



APOYO NO FINANCIERO PARA EL IMPACTO: GUÍA Y CAJA DE HERRAMIENTAS

Guide to Providing Non-Financial Support



RED DE IMPACTO

Latimpecto

Study Directors

Latimacto

Carolina Suárez
Alan Wagenberg

Impact Network LATAM

Fernanda Achá
Cecilia Foxworthy

Research and authorship

Danielle Alejandra García
Alan Wagenberg

In cooperation with:

Latimacto

Itziar Amuchastegui
Maria José Céspedes
Greta Salvi

Impact Network LATAM

Hugo Hernández
Consultant
Rodrigo Villar Gómez

Editing

Bernardo González

Design and layout

Connect your Brand
www.connectyourbrand.co

Translation

Portugués: Joaquín Serrano

Inglés: Root Words Language Services
www.root-words.com

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Expert committee

- Ana Milena Lemos, Fundación Caicedo González, Riopaila Castilla
- Daniel Ricardo Uribe Parra, Fundación Corona
- Gabriela Boyer, Inter-American Foundation
- Gracia Goya, Hispanics in Philanthropy
- Juliana Gálvez, Yunus Social Business
- Lina Rossi, Aspen Network of Development Entrepreneurs
- Marcia Cota, Inter-American Foundation
- Margareth Flórez, RedEAmérica
- Ramsés Gómez, Sistema B
- Renata Truzzi, NESsT
- Rodrigo Villar, Philanthropy and Social Investment Center, Universidad Adolfo Ibáñez
- Karla Adriana Caballero Arista, Nacional Monte de Piedad
- Kira López, Agora Partnerships
- Lina María Otálora Román, Fundación Bolívar Davivienda
- Manuela Correa, Fundes
- María Denise Duarte, Agora Partnerships
- Mariana Sandoval, Comunalía
- Matheus García, ASID Brazil
- Nicolás Demeilliers, &YOU
- Pamela Dietrich Ribeiro, Mercado Livre
- Patricia López, Impact Hub, El Salvador
- Renata Truzzi, NESsT
- Rodrigo Brito, Coca-Cola
- Sandra Yance, Fundación Bolívar Davivienda
- Santiago Mejía Rendón, Ashoka
- Tatiana Fraga Diez, Comunalía

Interviewees for case study research and preparation

- Alejandro Torun, LUUM
- Ana María Martínez, Cemex DR
- Arturo Celedón, Fundación Colunga
- Camilo Andrés Cortés Castro, Acumen
- Cecilia Foxworthy, Agora Partnerships
- Daniel Brandão, Vox Capital
- Eduardo Parada, Fundación Tichi Muñoz
- Elisa Patiño González, Sistema B
- Esteban Peláez, Fundación Corona
- Fernando Cortés, Fundación Bolívar Davivienda
- Gabriel Cardoso, Instituto Sabin
- Gabrielle Do Amaral, Fundação Grupo Boticário
- Gaia De Dominicis, Yunus Social Business
- Guilherme Karam, Fundação Grupo Boticário
- Ixchel Alcántara, WEConnect International
- Jasmin Lobo, Fundação Grupo Boticário
- Jorge Martínez Mora, Fundes
- José Andrés Díaz, IC Fundación
- Juan Carlos Lozano, Innpactia
- Juliana Gálvez, Yunus Social Business
- Karin Blanck, Instituto Orizon

Contributions to the ecosystem perspective

- Alberto Gómez, Co_ (México)
- Alex Cárdenas, Emprendec
- Cinthia Varela, Kunan
- Clarisa Piccione, Innpactia
- Daniela Bolívar, ES2 Latam
- Daniela Jara, Ameris
- Daniela Peralvo, IMPAQTO
- Denisse Osorio, Red Empresarias de Nicaragua
- Joab Jiménez, ImpactHub México
- Justin Schwartz, IMPAQTO
- Paola Sanabria, Innpactia
- Roberto Navas, Fundación Arturo & Enrica Sesana
- Samuel Azout, Fútbol con Corazón

Acronyms and Abbreviations

ASID	Social Action for the Equality of Differences
CAF	Andean Development Corporation – Development Bank of Latin America
BSO	Business support organization
EVPA	European Venture Philanthropy Association
GALI	Global Accelerator Learning Initiative
GIIN	Global Impact Investing Network
MSME	Micro, small, and medium-sized enterprise
NFS	Non-financial support
NMP	Nacional Monte de Piedad
SCO	Civil society organization
SEBRAE	Brazilian Micro and Small Business Support Service
SPO	Social purpose organization
ToC	Theory of change
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VIRAL	Venture Investment-Readiness and Awareness Level
VNI	Intervention level assessment
YSB	Yunus Social Business

Foreword

According to the GINI index, the COVID-19 pandemic has exacerbated Latin America's position as the most economically unequal region in the world. Poverty has increased by 4% and per capita income has fallen to levels unseen for over a decade. More than 3 million businesses—the majority micro and small enterprises—are in danger of closing their doors, putting at risk more than 8.5 million jobs. The threat is even greater for social enterprises and non-profit organizations (social purpose organizations), which have less access to funding and operate in more complex markets.

The social impacts of the COVID-19 crisis are still intensifying, further increasing vulnerability in the region. To fuel sustainable economic recovery, Latin America must turn toward more inclusive development. Strengthening the growth, organization, and sustainability of social purpose organizations (SPOs) is key.

For this purpose, **Latimpacto** and the **Impact Network LATAM** have joined forces to create a guide to help business support organizations (BSOs) such as investors, philanthropists, incubators, and accelerators to structure their non-financial support in a way that not only meets the needs of SPOs but also measures how this support impacts their work. The guide includes best practices, case studies, and actionable tools designed to help improve SPOs' potential for success.

Why the focus on non-financial support? Because simply providing access to funding or other types of capital is not enough to guarantee the success of SPO interventions. Moreover, it has been shown that access to long-term non-financial support programs is a key factor in SPOs being able to maximize their impact and achieve financial sustainability within complex markets.

While this guide is not intended as an exhaustive resource, we hope that it will provide a useful starting point for strengthening and/or structuring non-financial support programs to address the key questions of for what and for whom this type of support is designed. Non-financial support strategies must consider the SPO's needs and stage of development and focus on what it hopes to strengthen.

Carolina Suárez
CEO
Latimpacto

Alan Wagenberg
Knowledge Management Director
Latimpacto

Fernanda Achá
Head of Knowledge and Data Management
Impact Network LATAM

Cecilia Foxworthy
Head of Fundraising and Institutional Relations
Impact Network LATAM

María Virginia Romero y Roger Hidalgo
Heads of Partnerships and Internal
Collaboration
Impact Network LATAM

Alfredo Montoya
Head of Communication and Marketing
Impact Network LATAM

About Latimpacto and the Impact Network LATAM

Latimpacto

We are a community of capital providers that help social and environmental initiatives strategically deploy financial and non-financial capital to strengthen their management and investment models.

Our work follows two main threads:

Connections that drive better collaborations, better practices, and potential co-investments.



Knowledge about innovative and effective models through which to manage, measure, and fund social and environmental initiatives.

Our pledge is to mobilize more capital towards achieving impact.



The Impact Network LATAM (Red de Impacto) is a group of organizations that support impact entrepreneurship in the Latin American region. Initially launched in 2020 as a task force to help entrepreneurs face the effects of COVID-19, the network has succeeded in uniting the impact ecosystem to tackle the pandemic's broader health and economic crisis. It is our goal for all impact entrepreneurs to face this dual-natured crisis as agents of change as they continue to do their work, employing thousands and supporting the communities in which they live.

We are part of the entrepreneurship ecosystem; we exist to support impact entrepreneurs across the Latin American region. We do this by gathering resources, offering direct support, and coordinating efforts to ensure that we are as efficient and impactful as possible when supporting entrepreneurs. We are always open to receiving new participants and ideas.

Our aim is to promote a more just and sustainable reality by uniting as one Latin American voice for impact entrepreneurship, leaving our footprint on the global arena and serving as a point of reference for those who drive and incentivize growth in the social impact ecosystem.

We have designed a long-term structure for uniting organizations that support impact entrepreneurship under a common voice, increasing Latin America's participation in the global ecosystem and acting as a point of reference from which to build ecosystems that create a more just, resilient, and sustainable region.

We promote the development of social enterprise ecosystems to build an international community that is bolstered and nurtured through exchange.

Introduction

Latimacto and the Impact Network LATAM have joined forces in creating a toolkit to help foundations, social investors, business support organizations (incubators, accelerators, etc.) structure and manage their non-financial support in a strategic fashion. Our goal is to help strengthen social purpose organizations (SPOs) and increase the social and environmental impact they create.

The toolkit includes examples, tools, models, and trends related to non-financial support. This document serves as a guide to better understanding what non-financial support for impact is, how to structure it within a given organization, and how to organize it strategically.

The toolkit also includes a microsite, case studies, and information on trends in the Latin American region.

To access these materials, please visit
www.apoyonofinanciero.org

Executive Summary

What is non-financial support and what is its role in creating impact?

Non-financial support is an essential part of venture philanthropy and social entrepreneurship. It consists of providing strategic support services to help social purpose organizations (SPOs) strengthen and improve their overall performance through skills development or processual improvements to maximize their impact. More than just a one-time program, non-financial support seeks to continually develop and strengthen the SPO, but with an exit strategy that enables it to sustain itself once the support comes to an end.

We define non-financial support for impact as the services provided to SPOs to help them increase their resilience, develop their talents and skills, manage and measure their impact, and improve their access to the ecosystem or markets in order to ensure lasting social and/or environmental impact.

Financial support alone does not guarantee that a given SPO will be successful in generating the impact it intends. According to an [EVPA](#) survey, 73% of European donors and social investors feel that non-financial support is just as important as financial support, and 23% say that it is even more important.

For business support organizations (BSOs) such as incubators and accelerators, non-financial support is precisely the vehicle used to strengthen social enterprises. While much of what works in terms of growing these enterprises and making them profitable is already documented (e.g., through the work of the Global Accelerator Learning Initiative, or GALI), there is more work to be done to track what and how non-financial support is provided in the context of impact.

The benefits of non-financial support are considerable, as will be shown in this guide. These benefits can be divided into four main categories, or axes: talent and skills, resilience, impact, and access to the ecosystem (see Table 1 and Chapter 1).

¹Boiardi, P., Hehenberger, L., (2015). "A practical guide to adding value through non-financial support." European Venture Philanthropy Association.

²EVPA, (2020). "The 2020 Investing for Impact Survey." European Venture Philanthropy. Disponible en:

<https://indd.adobe.com/view/a15e37dd-6ec6-4947-8dbe-e427cfc6bf29>

<p>Talent and skills</p> <ul style="list-style-type: none"> • Helps entrepreneurs and/or social leaders to strengthen their personal resilience and leadership capacity. • Ensures that SPOs have people with the skills needed to make sound decisions and utilize resources as efficiently as possible. 	<p>Resilience</p> <ul style="list-style-type: none"> • Guides and supports SPOs in developing their own capacity so that they can continue to succeed once the support ends. • Helps SPOs improve their conditions for success. • Strengthens and provides SPOs with the tools and processes needed to secure more donations or investments, achieve continuity, and/or scale and replicate their impact.
<p>Impact</p> <ul style="list-style-type: none"> • Generates a direct, tangible impact on the supported SPO so that it can use this support to create a more positive impact on communities, interest groups, beneficiaries, and the environment. 	<p>Access</p> <ul style="list-style-type: none"> • Builds opportunities for future investments or initiatives. • Improves collaborative conditions between capital providers, business support organizations (BSOs), and SPOs to help create a more resilient ecosystem. • Provides access to new users and markets to broaden the social and environmental impact.

Table 1 – The benefits of non-financial support

Why did we create this guide and toolkit?

Non-financial support is applied in diverse ways; however, it has traditionally been used as a tool to strengthen SPO strategies and operations. Involvement in this type of support is rising, and it is becoming increasingly tailored to the needs and requirements of SPOs. While the value of non-financial support is acknowledged and applied in a relatively efficient manner, the lessons learned, best practices, and structuring and evaluation tools are largely unknown or infrequently shared with actors across the impact ecosystem.

