees commonly around £25–50/month (Alto Accounting, 2026). Outsourced HR commonly falls around £100–500/month for SMEs or £60–150/hour when bought ad hoc (Centric HR, 2026; Rebox HR, 2026). The UK therefore provides some of the highest-confidence unit-cost parameters for the economic model.

D. India

Function	2026 observed market range	Recommended central model input	Unit
IT support	₹800–2,500/user/month	₹1,200	User/month
Cybersecurity	Under-25 staff managed security roughly ₹15,000–30,000/month	₹20,000/month	Small-organisation floor rather than PEPM
CRM/data software	Salesforce nonprofit eligibility may reduce licence cost to zero for first 10 seats	₹0 if eligible	Software
CRM implementation/admin	IT consulting roughly US\$25–80/hour India market	₹3,000/hour provisional local input	20–80 hours
Finance administration	₹3,500–8,000/month end-to-end small-business accounting/compliance	₹5,500/month	Organisation/month
Payroll	₹150–2,500/employee/month; common processing band ₹300–800	₹500/employee/month	Employee/month

Function	2026 observed market range	Recommended central model input	Unit
HR administration	₹500–2,000/employee/month or ₹10,000–50,000 monthly SME retainer	₹1,000/employee/month	Employee/month
Reporting/admin	Use accounting/admin benchmark	₹750/hour	Model proxy
Software procurement	Nonprofit eligibility/TechSoup partner offerings can materially reduce licences	Net nonprofit price	Actual pricing

Indian managed IT is currently advertised at roughly ₹800–2,500 per user/month, while entry managed security for organisations below 25 staff is approximately ₹15,000–30,000/month (ITSolvez, 2026; National IT Service, 2026).

Accounting provides a useful benchmark of approximately ₹3,500–8,000/month for routine end-to-end CA-led small-business accounting and compliance (BatchWise, 2026). Payroll outsourcing is extensively benchmarked and commonly runs around ₹150–2,500 PEPM, with ₹300–800 PEPM a frequently cited full-processing range (TM Services, 2026; TankhaPay, 2026; Zoho, 2026).

HR outsourcing is approximately ₹500–2,000 PEPM, or around ₹10,000–50,000/month as a broader MSME retainer depending on headcount and scope (Kensho HR Solutions, 2026). One modelling adjustment is essential here: cybersecurity carries a relatively high minimum fixed cost compared with the number of staff in a very small organisation. It should therefore be modelled as a national shared fixed service rather than simply multiplied by users.

E. Brazil

Brazil has less transparent public pricing for some professional-service categories. These inputs therefore have a lower confidence rating and widen the sensitivity bands.

Function	2026 observed market range	Recommended central model input	Unit
IT support	R\$50–200/user/month basic-to-managed; enterprise/security R\$200–400	R\$150	User/month
Cybersecurity	Frequently embedded in managed IT; standalone reliable market pricing less transparent	R\$75 incremental	User/month, modelling allowance
CRM/data software	Salesforce nonprofit entitlement potentially first 10 licences free	R\$0 if eligible	Software
CRM implementation/admin	Less reliable public market data; use R\$150–350/hour provisional implementation band	R\$250/hour	Low-confidence modelling input

Function	2026 observed market range	Recommended central model input	Unit
Finance administration	Online accounting R\$189–450/month; traditional accounting approximately R\$800–1,600/month	R\$900/month	Use higher-than-basic PJ price for NFP
Payroll/HR platform	Integrated SME HR platforms from roughly R\$599/month	R\$600/month floor	Organisation/month
HR consultancy/admin	Insufficient robust transparent national pricing	R\$650–1,500/month sensitivity band	Provisional
Reporting/admin	Use finance/accounting support as proxy	R\$100/hour	Provisional
Software procurement	Vendor nonprofit schemes potentially available; eligibility/product-specific	Net nonprofit price	Actual cost

Brazilian 2026 managed-IT market guides place basic support around R\$50–100/user/month, managed support at R\$100–200 and security-heavy/enterprise capability at R\$200–400 (Informatizo, 2026). Accounting prices are considerably more transparent. Current online products begin around R\$189–450/month, while traditional small-business accounting is reported around R\$800–1,600/month (Contabilidade.com, 2026; Contabilizei, 2026). Because an OSC/patient organisation may have governance, payroll, donor and reporting requirements not present in a simple one-person commercial entity, the economic model should not use the R\$189 low-cost online plan as its principal NFP comparator. Brazil is one country where the benchmark work exposes a genuine information limitation. Published transparent pricing for outsourced HR, CRM implementation and nonprofit reporting administration is much thinner.

F. South Africa

Function	2026 observed market range	Recommended central model input	Unit
IT support	Around R400–1,000/user/month for mainstream managed support; some integrated packages higher	R700	User/month
Cybersecurity	Basic endpoint/security from ~R150/user/month; comprehensive managed security considerably higher	R250	User/month
CRM/data software	Salesforce nonprofit first 10 licences potentially free	R0 if eligible	Software
CRM implementation/admin	Skilled technical work approx. R550–1,200/hour locally	R800/hour	20–80 hours
Finance administration	Basic bookkeeping R1,500–5,000/month; full accounting R3,000–12,000	R3,000/month	Organisation/month

Function	2026 observed market range	Recommended central model input	Unit
Payroll	Approx. R50–250/employee/month, generally with minimum monthly fee	R100 PEPM + R1,000 minimum	Employee/month
HR administration	About R3,500–7,500/month basic/intermediate outsourced HR	R4,500/month	Organisation/month
Reporting/admin	Approx. R550–950/hour professional admin/technical support proxy	R650/hour	Hours/report
Software procurement	Nonprofit discounts potentially available through global technology programmes	Net nonprofit price	Actual pricing

South African managed IT ranges are reasonably well supported. Published estimates include roughly R400–1,000 per user/month, with security-led packages rising above that (MiBOT, 2026; ITHQ, 2026). Some providers publish integrated IT/security/Microsoft packages from R1,150 to R1,850 per user/month, illustrating how rapidly costs rise when full security tooling is included (Techfusion, 2026). Standalone small-business cyber protection begins around R150 per user/month, while fuller managed security can cost thousands of rand per month (CWV Technologies, 2026).