We hope that this collection of documentation, best practices, tools, and access to knowledge will help organizations to better visualize, structure, manage, and measure their non-financial support, and ultimately increase social and environmental impact in the region. We also hope that this publication will encourage collaboration between the various stakeholders that operate within this ecosystem, helping to bolster non-financial support and achieve an even greater impact.

³Global Impact Investing Network, (2017), "Beyond Investment: The Power of Capacity-Building Support." GIIN.

⁴Raynor, J., (2014), "The Return of Capacity Building," Stanford Social Innovation Review

What is the purpose of this guide?

This guide is meant to provide input so that non-financial support providers can:

1. Analyze how non-financial support is applied, structured, and evaluated in a way that is relevant for the different actors involved with the impact ecosystem.
2. Document the best practices, methodologies, and tools used by those who provide non-financial support.
3. Build and distribute a dynamic knowledge reference that introduces the tools and methodologies that peers are using to improve non-financial support.

Who is this guide for?

This guide is mainly geared toward non-financial support (NFS) providers. Nevertheless, other organizations or social and environmental enterprises that are interested in non-financial support—such as SPOs—may also find these resources useful. The guide’s target audience is defined as follows:

USER	DESCRIPTION	EXAMPLES
1.Social investors	Non-financial support providers that typically combine financial with non-financial support.	Foundations, impact investment funds, companies, family offices.
2.Business support organizations (BSOs)	Traditionally, these are organizations that solely provide non-financial support.	Ecosystem builders, consulting firms, incubators, accelerators, think tanks, networks, and universities.

How is this guide organized?

The guide is divided into four chapters outlining the strategy, structure, and application of the tools needed to understand, diagnose, and strengthen non-financial support. The toolkit is referenced throughout the guide, with specific tools supporting the concepts, methodologies, and best practices covered in each chapter.

Chapter 1 introduces the conceptual framework that explains for what, for whom, and when to apply non-financial support, as well as the types of services that can strengthen SPOs based on their level of competence in terms of human capital, investment, impact, and access to the ecosystem.

Chapter 2 explores how to create a non-financial support strategy that considers the minimum eligibility requirements for provision, criteria per the funding instrument used, the SPO's stage of development, and different non-financial support models.

Chapter 3 provides a guide for how to structure non-financial support, including methods, assessment tools and examples, the work plan, and ways to fund, deliver, and evaluate the support.

Chapter 4 offers conclusions regarding the gaps, challenges, and opportunities that exist within the impact sector with respect to strengthening non-financial support practices in the region.

This guide also provides lists of the tools, mappings, and relevant resources on non-financial support that were gathered during its creation. These materials will be kept publicly available on the microsite www.apoyonofinanciero.org for ongoing updates and development.

How was this guide created?

The information in this guide derives from four main sources:

- **Semi-structured interviews** with professionals from 26 organizations, including 10 foundations, five investors / impact funds, seven business support organizations (BSOs), and two businesses (see the Acknowledgements section for a list of interviewees by name and organization). These interviews comprised a qualitative analysis through which we identified best practices; methodologies; tools; processes for structuring and implementation; as well as motives, success stories, and challenges associated with providing non-financial support.
- **Two surveys** for non-financial support providers (for a sample size of 82) and SPOs (for a sample size of 65), comprising a quantitative analysis of trends in the region with respect to how non-financial support is provided, gaps between supply and demand, potential opportunities, and where there is room for improvement.
- **Working groups** that included:
 - A workshop with 10 professionals from the impact ecosystem to identify the potential challenges of designing the guide and toolkit, and to define the format.
 - Three sessions with an advisory committee of nine professionals from the impact ecosystem to incorporate different perspectives on the guide and toolkit's progress and content.
 - One focus group comprising various actors (both providers and recipients of non-financial support) to test the concepts and tools included in the guide and obtain feedback.

⁵ For the purposes of this guide, a "best practice" comprises a case study of an entity that: provides non-financial support; addresses at least one of the conceptual framework's strategic axes (talent and skills, resilience, impact, and access to the ecosystem; see Chapter 1); is actionable and has potential for replication; can be publicly available; aims to strengthen social purpose organizations; is both relevant and current; and, to the extent possible, shows evidence of impact.

- **A review of the literature** on existing methodologies and tools for impact investment, strategic philanthropy, and business support services that support impact entrepreneurship, so that the guide could serve as both a theoretical basis and a resource bank.

The interviewees were selected to reflect the diverse organizations that provide non-financial support and leverage this support to build capacity among SPOs, whether or not it is linked to a financial instrument. Likewise, the group represents a variety of sectors, types of internal assets, impact philosophies, and geographic locations within the Latin America and Caribbean region. Some interviewees provide non-financial support directly, while others provide it through other entities or partners as a means of reinforcing their own investment portfolios or social impact programs.

The target sectors represented by these interviewees span health, education, agriculture, gender, biodiversity, employment, small business development, civic culture, and other topics, and their non-financial investments or support cover all stages of SPO development, from early stages to growth.

Our research team has complemented these interviews with quantitative data from existing studies on methodologies and the use of non-financial support in impact investment, philanthropy, support service provision, and related topics such as accompaniment, capacity building, technical assistance, and strengthening, as well as the surveys conducted for this guide and others recently carried out in the region.

To supplement the initial findings, the team also held follow-up meetings with organizations to verify information and gather the tools and best practices included in the guide and toolkit.

I. Conceptual Framework

Non-financial support for impact

Programs and initiatives designed to strengthen civil society organization and social enterprises—collectively known as social purpose organizations, or SPOs—have a long history in Latin America. The organizational strengthening that these programs and initiatives provide may or may not be accompanied by a financial instrument or include aspects that manage or measure the intended social and/or environmental impact. Ample sustainability, systemic vision, and impact promotion⁶.

This report focuses on non-financial support services that aim to strengthen SPOs at the individual, organization, and ecosystem level within the context of generating social and/or environmental impact.

We define non-financial support for impact as the services provided to SPOs to help them increase their resilience, develop their talents and skills, manage and measure their impact, and improve their access to the ecosystem or markets in order to ensure lasting social and/or environmental impact.

Providers of non-financial support for impact must have the following characteristics regarding their involvement with the SPO:

- ✓ They focus their non-financial support on the **SPO itself**, not a specific program, project, or initiative.
- ✓ They are actively involved with the SPO, as well as the **social and/or environmental challenge** it addresses, and work to provide **continuity** so as to strengthen its capacity and resilience.
- ✓ They help the SPO **to measure its social and/or environmental impact** by managing and monitoring the process to both maximize and optimize impact.
- ✓ They seek to **attract other donors or investors** to fuel the SPO's financial sustainability.
- ✓ They seek a **long-term intervention that includes an exit strategy**, so that the SPO can have a life of its own and sustain itself once the support comes to an end.
- ✓ They maintain a **horizontal and respectful** relationship with the SPOs they support.
- ✓ They engage in **collaborative, trust-based work** with the SPO to identify its needs and agree on a work plan.

⁶ USAID, "Desarrollo de capacidades de OSC con enfoque sistémico," Buenas prácticas. Rutas para Fortalecer. https://rutasparafortalecer.org/recursos/bp_enfoque_sistemico_programa_sc_usaid

In addition to the nature of the interventions themselves, collaboration among various stakeholders—including investors, support service providers, and funders - is equally essential to facilitating a broader and more efficient use of non-financial support across the impact ecosystem⁷.

Recognizing the diverse array of both non-financial support providers and SPO needs, it is important to determine for what and for whom these strengthening strategies are designed, so that the corresponding non-financial support strategy can base the balance of capacity building, resilience, impact, and ecosystem access on the SPO's specific needs and stage of development.

Non-financial support model

The non-financial support model presented in Figure 1 assists in determining what the SPO needs to become stronger and the corresponding services offered by the non-financial support provider⁸.

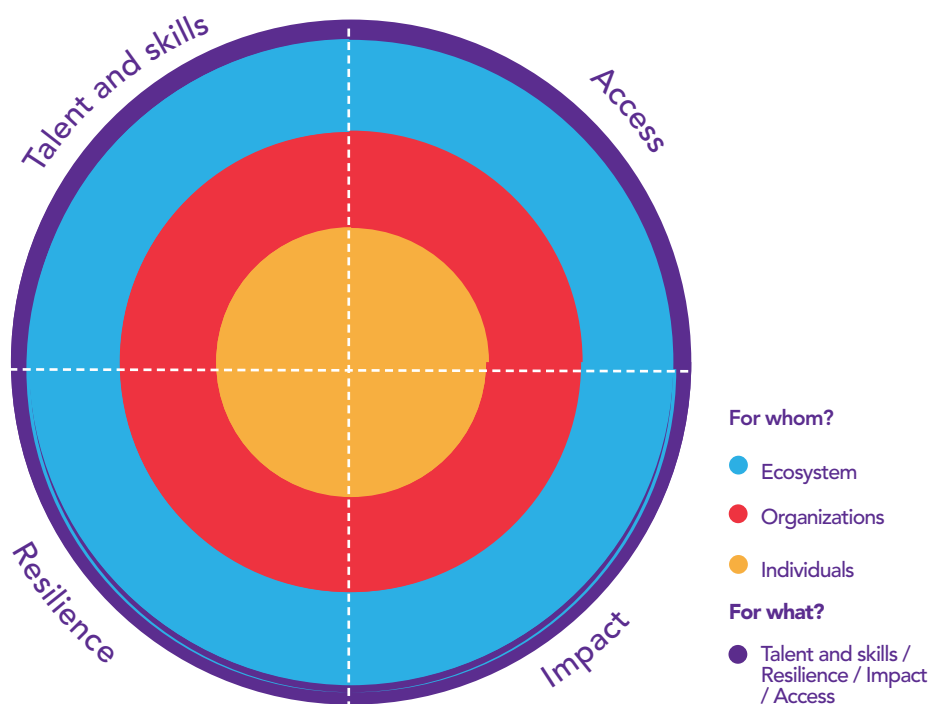


Figure 1 – Non-Financial support model for SPO strengthening: For what and for whom?

The model provides a brief snapshot of the areas that an SPO may wish to improve, depending on its individual readiness level. It also helps create a vision of non-financial support that adheres to the SPO's strategic axes (for what) and the main target of its interventions (for whom).

⁷ Global Impact Investing Network (GIIN), (2020), "Beyond Investment: The Power of Capacity-Building Support," GIIN.

⁸ The categories included in this model are neither exhaustive nor linear, nor do they intend to establish minimum eligibility requirements for an SPO to receive non-financial support.

The following sections describe the questions of “for what” and “for whom” financial support is intended, as well as the areas and services that can act as a takeoff point for more efficiently structuring and managing this support.

A. The “for what” of non-financial support

Analyzing the “for what” may be the most important step in designing an effective non-financial support strategy. It is an indispensable part of understanding the SPO’s current stage of development, and where it should be taken.

By evaluating the SPO’s needs based on its stage of development, the non-financial support can be given a clear point of focus. These added values are organized into the **four strategic axes** required to achieve greater impact: *talent and skills, resilience, impact, and access to the ecosystem*. These, in turn, determine the SPO’s readiness level with respect to its stage of development and growth (see Table 2).

For what?	Vision
Talent and skills	The SPO has a team that is committed to achieving impact, is open to adapting to change, and has the skills needed to manage an organization professionally.
Social and environmental impact	The SPO’s actions create a tangible social and/or environmental change for the population, the planet, or a given interest group. The impact of this change can be measured and managed in order to replicate or expand it.
Resilience	The SPO can receive and make efficient and strategic use of donations and/or investments and has a strategic plan or business model that enables financial and operational sustainability.
Access to the ecosystem (cross-cutting)	The SPO has access to various ecosystems and/or markets that would allow it to increase its impact.

Table 2 – Strategic axes of non-financial support

Examples of organizations that offer non-financial support – Strategic axes

TALENT AND SKILLS

Acumen — is a social investor that helps early-stage, disruptive enterprises to tackle the challenges of poverty and inequality. One of its two lines of action is to provide agents of social change with the skills, values, and power to confront the status quo. It also has a fellows program through which it contributes knowledge, a support system, and spaces for developing leadership potential and fueling social change. Additionally, Acumen provides one-on-one leadership coaching for developing effective governance models—including how to leverage boards of directors to improve strategic decision-making, form highly-trained boards, and improve time management skills.

SOCIAL AND ENVIRONMENTAL IMPACT

SistemaB — is a non-profit organization that seeks to create value for the world and the planet by acting as a global movement to transform business practices for impact. It creates public-use tools to help companies measure both financial performance and social and environmental impact. These tools include rigorous methodologies to measure and manage impact in order to verify whether a given business model can tackle the social and/or environmental issues it aims to resolve.

RESILIENCE

The Fundación Tichi Muñoz — manages and fuels social development by helping civil society organizations to professionalize. This support begins by analyzing the potential of civil society groups that are leading transformational initiatives in their communities. Together with the local knowledge center, Centro de Formación Social, it has designed an integrated program to help these groups formalize themselves into organizations and become accredited donation recipients. Tichi Muñoz also helps the resulting organizations to strengthen their internal (e.g., accounting, legal, and strategic) and external (e.g., community outreach) processes. Before receiving financial support, the organizations must undergo a rigorous, year-long strengthening and training process and implement an accompaniment plan after receiving the investment.

ACCESS TO THE ECOSYSTEM AND/OR MARKETS (CROSS-CUTTING)

The tools and standards designed by **Sistema B** helps businesses—small, medium, and large alike—to not only measure and manage their impact but also become a certified “B Corp” once they reach a qualifying score. The certification opens the door to new global markets of B Corp consumers and provides entry into the B Corp community, including exclusive access to global and regional networks and knowledge.

Markets:

WeConnect International — is a non-profit organization that helps women entrepreneurs compete in the global market by working to strengthen supply chains and break down the barriers that women who own small and medium-sized enterprises face when accessing the corporate market. The organization trains businesswomen in various topics, including administration, quality control, and marketing. Upon meeting the necessary requirements, they have the option to become certified Women’s Business Enterprises (WBEs), which grants them access to an extensive database of potential buyers, a network of peers, and events.

Technologies:

Mercado Livre— Mercado Livre is an online Latin American marketplace that helps small businesses access its sustainable and inclusive platform, with the goal of democratizing e-commerce and bolstering digital development in the region. In addition to providing business and civil society organizations alike with online training in e-commerce and how to use the Mercado Livre payment system (Mercado Pago), the organization also offers access to warehouses to facilitate the logistics of remote enterprises and their associated distribution needs.

Infrastructure:

Fundación Colunga — works to strengthen civil society and promote a more just society for children and young people. It provides physical spaces in which civil society organizations can align their missions with respect to development, collaboration, and knowledge exchange—learning and growing together in a central location of Chile’s capital city of Santiago. Memberships are both face-to-face and virtual, with the goal of expanding the knowledge community, facilitating training activities, and accessing networks of diverse actors.

Impact Hub— is a global network of incubators, accelerators, workspaces and non-profit organizations that support innovation and social impact. It provides workspaces that facilitate access to connections with the local and global entrepreneurship ecosystem, including incubation and acceleration services to bolster innovative entrepreneurial proposals.

Political advocacy:

Fundación Corona— is a family-owned foundation that works to bolster civic participation in Colombia by improving employment and education related training. It develops tools that help citizens break down the barriers that disincentivize and limit effective civic participation. Fundación Corona’s Participa+ program works to strengthen three types of interaction: citizen-to-citizen, citizen-institution, and institution-citizen. The program implements best practices in civic and public sector innovation and provides methodologies and tools that aim to facilitate interactions between and/or co-construction among citizens and public sector actors in terms of transparency, participation, innovation, and technology.

Examples of non-financial support providers: Strategic axes

B. The “for whom” of non-financial support

Once the “for what” of non-financial support has been addressed, it’s time to analyze *for whom* the support is intended—in other words, based on the context of the organization to be supported, to determine the appropriate **focus level** for organizational strengthening. There are three focus levels: individual, organization, and ecosystem (see Table 3).

For whom?	Vision
Individual	The SPO’s leadership or founding team is committed to impact. They have the leadership and technical skills needed to carry the SPO forward, know how to work as a team, have a change-oriented mindset, and possess the necessary skills to interact with the ecosystem and/or new trading partners, and their values and purposes align with social and/or environmental impact.
Organization	The SPO has the management capacity to facilitate the organization’s sustainability, has a clear strategy and established operational processes, has solid corporate/organizational governance, possesses the organizational capacity to interact with the ecosystem and/or access new markets and processes, and has systems in place to measure and manage impact.
Ecosystem	<p>SPO level: The SPO and its leaders think systemically—they are capable of innovating to adjust to internal change, adapting to the context, and interacting with markets and/or actors within the ecosystem to create partnerships and collaborations that maximize their impact objectives.</p> <p>Ecosystem Level: The impact ecosystem empowers new actors to enter it and provides tools, networks, and partnerships through which to strengthen the collaboration environment and help improve resources allocated for impact.</p>

Table 3 – Intervention levels for non-financial support

INDIVIDUAL

FUNDES— is an international organization that fosters the competitive development of micro, small, and medium-sized enterprises (MSMEs) in Latin America. One way it does this is through programs that aim to strengthen the technical and business skills of MSMEs, helping them to break through barriers and maximize their impact. To ensure that its technical skills programs are effective, FUNDES begins by assessing the microentrepreneurs' soft skills—e.g., leadership, an improvement-driven mindset, and the ability to empower other microentrepreneurs. It then designs programs that foster the technical skills needed for the MSME to achieve sustainability, penetrate more and better markets, establish partnerships, and increase its impact.

&you— is a coaching firm that provides consulting services to help entrepreneurs and impact leaders maximize their leadership potential, using strategies designed to strengthen the soft skills of heads of organizations and businesses. Through peer groups and individual sessions, &you employs methodologies that aim to create positive feedback loops to help leaders foster awareness, improve social and emotional wellbeing, and maximize potential. This, in turn, helps identify the changes needed to develop a comprehensive plan of action for transformation.

Ashoka— is a non-profit organization that promotes social entrepreneurship. It partners with social entrepreneurs who act as local, regional, and global agents of change. The Ashoka Fellowship program unites individual social entrepreneurs to generate potential change both within and outside their ventures. Ashoka Fellows enter into a life-long affiliation that includes programs that aim to expand their networks, exchange knowledge among peers, increase visibility and media exposure, access technical support, develop skills, and obtain the funding needed to generate systemic change. Fellowship includes a rigorous selection process to assess the social enterprise's track record, as well as its capacity to connect and whether it has proven networks that can help it to scale its ideas globally.

ORGANIZATION

NESsT— is a social impact investment fund that helps small and growing businesses incorporate gender inclusive practices into their investment strategies. It gears its investments towards businesses that aim to eliminate gender prejudices from their hiring processes, ensure equal pay, and provide women with the same professional development and job security opportunities as men. The value of the NESsT strategy consists of strengthening measurement and evaluation processes to quantify the inclusion and advancement of women through qualitative, transformative change. Its support activities also aim to create business-related arguments for bringing a gender perspective to impact investment.

ECOSYSTEM

CEMEX — is a Mexican multinational construction company that works with diverse actors and creates public-private-sector partnerships that aim to further the achievement of the Sustainable Development Goals. Its social impact strategy centers on developing local, regional, and global partnerships with universities, multilateral organisms, governments, and other corporations, so that they can in turn bolster entrepreneurship.

Examples of non-financial support providers: Levels of intervention

C. Areas of non-financial support

Based on our research⁹ we identified 17 areas of support and services that address the “for what” of non-financial support—the **four strategic axes** of non-financial support that correspond to the SPO’s readiness level: *talent and skills, resilience, impact, and access to the ecosystem*. To ensure that the objectives of these axes are achievable, the 17 areas described in this guide also consider “for whom” the support is intended—that is, the **focus level** of the support: *individual, organization, and ecosystem*. The list of support and service areas below is in no way exhaustive; rather, it is important to identify the most appropriate type of support for each SPO according to its unique needs (see Chapter 3).

Talent and skills

The *talent and skills* axis includes services that aim to develop the SPO’s human capital. These may be geared toward the SPO leadership, its management teams, or actors in the ecosystem. Not only is the talent and skills axis indispensable to the SPO’s growth and sustainability, but it is on this that the other three axes of *resilience, impact, and access to the ecosystem* depend.

For example, a study revealed that social enterprises require human capital configurations similar to those of businesses that are purely commercial. However, there are differences—most notably, for social enterprises the balance of human talent more heavily rests on creating value, where opportunities can be identified and leveraged to develop a business that is financially viable while also having a positive external effect on the community as a result of its actions¹⁰. Recognizing this balance is the first step in targeting non-financial support towards strengthening the talent and skills of SPOs that—regardless of whether they have a commercial component—center around a social and/or environmental purpose.

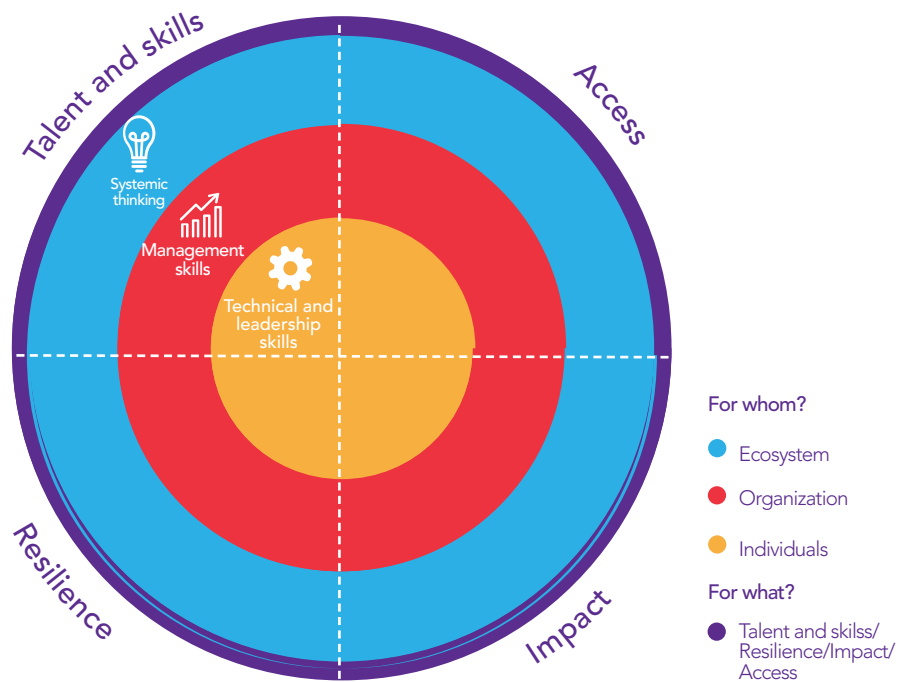
While the importance of developing talent and skills is generally recognized, it has historically been insufficiently addressed. By way of example, our research identified a roughly 15% gap between the *technical and soft skills* offered by support providers and what these same organizations deem necessary to receive non-financial support¹¹. Additionally, support for boosting soft skills generally does not include funding, representing an opportunity for those that offer financial support.

The support areas we propose for this axis are soft skills, leadership and teamwork; management skills that foster organizational stability; and systemic thinking (see Table 4).

⁹ The research that supports this guide consists of a review of the literature, interviews, and surveys of non-financial support providers and social purpose organizations. See “How was this guide created?” above.