Finance administration is approximately R1,500–5,000/month at the basic bookkeeping level and R3,000–12,000 for wider accounting support (PayStream, 2026). Payroll is typically R50–250 PEPM with minimum monthly charges around R1,000 in some services (SuperPayroll, 2026). Outsourced HR starts at roughly R3,500–5,000/month, rising significantly where active employee-relations support is included (CedarStone Human Capital Solutions, 2026; SBHR, 2026).

2. Consolidated model-input table

For ease of insertion into the economic model, these are the recommended central recurring inputs before scale effects.

Function	Australia	US	UK	India	Brazil	South Africa
IT / user / month	A\$150	US\$150	£75	₹1,200	R\$150	R700
Cyber / user / month*	A\$50	US\$40	£20	₹20,000/org/month	R\$75	R250
CRM licences ≤10 users	Potentially \$0	Potentially \$0	Potentially £0	Potentially ₹0	Potentially R\$0	Potentially R0
CRM implementation hour	A\$185	US\$150	£100	₹3,000	R\$250+	R800
Finance / organisation / month	A\$500	US\$500	£250	₹5,500	R\$900	R3,000
Payroll / employee / month	A\$20	US\$20†	£8	₹500	Bundled/proxy	R100 + minimum
HR / organisation / month	A\$750	US\$79/employee	£250	₹1,000/employee	R\$650–1,500†	R4,500
Reporting labour / hour	A\$90	US\$60	£35	₹750†	R\$100†	R650

* Only add cybersecurity separately where the IT benchmark does **not** already include equivalent protection.

† Lower-confidence derived modelling benchmark because transparent local market pricing is limited.

‡ US payroll varies significantly by provider and platform; this should be replaced with the exact selected provider benchmark when the shared architecture is costed.

3. CRM needs to be costed differently from the other functions

The CRM benchmark produces an important result for the model. Salesforce currently provides eligible nonprofits with 10 Nonprofit Cloud or Sales/Service Cloud licences at no charge, while paid Nonprofit Cloud Enterprise is US\$60/user/month (Salesforce, 2026).

That means for many small patient organisations the major CRM economic problem may not be licence cost at all.

It may instead be configuration, migration, integration, administration, training, data cleaning and/or maintenance.

This strengthens rather than weakens the shared-services case. Ten organisations can each receive nominally "free" CRM software and still be unable to implement it effectively.

The model should therefore separate CRM licence cost from CRM capability cost. The latter is where shared infrastructure may generate the largest value.

4. The same applies to software procurement

Software procurement should not initially be modelled as an assumed 20% or 30% volume discount. There is already a substantial nonprofit technology market. Eligible organisations can obtain Google Workspace for Nonprofits at US\$0/user/month; Google also offers heavily discounted paid tiers. Salesforce provides its 10-licence grant. Microsoft states that eligible nonprofits can receive discounts of up to 75% on Microsoft 365 Business Premium, while TechSoup connects nonprofits with donated and discounted products from more than 100 technology companies.

TechSoup also notes that some Microsoft products can be discounted by up to 75% relative to retail price. Therefore, software procurement has three potential economic gains:

1. Eligibility optimisation - ensuring every organisation actually uses discounts for which it qualifies.
2. Licence rationalisation - removing unused or overlapping software.
3. Collective purchasing - negotiating only those products for which a better nonprofit arrangement is not already available.

This avoids an inflated shared-services business case based on savings that organisations could already obtain individually.

5. Confidence ratings for use in the economic model

Parameter	AU	US	UK	India	Brazil	SA
IT	High	High	High	High	Moderate–high	High
Cyber	Moderate	Moderate	High	High	Low–moderate	High
CRM licence	High	High	High	High*	High*	High*
CRM implementation	High	High	High	Moderate	Low–moderate	Moderate–high
Finance	High	High	High	High	High	High
HR	High	High	High	High	Low	High
Reporting	Moderate–high	Moderate	High	Moderate	Low–moderate	Moderate
Software procurement	High	High	High	Moderate*	Moderate*	Moderate*

* Eligibility and availability of individual nonprofit offers need to be verified for each country/provider when procurement occurs.

6. What these benchmarks already tell us

Three economic patterns are visible before we even run the full model. First, shared services will have the greatest direct cash-saving potential in high-cost countries. IT, finance, HR and professional technical support are relatively expensive in Australia, the US and UK. Pooling professional labour therefore has a potentially large cash effect.

Second, in India, Brazil and South Africa, the principal benefit may be different. Local professional costs are generally lower, so the case may depend less on raw cost reduction and more on access to quality, continuity, security, specialist capability and reduction of duplicated fixed effort. Third, the smallest organisations are likely to show the largest capability uplift but not necessarily the largest cash savings. An organisation currently spending almost nothing on cybersecurity, CRM administration or professional HR cannot "save" a large amount by moving to shared provision. Instead, it gains something it previously could not afford. That reinforces the need to keep cash saving and capability uplift separate in the economic model.

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