¹⁰ Estrin, S., et. al., (2016), “Human capital in social and commercial entrepreneurship,” Elsevier. Vol. 31, Issue 4. July 2016, pp. 449-467. <https://www.sciencedirect.com/science/article/pii/S0883902616300192>

¹¹ See document on trends in LATAM at: www.apoyonofinanciero.org






Support areas	Services
<p>Soft skills, leadership, and teamwork</p>  <p>Individuals</p>	<ul style="list-style-type: none"> Acumen and an entrepreneurial spirit (creativity, innovation, entrepreneurship) Communication and empathy Ability to create and manage teams Emotional intelligence
<p>Management skills that foster organizational sustainability</p>  <p>Organizations</p>	<ul style="list-style-type: none"> Skills such as financial management, communication, decision-making, delegation, problem solving, etc.
<p>Systemic thinking</p>  <p>Ecosystem</p>	<ul style="list-style-type: none"> Strategic and systemic mindset that is actionable towards the social and/or environmental problem being addressed. Deepening of knowledge (theoretical, mapping of actors in the ecosystem, etc.) about the problem being addressed. Ability to create high-value partnerships

Table 4 – Support areas and services: Talent and skills

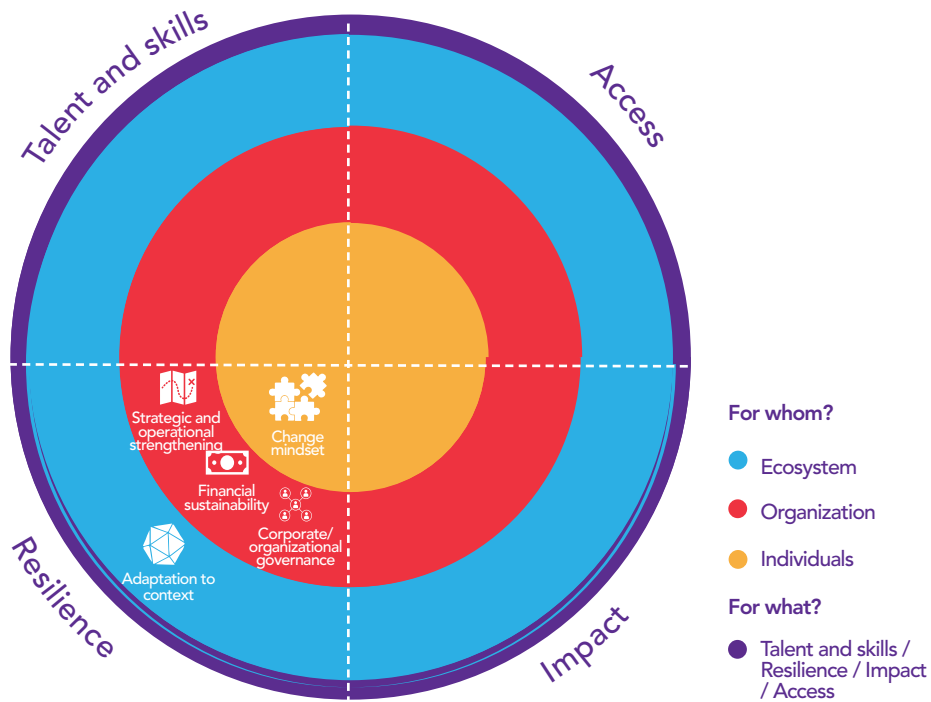
Resilience


The *resilience* axis includes services designed to strengthen organizational maturity and the ability to adapt to change. Unlike sustainability, resilience addresses the balance between continuity and change—a cycle of dismissal, reorganization, growth, and consolidation that all resilient living systems share¹². These services may be geared toward strengthening the skills that enable leaders and organizations to learn, adapt, and, occasionally, change without collapsing.

The basic support areas proposed for this axis are *a change mindset; strategic and operational strengthening; financial sustainability; corporate/organizational governance; and adaptation to context* (see Table 5). These services

are defined by leaders' ability to adapt to change, the established organizational or corporate capacities, and the organization's capacity to adapt to a changing context.

Our research suggests that providers consider *strategy* and *financial sustainability* to be the most important areas of non-financial support. First, the types of support identified in the SPO strategy align with the services needed. Second, the area of *financial sustainability* is not prioritized to the extent perceived necessary.



Support areas	Services (Examples)
Change mindset  Individuals	<ul style="list-style-type: none"> Ability of people within the organization to manage change
Strategic and operational strengthening  Organizations	<ul style="list-style-type: none"> Strategic planning Administration Communication and/or commercialization plan Organizational culture Risk management
Financial sustainability  Organizations	<ul style="list-style-type: none"> Creation and strengthening of business models Financial planning and/or accounting Diversification of funding sources Fundraising/income strategies

¹² Westley, F., (2013), "Social Innovation and Resilience: How One Enhances the Other." Stanford Social Innovation Review. Summer 2013



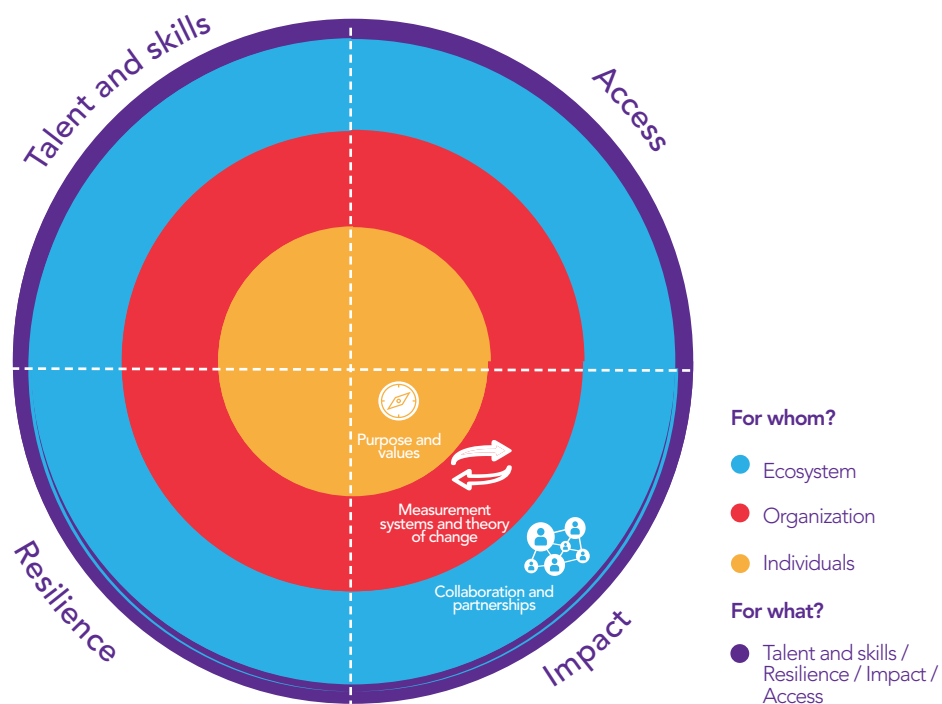
Support areas	Services (Examples)
Corporate/ organizational governance Organizations 	<ul style="list-style-type: none"> Assistance and/or development of corporate/organizational governance Clear processes and structures for good governance
Adaptation to context Ecosystem 	<ul style="list-style-type: none"> Identification and leveraging of trends and opportunities based on the needs and problems of the interest groups

Table 5 – Support areas and services: Resilience

Impact

The *impact* axis includes services that aim to strengthen the processes and systems that SPOs use to measure and manage the social and environmental change that occurs as a result of their actions. Unlike other strengthening methodologies, non-financial support for impact aims to create social and environmental impact, using methodologies that measure, manage, and control processes so as to maximize or optimize these impacts in relation to their costs. Therefore, the impact axis is a central component of non-financial support.

The support areas included in this axis are *purpose and values; measurement systems and theory of change; and collaboration and partnerships* (see Table 6).



¹³ Hehenberger, L., Harling, A., and Scholten, P. (2015). A practical guide to measuring and managing impact, 2nd edition, EVPA.




Support areas	Services (Examples)
<p>Purpose and values</p> <p>Individuals </p>	<ul style="list-style-type: none"> • Identification of values and interests, as well as compatibility between the organization and donor/investor • Leader or entrepreneur’s intention regarding impact • Technical capacity to measure and manage impact
<p>Measurement systems and theory of change </p> <p>Organizations</p>	<ul style="list-style-type: none"> • Theory of change or impact plan that aligns with the strategy • Data collection, indicators, and evidence of impact • Documented lessons learned and adjustments made to increase positive impact and reduce negative impact
<p>Collaboration and partnerships </p> <p>Ecosystem</p>	<ul style="list-style-type: none"> • Dissemination of lessons learned to the impact ecosystem • Development of a culture that is transparent and open to learning • Metrics and standards of impact in the industry/sector • Collaborative processes for data analysis

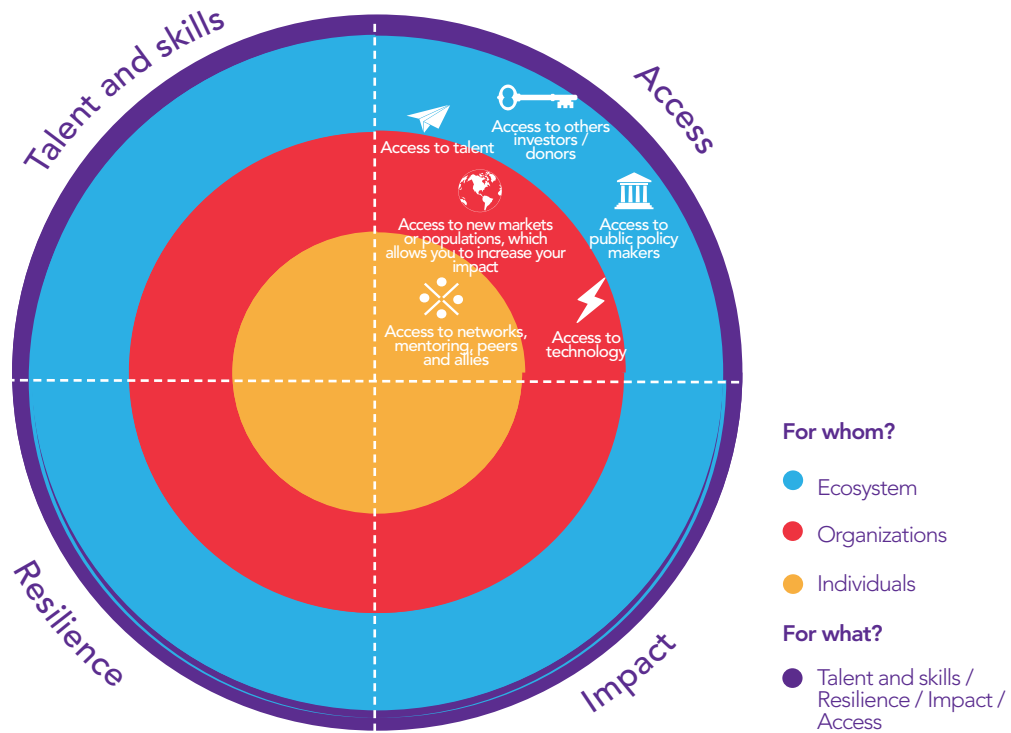
Table 6 – Support areas and services: Impact

Access to the ecosystem

The *access to the ecosystem* axis includes services that aim to improve the SPO’s access to the various ecosystems and/or markets that will enable it to increase its impact.

This area mainly focuses on improving the connections and routes through which to access different external resources, including funding, human talent, and networks or mentorships for capacity building. As will be shown below, access to the ecosystem can also serve as an extension of both the non-financial support provider and the SPO. Not only can access to the ecosystem facilitate external non-financial support that complements the provider’s internal assets in order to provide the support, but it can help SPOs bolster their impact, securing new sources of funding and complementing efforts, methodologies, and geographies with partnerships and networks.

Access to the ecosystem is a cross-cutting theme. That is, the benefits of this support area entail more and better access for individuals, organizations, and the ecosystem alike. The basic areas included in this axis are *access to other investors/donors; access to new markets or populations that lead to increased impact; access to public policy makers; access to technology; access to mentors, peers, and partners; access to talent; and access to infrastructure* (see Table 7).



Support areas	Services (Examples)
<p>Access to other investors/donors </p> <p>Access to new markets or populations </p> <p>Access to public policy makers </p> <p>Access to technology </p> <p>Access to mentors, peers, and partners </p> <p>Access to talent </p> <p>Access to infrastructure</p>	<ul style="list-style-type: none"> • Networks and partnerships for systemic change • Access to mentors, specialists, and talent • Networking events and network formation • Access to public policy makers • Advocacy tools (i.e., communications) • Access to new markets or populations that lead to increased impact • Connections with corporate, public sector, and peer investors/donors around a common mission • Access to technology and information systems for growth • Access to local workspaces and collaborations
Cross-cutting	

Table 7 – Support areas and services: Access to the ecosystem

Non-financial support strategy

Providers use non-financial support strategies to ensure that the support they offer aligns with their investment argument and/or theory of change. As will be shown in Chapter 3, non-financial support is structured through a series of concrete steps to map the provider’s assets, identify the SPO’s needs, develop and implement the non-financial support plan, and assess the value and impact of the non-financial support services provided. In the following sections, we introduce some recommended aspects that non-financial support providers should analyze before structuring their support in order to ensure that the non-financial support strategy aligns with their impact objectives, criteria, and expectations.

First, we introduce some basic aspects to consider before beginning to map provider assets and identify SPO needs. Next, we describe the process of analyzing the criteria per the type of funding provided (should this be the case) and the SPO’s stage of development. Finally, we propose several non-financial support models to choose from, depending on the provider’s criteria, capacity, and objectives.

A. Minimum considerations

There are at least five aspects that the non-financial support provider and the SPO must consider before exploring how to structure the support (see Table 8).

Minimum considerations	Vision
<p>Change mindset</p>	<p>Does the SPO leadership have an individual and organizational mindset towards growth? Decades of research have shown that leaders with a change mindset are more prepared to address and resolve challenges, take advantage of feedback, adopt more effective problem-solving strategies, provide their teams with positive feedback, and be persistent in achieving their goals¹⁴.</p>
<p>Intentionality</p>	<p>Does the SPO and the non-financial support provider have an explicit intention to create a positive social and/or environmental impact that measurably contributes to the wellbeing of people and/or the health of the environment? For example, the Global Impact Investing Network (GIIN) considers intentionality to be the first point of consideration in defining impact investments; without it, the quality and credibility of the impact would not be possible¹⁵.</p>

¹⁴ Gottfredson, R.; Reina, C. (2020), "To Be a Great Leader, You Need the Right Mindset. Leadership and Managing People," Harvard Business Review. <https://hbr.org/2020/01/to-be-a-great-leader-you-need-the-right-mindset>

¹⁵ The GIIN’s other three considerations are financial return, the range of asset classes, and impact measurement. See: Global Impact Investing Network (GIIN). "Core Characteristics of Impact Investing." Available at: https://thegiin.org/assets/Core%20Characteristics_webfile.pdf

<p>Alignment of values and context</p>	<p>Do the SPO and the non-financial support provider align in the values and local context that define the non-financial support strategy? This alignment should be grounded in the cultural values, beliefs, and practices that bring together the characteristics of the non-financial support practice—namely, financial sustainability, resilience, and social impact—with those that add value to the SPO¹⁶.</p>
<p>Assessment of conflicts of interest</p>	<p>Will the non-financial support provider’s involvement with the SPO cause a conflict of interest with respect to its activities, processes, or value chains? When a conflict of interest does exist, the non-financial support provider should carefully consider options for involvement prior to making a decision. For example, taking a position on the board of directors for an SPO that you invest is a recognized way to add strategic value to the organization’s growth. However, this may create a conflict of interest, particularly if a loan is involved. There are viable ways to avoid these types of conflict of interest, such as assigning third parties to the board¹⁷.</p>
<p>Clarification of expectations</p>	<p>It is crucial to clarify expectations early on regarding what the non-financial support aims to achieve. If funding is involved, it is also important to determine if this will be tied to a specific work plan. Likewise, both the provider and the recipient must have a clear sense of the time commitment involved and how long the non-financial support will last.</p>

B. Criteria per type of funding

Non-financial support for impact may or may not be accompanied by an investment, depending on the needs, the non-financial support provider’s requirements, and capacity to contribute funding for impact.

On the one hand, non-financial support has a long tradition of strengthening civil society organizations through programs that are funded and accompanied by donations. The focus of this non-financial support mainly consists of developing the capacity of non-profit leaders and organizations to cultivate the skills and resources needed to improve their work¹⁸.

On the other hand, non-financial support has expanded its reach to include both non-profit organizations and social enterprises that seek to bolster the capacity of leaders—and, therefore, of the organizations they run—to grow and to increase their impact and/or profitability.

For example, impact investors that primarily make equity investments tend to focus their non-financial support on improving the ability of the companies in their portfolio to scale their businesses by expanding markets, refining product or service offerings, or other means. Impact investors that mainly invest through loans tend to focus their non-financial support on helping the companies they invest in to mitigate risk and improve how they manage their cash flows¹⁹.

¹⁶ Mityushina, N.; Hehenberger, L., Alemany, L., (2019), “Value-Added in Non-Financial Support: How Evaluation of Venture Philanthropy Practice of Impact Measurement Affect Its Diffusion,” European Research Network On Philanthropy, Conference Proceedings.

¹⁷ Boiardi, P., Hehenberger, L., (2015). “A practical guide to adding value through non-financial support.” European Venture Philanthropy Association

¹⁸ Grant makers for Effective Organizations, (2016), “Strengthening non-profit capacity.” GEO. Washington D.C. <https://www.geofunders.org/resources/strengthening-nonprofit-capacity-710>

¹⁹ Global Impact Investing Network, (2017), “Beyond Investment: The Power of Capacity-Building Support.” GIIN.

Some social investors span both objectives, as in the case of Yunis Social Business (YSB). YSB provides “patient funding”—long-term loans with just-below-market repayment rates that are affordable for social entrepreneurs. This two-pronged approach is unique, as it not only mitigates the risks associated with loan repayment but also provides non-financial support and technical assistance to grow the social enterprise²⁰.

Finally, a growing number of business support organizations (BSOs) are starting to provide services like non-financial support without any type of investment instrument. These include non-profit organizations, public sector entities, and for-profit companies that aim to enhance the growth and success of social enterprises. The services BSOs provide are more specific and generally include access to networks. Examples of this type of support are connections to talent, shared workspaces, and the testing and validation of business models and ideas.

C. Criteria per SPO stage of development

The non-financial support providers we interviewed for this guide stated that the nature of their non-financial support will vary depending on a given SPO’s stage of development. Early-stage SPOs (development and start-up) tend to seek non-financial support to refine their business model or strategy, build their theory of change, and develop their human talent, while early-stage enterprises seek to improve their product or service offering and access better markets.

Nacional Monte de Piedad (NMP)—a private assistance institution in Mexico—establishes clear criteria for the provision of both financial and non-financial resources for each call for proposals or direct invitation for support. The principles it considers are generally tied to the institutional maturity of the organization applying for assistance; the extent to which the proposed social intervention aligns with the Human rights-based Approach and the Management for Development Results Approach;²¹ proof of prior grants, and financial sustainability; and NMP’s resource availability.

In contrast, growth-stage SPOs that have a more defined track record seek to strengthen the infrastructure that will allow them to grow or to scale their business and the impact it generates more efficiently. Strengthening, for these organizations, is generally more focused on bolstering internal systems and processes related to technology, improving SPO governance or organizational structure, strengthening senior and middle management, and creating more effective boards of directors. Enterprises, on the other hand, tend to focus on developing sales and marketing strategies, improving distribution channels, and accessing markets.

The services provided, as well as their respective focus level, should be based on the SPO’s stage of development. In Step 2 of structuring the non-financial support (see Chapter 3), the provider then

²⁰ See the Yunus Social Business’s en <https://www.yunussb.com>

²¹ Learn more about NMP’S financing criteria at <https://inversion-social.montepiedad.com.mx/como-invertimos/>

evaluates in which areas it will support the SPO within the four strategic axes (talent and skills, resilience, impact, and access to the ecosystem).

Generally speaking, the more developed the SPO, the more personalized and specialized the non-financial support becomes.

D. Non-financial support models

Our research revealed nine different financial support models, corresponding to four characteristics (structure, support funding, process, and scalability) and describing other attributes. These models are neither illustrative nor exclusive; they are intended to guide users towards the various ways that non-financial support can be organized and delivered. One model may work better than another, depending on the provider's strategy, internal and external assets, criteria, and impact objectives. Likewise, some organizations use different models for their various investment portfolios.

1.

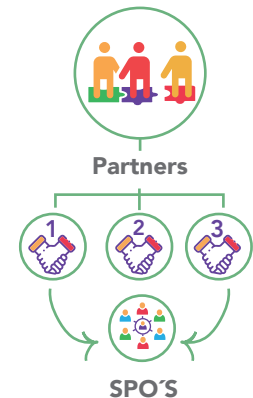
LEVERAGING PARTNER NETWORKS

Characteristics

- The non-financial support leverages the provider's networks of business partners, including consulting firms that are highly specialized in processes like auditing, accounting, management, governance, digital aspects, etc
- Features services that are generally highly specialized, tailored to the SPO's needs, and accompanied by a strategic or communications plan.
- Grounded in key deliverables from the expert or consulting firm involved.
- Uses a pragmatic approach, in which the SPO's develops its skills while the non-financial support work plan is being implemented.
- Focuses more on the quality than on the quantity of support provided.

Examples: Instituto Orizon

Non-financial support provider



Structure



Vertical

Funding method



Pro-bono

Delivery method



Indirect

Selection



Highly selective
(<3 SPO'S /year)

Scalability



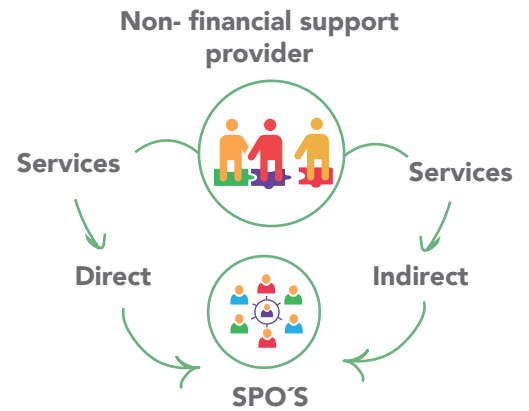
Low

2.






REINFORCED FUNDING

Characteristics

- Supports early-and growth-stage social business models with potential to scale.
- Conditions non-financial support on the SPO's entry into the investment portfolio.
- Provides direct services that are based on the SPO's interests and strengths (e.g., corporate governance) and complements this support by hiring a third party, generally for technical and specialized issues.
- Non- financial support is a central part of the SPO's investment.



Examples: Yunis Social Business, NESTsT, Acumen

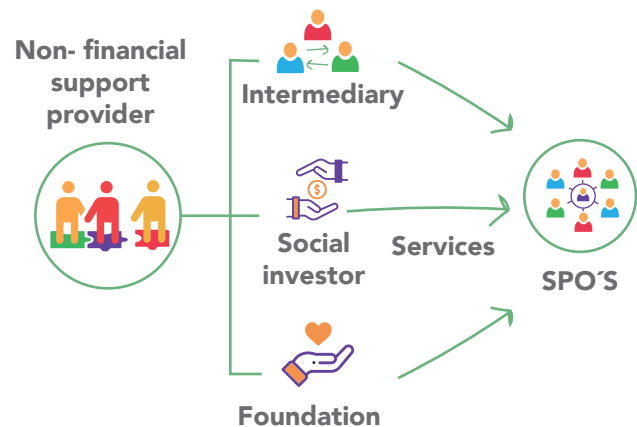
Structure	Funding method	Delivery method	Selection	Scalability
 Vertical	 Provider's own funds, pro bono/ low-bono, international cooperation	 Direct or indirect	 Very selective	 Medium

3.






NON-FINANCIAL SUPPORT PROVIDER NETWORKS

Characteristics

- Bolsters the ability of non-financial support providers to expand the reach, impact, and results of their programs.
- Based on a threetiered structure that facilitates representation and collective dialogue.
- Utilizes formative and collaborative processes to strengthen the non financial support that SPO's receive.
- Places strengthening non-financial support from other found: the heart of the theory of change.
- Includes services for the organizing network, such as board strengthening, technical assistance, fundraising, and spaces in which to interact with the ecosystem.



Examples: Comunalía, Latimacto

Structure	Funding method	Delivery method	Selection	Scalability
 Horizontal	 Donations	 Direct or indirect	 Somewhat selective	 Medium

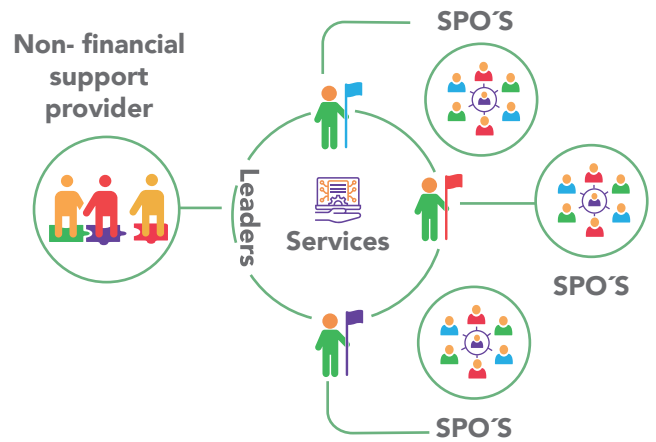
4.

LEADERSHIP SCHOOL


Characteristics

- Features replicability and decentralized support in order to develop local ecosystems that better support organizational capacity.
- Trains leaders so that they can build capacity within their own organizations.
- Develops and uses a wide array of tools to facilitate training and pass knowledge on to SPO's trainers
- Prioritizes support for the SPO's strategy over its management skills.

Examples: IC Fundación, Fundación Corona



Structure



Vertical decentralized

Funding method



Provider's own funds international cooperation

Delivery method



Direct or indirect

Selection



Somewhat selective

Scalability



High

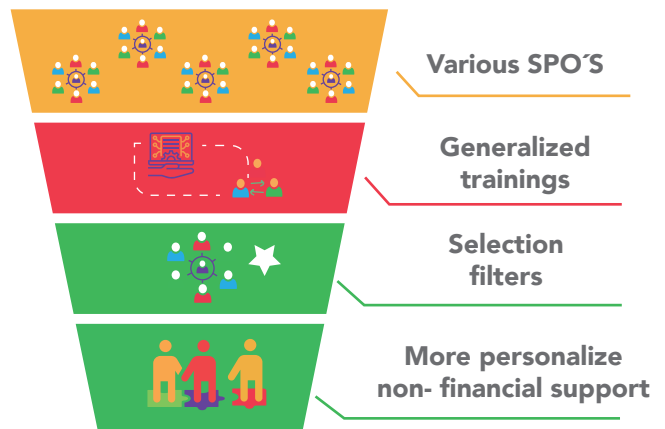
5.

FUNNEL

Characteristics

- Seeks to strengthen SPO's capacity through an organic selection process.
- Aims to provide non-financial support to as many SPO's as possible; prioritizes reach.
- Tends to focus on more generic support, such as financing and project management courses, etc.
- Provides open access self-assessment to personalize trainings based on the needs of the SPO's.
- As SPO's progress, support becomes more selective in terms of who will continue to receive it, and services become more specific.

Examples: Fundación Bolívar Davivienda, Instituto Sabin, Fundação Grupo Boticário



Structure



Vertical decentralized

Funding method



Provider's own funds

Delivery method



Direct or indirect

Selection



Progressively selective

Scalability



Medium

6.

PEER-TO-PEER

Characteristics

- Seeks to support a small group of SPOs and create a peer network through which to provide services of interest to the collective.
- Does not use a single non-financial support pathway, but provides support via diverse means (focus groups, oneto-one, networks, etc.).
- Bases SPO strengthening on a foundation of collaboration, knowledge exchange, and the sharing of best practices.



Examples: Fundación Colunga, Impact Hub

Structure



Horizontal

Funding method



Provider's own funds, donations

Delivery method



Direct

Selection



Somewhat selective

Scalability



Medium

7.

CHANGE AGENTS

Characteristics

- Seeks to identify and support social leaders on a global scale; focuses more on the people than on the organizations they lead.
- Views leadership as the most relevant route to creating significant, systemic change.
- The individuals supported become life-long members of a global entrepreneurship network, the benefits of which never expire.
- Works collaboratively with schools, corporations, civil society organizations, the media, and influential people to lead the movement and join in the vision.
- Provides individualized nonfinancial support that is highly focused on strengthening transformative competences such as soft skills and networking.

Non-financial support provider



Examples: Ashoka

Structure



Horizontal

Funding method



Donations

Delivery method



Direct and indirect

Selection



Very selective (<10 individuals/-year/country)

Scalability



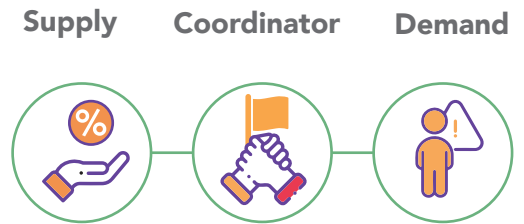
Medium

8.

COORDINATOR-DRIVEN

Characteristics

- Is divided into two service branches: SPO's (supply) and corporations (demand).
- Carries out projects by coordinating between the corporate world (companies) and the SPO world (associations or small businesses).
- Connects marginalized or vulnerable populations to value changes and sources of employment and income.
- Enables a network of volunteers and consultants from the corporate world to serve SPO's.
- Helps SPO's access training and professional development activities and provides specialized services to corporations that align with the mission.



Examples: ASID, WEConnect International

Structure



Horizontal

Funding method



Donations, international cooperation

Delivery method



Direct and indirect

Selection



Somewhat selective

Scalability



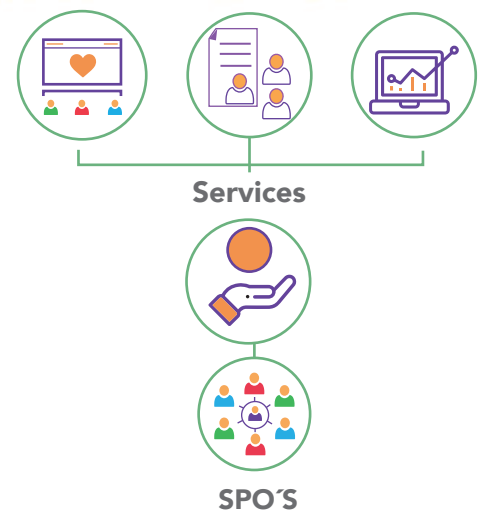
High

9.

DIRECT DEMAND

Characteristics

- Not typically subject to funding.
- Relies on a scenario in which the SPO's directly connects and contracts with the BSO to cover one or more of its growth and success needs.
- Seeks to strengthen business models, strategies, and business skills for growth.
- Provides flexible services that match SPOs' needs.
- In addition to strengthening business skills, provides services related to connecting and networking to maximize impact.



Examples: Agora Partnerships, LUUM

Structure



Vertical

Funding method



Donations, international cooperation

Delivery method



Direct and indirect

Selection



Somewhat selective

Scalability



High

III. Non-financial support structure

Non-financial support is structured through a five-step process for managing the work and evaluating the results (see Figure 2).

- Step 1:** Map the non-financial support provider's assets
- Step 2:** Assess the SPO's needs
- Step 3:** Develop the work plan
- Step 4:** Determine the form of delivery
- Step 5:** Evaluate the value and impact of the non-financial support

As explained in the previous chapter, the structure of non-financial support (NFS) should align with the strategy and objectives of the impact, the criteria and processes of the intervention, and the expectations of the non-financial support provider. While the steps are specific to structuring non-financial support, they should be integrated with the intervention itself, as well as the daily tasks carried out by both the provider and the SPO.

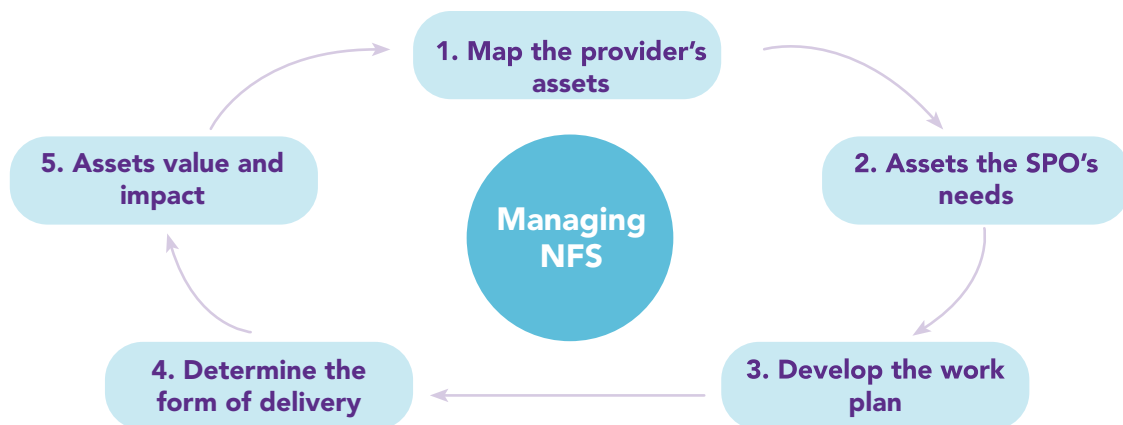


Figure 2 – The five-step process of structuring non-financial support
Source: EVPA (2015)

These five steps are described in greater detail in **A Practical Guide to Adding Value Through Non-Financial Support**, published in 2015 by the European Venture Philanthropy Association (EVPA). Likewise, EVPA's guide includes a helpful collection of tools for managing non-financial support ²². Below, we build upon EVPA's model for managing non-financial support, using it as a foundation to outline the steps of structuring non-financial support and providing examples and tools that correspond with the four **strategic axes (talent and skills, resilience, impact, and access to the ecosystem)** and **the three focus levels (individual, organization, and ecosystem)** proposed in this guide.

A. Step 1: Map the provider's assets

The first step consists of identifying the possible services that the non-financial support provider might offer to the SPO and determining the type of support to be provided depending on the provider's

²² Boiardi, P., Hehenberger, L., (2015). "A practical guide to adding value through non-financial support." European Venture Philanthropy Association.

investment strategy and/or theory of change, as well as its assets, the costs of the support and how it will be funded. In this step, the provider:

1. **Maps potential non-financial support services** by identifying support areas that align with its impact strategy in view of the four strategic axes, or “for what” of non-financial support (talent and skills, resilience, impact, and access to the ecosystem) and the three focus levels, or “for whom” (individual, organization, and ecosystem).
2. **Identifies the core and non-core services** it could provide, whether directly or indirectly.
3. **Evaluates its assets**, that is, the internal resources (e.g., staff and experts within its organization) and external resources (e.g., partner networks and experts outside of its organization) that can be leveraged for non-financial support.
4. **Adjusts its assets to align with the core and non-core services.**
5. **Estimates the costs of the non-financial support;** in other words, determines the cost of providing said support.
6. **Evaluates how to fund the various assets** involved with providing the non-financial support.

How to map and define non-financial support services

Once the potential support areas and services have been identified and aligned with the provider’s investment strategy and/or theory of change as well as the minimum considerations for structuring the support, the provider continues to map and adjust the services based on the assets required to provide it.

Which services are offered will depend on the provider’s objectives, the type of funding, and the SPO’s stage of development, as will the provider’s level of involvement (direct or indirect) during the non-financial support period. To successfully map and adjust the services, the provider must first identify which core and non-core services it can offer and what internal and external assets it has at its disposal.

Core and non-core services

After identifying the actions required to achieve impact, the non-financial support provider maps the main services that it can provide in order to meet these objectives.

Core services are then differentiated from non-core services, based on the provider’s goals for social and environmental impact and the SPO’s recurrent and indispensable development needs.

Vox Capital Brazil is known for providing financial solutions with a strategic “3D” vision (impact, return, risk) in its process of selecting social enterprises in which to invest. Impact, and therefore impact management, is key to increasing the value of its investments. Vox Capital manages impact collaboratively with the social enterprises it supports, serving to both strengthen its impact proposal and achieve the objectives and standards that its investment portfolio demands.

Once the core services have been identified, the non-financial support provider determines the appropriate level of involvement, based on the SPO's stage of development. For example, for early-stage SPOs, services might center around establishing the guidelines and processes needed for development, such as creating a business plan or theory of change. For later-stage SPOs, core services might consist of strengthening existing structures to ensure resilience or further development and improving access to investors or markets.

Internal and external assets

Both core and non-core services can be provided either directly (based on internal assets) or indirectly (based on external assets), always considering what the provider has available in terms of human capital, networks and partners, and monetary resources.

This evaluation consists of mapping the resources the provider has available (internal) or can mobilize (external) in order to provide the non-financial support services identified. The choice between internal and external assets will mainly depend on which resources are available and what type of services will best serve the SPO. Services are generally provided by individuals and institutions, depending on their level of expertise and the quality of their service provision as well as their depth of understanding regarding the socioeconomic and/or environmental context of the population or geographic region that the SPO serves.

Direct support is provided through the provider's internal assets, including staff with whom it has a direct working relationship. This includes the allocation of a specific number of hours for board members and/or staff on payroll.

Staff employed by non-financial support providers often have skills that complement the SPO—particularly those that can help initial- or early-stage SPOs develop themselves, such as by supporting their strategy, business model, or theory of change. Our research shows that 56% of non-financial support providers rely on direct support²⁴.

Nevertheless, some providers lack sufficient internal capacity to offer all of the required services directly. Consequently, some rely on their own board members or people in their immediate networks to provide the SPO with the resources, skills, and expertise it needs.

This type of indirect support is given through the non-financial support provider's external assets, comprising a group of expert collaborators from its network²⁵. These collaborators are divided into three groups:

- 1.Pro-bono collaborators:** Individuals, professional service companies, etc., who possess skills or knowledge on a given topic and provide their services to the SPO for free.
- 2.Low-bono collaborators:** Individuals, professional service companies, etc., who possess skills or knowledge on a given topic and provide their services to the SPO at below-market rates.
- 3.Paid external collaborators:** Individuals, professional service companies, etc., who have skills or knowledge on a given topic and provide their services to the SPO at market rates.

²³ Boiardi, P. and Hehenberger, L. (2015). A Practical Guide to Adding Value through Non-Financial Support. European Venture Philanthropy Association, pp. 51-2

²⁴ It is worth mentioning that business support organizations (BSOs) such as accelerators and consultants were included in our study, and generally draw from their internal assets to provide direct non-financial support services.

²⁵ Boiardi, P. and Hehenberger, L. (2015). A Practical Guide to Adding Value through Non-Financial Support. European Venture Philanthropy Association, pp. 57.

Instituto Órizon is a non-profit organization created through private investments to help vulnerable young people thrive in education, at work, and in life. Through its network of pro-bono partners, Órizon mobilizes external resources to provide SPOs with specialized services. These partners include consulting firms that are highly specialized in processes such as auditing, accounting, management, governance, and digital technology, and that work directly with the SPOs in Órizon's investment portfolio.

Adjusting services and assets

Once the non-financial support provider has defined its core and non-core services and has identified the internal and external assets it can use to provide either direct or indirect support, it's time to adjust the type of SPO involvement and the means by which the support will be provided.

In other words, first, the provider defines the type of support it will offer and distinguishes essential (core) from non-essential (non-core) services. Next, it determines "who will provide what," based on its internal and external assets, and decides how to organize and assign tasks. Finally, it determines the type of involvement for the SPO and the means of involvement for the non-financial support provider.

[Download a template to map your organization's assets here.](#)



How to fund non-financial support?

Once the non-financial support activities have been mapped and the services and assets adjusted, it is time to budget for the support—in other words, to determine how much it will cost to provide it. At this stage, the provider estimates the cost of the non-financial support it has decided to provide and allocates the necessary resources.

As explained above, non-financial support providers harness the capacity of both their internal staff and their external collaborators. However, the vast majority of non-financial support providers do not measure the cost of the support they offer, particularly when it draws from internal resources.

There is little research on putting a monetary value on non-financial support. However, EVPA provides a methodology that can help providers to determine its cost²⁶. Monetizing non-financial support can be a challenge, particularly when services are provided by different actors (e.g., both internal and external) and valued in different ways (e.g., both at market level and below market level).

[Click here for an initial template to begin monetizing your non-financial support.](#)



²⁶ Boiardi, P., Hehenberger, L., (2015). "A practical guide to adding value through non-financial support." European Venture Philanthropy Association.

How to finance non-financial support?

There are diverse mechanisms that non-financial support providers can use to fund the services they offer. Which mechanism is used typically depends on the provider's main source of financing—whether this be through its own capital, the creation of investment funds, direct donations, or paid services.

Our research indicates that 40% of non-financial support is funded by donations or grants, representing the main source of funding for this type of support ²⁷. Nevertheless, during our research we found that one of the most sought-after strategies is to diversify funding by combining resources such as unrestricted funds with other types of contributions, such as pro-bono services or the total or partial payment of services rendered.

Depending on their organization's specific context and available resources, non-financial support providers can choose from various funding mechanisms.

Earmarked or restricted grants or donations

Resources of this nature generally come from foundations that allocate their own resources to fund all of its SPO strengthening or capacity-building activities. The resources in this category are generally more flexible; are not controlled by the non-financial support provider; and are assigned in specific amounts to support a given initiative, program, or activity that is co-created with the SPO.

Nacional Monte de Piedad (NMP) uses its “Strengthening Strategy” to invest financial resources in the form of donations to drive improvements to the organizational capacity of civil society organizations (CSOs), as well as their interventions. With respect to strengthening CSOs through funded projects, this type of financial support funds areas such as external evaluation, consulting services, publications, and specialized training. With respect to strengthening CSO interventions, NMP collaborates with other private assistance institutions to implement specific programs that aim to strengthen interventions and organizational capacity through non-financial support. These can include grants, impact evaluations, and programs that aim to support the CSOs' stability and performance.

Non-financial support with financial investment

In this mechanism, financial resources are allocated to SPO strengthening or capacity building for impact. The assigned funds generally address a specific problem that is agreed upon with the funder before or during the investment. This mechanism is usually charged to investors by the funding manager as part of their operational costs.

²⁷ Visit www.apoyonofinanciero.org for a comprehensive overview of trends.

CO_ is a private impact investment fund and platform for impact ecosystem development.

It manages its investment portfolio by aligning financial returns with positive social and environment impact. These investments are geared toward early- and growth-stage businesses working to reduce poverty and inequality, foster gender equality, and combat climate change through sustainable, profitable, and scalable business models. In addition to financing, CO_ also provides the social businesses in its portfolio with advisement and accompaniment services, using a platform that offers high quality services and intermediary initiatives at competitive costs—all with the goal of helping these enterprises to scale and intensify their impact within Mexico’s ecosystem.

Services funded by partners

In this mechanism, the resources designated to non-financial support come from external provider networks and partners, with the goal of SPO strengthening and capacity building. Services may include technical assistance, consultancies, or specialized pro-bono or low-bono services. While this category might not seem to come with any sort of cost, the non-financial support provider should assign resources to identify, manage, and oversee any services offered through external providers and assign a monetary value to any non-financial support it aims to provide.

One of **ASID Brazil’s** pillars is to create corporate volunteer programs that aim to strengthen the institutions that serve Brazilians who are living with disabilities. These programs—which consist of diverse opportunities for involvement that range from specialized advisement and mentorship to strengthening the operational and management capacity of institutions that attend to the target population—are structured through ASID’s network of partners.

Co-financing through various investors / income sources

When funding is limited, resources may originate from diverse sources and concentrate on a single fund or social investment. This mechanism might consist of partnering with various funders to address challenges in capacity building or to strengthen specific aspects of the SPO, and includes external grants from corporate or international cooperation agreements. Once a joint fund or program has been established, specific budgets are assigned pertaining to fees charged by fund managers or other external providers, such as consultants. It is important, however, that the real costs of running these funds are calculated as part of the cost of the non-financial support.

Impact Hub has three service areas geared toward incubating and accelerating impact enterprises and developing programs for impact—including innovation workshops, entrepreneurship programs, and tailored laboratories, all of which aim to meet the demands of diverse clients and stakeholders, including corporations, international cooperation, and social enterprises. Its entrepreneurial support program “Accelerate2030,” for example, co-lead with the United Nations Development Programme (UNDP), seeks to strengthen the business skills of high-potential social and environmental enterprises to prepare for investments and scale their solutions ²⁸.

²⁸ Learn more about the UNDP entrepreneurial acceleration program at: <http://www.accelerate2030.net/>.

Total or partial payment for services

This mechanism includes two scenarios. In the first, non-financial support providers allocate specific funds to pay for the non-financial support, then require the SPO to reimburse them completely or partially. In the second, the SPO solicits services directly from the non-financial support provider, as in the case of business support organizations (BSOs). These costs may or may not be appraised at market level.

B. Step 2: Assess the SPO

Once the strategic goals of the non-financial support have been defined, the assets mapped, and the costs and funding mechanisms determined, it is time for the non-financial support provider to evaluate the needs of the SPOs it will serve ²⁹. The needs assessment includes four phases:

First, the non-financial support provider conducts a general evaluation, addressing the following questions:

- What are the general needs of the SPOs that the provider aims to serve?
- Is there any overlap between these needs and the provider's strategic goals regarding the non-financial support it can provide?

Second, if the responses to the above questions are positive, then the provider moves on to a more **detailed evaluation of the SPO's needs**. Before launching into any deeper analyses, we recommend working through a few guiding questions to correctly identify the most appropriate needs assessment tools and calibrate a joint vision with the SPO for developing the work plan.

Click here for suggestions on guiding questions.



Guiding questions for non-financial support:

- Create a simple **visual representation of the SPO's needs** according to the four strategic axes, or "for what" (talent and skills, resilience, impact, and access to the ecosystem) and the three focus levels, or "for whom" (individual, organization, and ecosystem) (see Chapter 1).
- Help the non-financial support provider to identify **which needs it can meet** from within its organization, and which it can meet using external collaborators.
- Allow for a **comprehensive evaluation of the SPO's readiness level** and gear the support towards those areas where it would have the greatest value.

Third, once the support areas have been evaluated through the guiding questions, the provider selects the most appropriate assessment tools for pinpointing the SPO's stage of development in each strategic axis. There are many public, open-access assessment methodologies and tools that can be used or adjusted for the purpose of evaluating the stage of development of a given SPO and its readiness level in each strategic axis.

²⁹ It is worth noting that capacity and needs assessments are not tasks specific to non-financial support. Entities that provide non-financial support generally conduct these assessments regardless of whether non-financial support is provided.

³⁰ A list of these tools can be found at www.apoyonofinanciero.org

Nesta, for example—an incubator, investor, and impact ecosystem builder in the United Kingdom—created the NESTA Standards of Evidence, which identify the level of confidence that a given intervention will achieve the positive impact intended³¹. The standards range from defining a theory of change (level 1) to developing and accessing systems, processes, and manuals for replication (level 5). The goal of the methodology is to help organizations “level up” to ensure that their interventions have a measurable and credible impact.

Village Capital—an investment fund and accelerator that supports emerging enterprises—created the Venture Investment-Readiness and Awareness Levels (VIRAL) Pathway to determine a given venture’s level of product-market alignment and potential for scalability³². On one hand, this pathway was created to homogenize the terms and development stages used to describe enterprises so that investors and entrepreneurs can speak the same language. On the other, it aims to help enterprises become more aware of their own stage of maturity and thus effectively communicate that they are ready to receive investments.

Occasionally, the same organizations that provide non-financial support decide to create their own evaluation tools to meet their own unique needs.

Fourth, once the appropriate tools have been selected, the non-financial support provider and the SPO work together to carry out the needs assessment process. We recommend conducting this assessment collaboratively in order to ensure horizontality and align expectations. Another option is for each party to conduct a separate assessment and then compare results. By doing so, they can engage in a dialogue to identify any similarities or differences and decide what steps to take next.

It is worth mentioning that the assessment exercise helps both the non-financial support provider and the SPO to establish a baseline from which to agree on the SPO’s readiness level, prioritize the areas that are in most urgent need of support, and create a non-financial support plan that will help the SPO achieve its goals. Depending on the results, the two parties can decide whether they want to deepen the analysis in those areas that require the most attention or if they will move to the next step of creating a work plan.

Finally, in the case that the SPO’s needs exceed the provider’s capacity, the parties can determine whether non-financial support is a viable option³³.

³¹ NESTA, (2013), “Nesta Standards of Evidence,” NESTA. <https://www.nesta.org.uk/report/nesta-standards-of-evidence/>

³² Baird, R., Bhattacharyya, B., (2017), “Why Most Entrepreneurs Hate Fundraising—And How to Fix It,” Medium. <https://medium.com/village-capital/entrepreneurs-and-vcs-need-to-be-more-precise-in-the-way-they-talk-to-each-other-3e714e7a5245>

³³The EVPA guide (2015) recommends that SPO needs assessments be performed during the due diligence or SPO selection process. At this point, the non-financial support provider can determine whether the SPO’s stage of development meets its strategic goals for non-financial support, or if the SPO’s needs exceed the provider’s capacity. If the provider concludes that supporting an SPO would entail major risk, it can then decide whether or not to proceed.

Instituto Sabin is a non-profit organization in Brazil that manages Sabin Groups's private social investments to improve quality of life in the communities where it operates. The Institute uses a "participation funnel" methodology to select which SPOs will receive non-financial support through its organizational and leadership management acceleration and training program. The goal of this selection procedure is to assess SPOs' level of commitment to the evaluation process and rate them accordingly as they move through the preselection stages.

The model is based on the "sales funnel" approach, typically used in commerce, which assumes that a large number of organizations will be able to enter the first stage (the top of the funnel) while only a few will "make a sale"—or, in this case, reach the end of the process (the bottom of the funnel). This method allows providers to identify the organizations that have the appropriate level of availability and commitment and that best align with a given strengthening program, thus optimizing the assignment of limited resources. As organizations advance in the process, selection criteria becomes more focused.

STAGE 1 **Website sign-up.** The first step in the funnel is to register on the program's website. The funder and the program executor agree on the results of this filter, usually by analyzing whether the organization has been formalized, whether it is local to Brazil, and whether its work addresses one of the program's priority causes.

STAGE 2 **Virtual meeting.** Organizations that pass the first stage are invited to participate in a live, online meeting, during which the program is described in more detail. The team presents the program objectives, introduces the funder, and outlines the next steps, including deadlines and deliverables.

STAGE 3 **Registration process.** At this stage, organizations that are still participating fill out forms with general information about their organization; submit documentation on their accounting, finances, and infrastructure; and provide other necessary data that helps the selection committee assess its capacity and level of commitment. The committee then verifies the information provided and rates the organization according to predefined criteria.

STAGE 4 **In-depth analysis.** Once all of the organizations have been rated, those with the highest scores progress to a more detailed assessment. This stage includes a revision of debt liquidation documents, credit evaluations, and other assessments.

STAGE 5 **Introductory module.** Following this exhaustive assessment process, several organizations are selected (at least 50% more than the program's available spots) to participate in the introductory module, which takes place in person. Here, organizations are assessed in terms of their adherence to the program, work methodology, and access to practical content like the "agile management" methodology. At this point, participants also assess their level of organizational maturity through a self-evaluation process and interview with the team. At the end of Stage 5, each participating organization receives a report of their assessment.

STAGE 6

Final selection. Based on an analysis of the information compiled in the previous stage, the selection committee meets to identify which organizations will be invited to participate in the acceleration program.

C. Step 3: Develop the work plan

The work plan is a mechanism used to assemble the results of the SPO needs assessments and prioritize the areas in which the non-financial support will be provided.

Of the non-financial support providers interviewed for this guide, 64% use a more tailored structure for their non-financial support, while 36% do not. When the non-financial support includes a financial instrument, we observed that the type of support provided varies, depending on the instrument used. For example, we observed that non-financial support accompanied by debt and equity is typically structured through a financial support plan (88% and 82%, respectively), whereas only 58% of providers that offer non-financial support accompanied by donations structure the support through a non-financial support plan (see Figure 3).

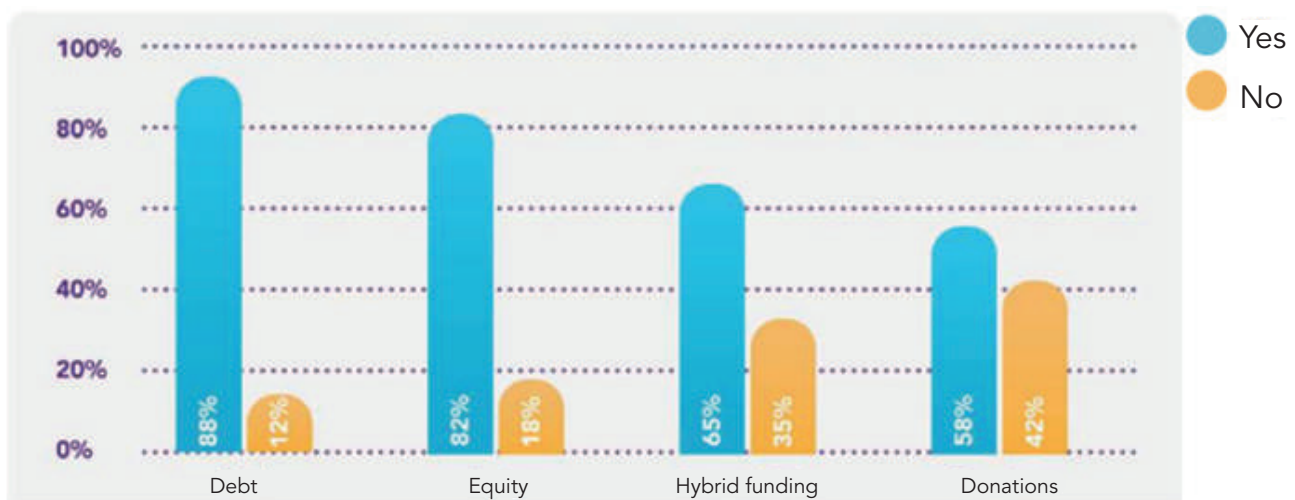


Figure 3 – Percentage of providers that structure their non-financial support on the investment instrument

The advantages of developing a work plan include:

1. Assurance that the identified support areas are prioritized and that there is overlap between what the non-financial support provider can offer and what the SPO requires for its development.
2. Confidence that the non-financial support will be appropriate and collaboratively designed, attending to the SPO needs that have been identified and agreed upon by both parties so that the support aligns with the SPO's needs and adds value to its work
3. An assessment of whether the provider has the necessary tools to provide the support and assigns resources (both monetary and time-related) to implement these tools.
4. Follow-up on agreements and a record of the progress and products that result from the non-financial support provided.

In this step, the foundation is laid for any future adjustments to the non-financial support. Once the provider has completed the in-depth SPO needs assessment, and the SPO has completed the self-evaluation (see Step 2), the next task is to design the work plan around the services that meet the SPO's needs and respond to its readiness level.

As mentioned above, we suggest that the objectives of the non-financial support plan be developed collaboratively with the SPO around the four strategic axes (talent and skills, resilience, impact, and access to the ecosystem) and the three focus areas (individual, organization, and ecosystem).

Once the objectives of the non-financial support plan and its priority areas of support have been agreed upon, it is time to create the actual work plan. This should include the following components:³⁴

1. **Baseline:** The initial situation in which the SPO finds itself, based on the results of the needs assessment conducted in Step 2. The provider and the SPO agree on a baseline that will be used to measure and compare results as the non-financial support progresses.
2. **Goal:** The final objective that the SPO hopes to achieve in the main support areas by end of the support period³⁵.
3. **Milestones:** The incremental advancements that must occur in order to reach the final goal. Each milestone should be tied to a specific timeline, so that the non-financial support provider can monitor the SPO's progress and make any necessary adjustments or course corrections along the way. The goals, milestones, and timelines should be realistic and jointly determined with the SPO.
4. **Results:** The changes, benefits, lessons learned, or other outcomes (both long- and short-term) resulting from the support. These results should be used to follow-up on the SPO's objectives once the work plan has been implemented in Step 4.
5. **Support to be provided to the SPO to achieve the stated goals:** The type of support that the provider and the SPO have agreed is needed for the SPO to achieve the established milestones and goals. Decisions regarding the type and intensity of support provided will depend on the results of the needs assessment, while how to provide the support (i.e., via internal or external resources) will depend on the assets map (see Step 1).
6. **Deliverables:** This component of the work plan aims to compile information about the non-financial support that internal and external collaborators have provided to the SPO (e.g., a business plan or theory of change).

Click here for a template of a non-financial support plan.



Finally, the non-financial support plan should have the following characteristics: ³⁶

- It should be flexible enough to adapt to variations in the SPO's needs and adjust to any revisions to the stated goals.

³⁴ The components of this non-financial support plan are based on the EVPA guide: Boiardi, P. and Hehenberger, L. (2015). A practical guide to adding value through non-financial support. European Venture Philanthropy Association, pp. 74-75.

³⁵ For more information on how to set goals, milestones, timelines, and results, see Hehenberger, L., Harling, A-M., and Scholten, P. (2015). A Practical Guide to Measuring and Managing Impact. EVPA

³⁶ The characteristics of the non-financial support plan are based on the EVPA guide: Boiardi, Priscilla; Hehenberger, Lisa. 2015. A Practical Guide to Adding Value Through Non-Financial Support. European Venture Philanthropy Association, pp. 78-79.

- As with all steps of structuring non-financial support, the planning process should be transparent and involve two-way communication. The provider should maintain complete transparency regarding what it can and cannot deliver and should communicate this to the SPO in a clear and timely manner.
- The plan should be tailored—not only to the SPO’s capacity in order to avoid frustration and ensure that the programmed milestones and objectives can be reached, but also to the provider’s resources in order to ensure that the promised support can be delivered.
- If both parties are in agreement and full communication, the non-financial support plan serve as a powerful tool of mutual commitment. While not legally binding, it can act as a “letter of commitment” that both the provider and the SPO rely on to define their roles and responsibilities, meeting frequency, activities with external collaborators, etc.

Fundación Grupo Boticário—a non-profit organization that manages Boticario Group’s private social investment fund for environmental conservation—has developed the Entrepreneur Nature Program to help high-impact businesses solve social and/or environmental problems in target municipalities of Brazil. The program consists of a dynamic process designed to expand entrepreneurs’ business management potential, particularly in terms of bolstering their positive impact on the conservation of nature and biodiversity.

As a non-financial support initiative, the Entrepreneur Nature Program was co-designed with and is implemented through the Brazilian Micro and Small Business Support Service (SEBRAE in Portuguese), a Boticario partner that specializes in supporting micro and small enterprises. The non-financial support begins with shortlisting 15 enterprises that meet a set of basic minimum qualifications, prioritizing their potential for social and/or environmental impact in the target municipalities. Later, a maturity level assessment—based on a model designed by SEBRAE ³⁷ —is carried out on the selected enterprises, and a non-financial work plan is designed around training and professional development to prepare them for support.

The work plan consists of providing free access to synchronous and asynchronous virtual modules to the 15 shortlisted enterprises. These modules feature content on impact entrepreneurship for the conservation of nature and biodiversity, entrepreneurial impact models, theory of change, leadership, financial management, communications and marketing, presenting the business model, and more. The plan also includes technical advisement and personalized follow-up for each participating business. Once the shortlisted enterprises have completed the modules, they must meet the following criteria to move on to the final selection phase and become eligible for financial support:

³⁷ For more information on the Entrepreneur Nature Program, visit:

<https://www.fundacaogrupoboticario.org.br/en/innovativesolutions/Pages/business-and-bodiversity.aspx#natempreendedora>

- Submit all required deliverables for each virtual module.
- Undergo an assessment by SEBRAE, receiving a satisfactory rating on seven qualifying deliverables.
- Participate in at least seven mentorships (one per module) with a designated mentor who accompanies the enterprise for the duration of the program
- To compete for the final award, any businesses that are not yet formalized must do so by the end of the training and professional development period (August)³⁸.

D. Step 4: Determine the form of delivery

During our research we identified various ways that providers can choose to deliver their non-financial support: consultancy and/or technical assessment, group courses and/or workshops, and through partners and/or networks. We also found that the form of delivery varies depending on the type of organization providing the support (see Figure 4).

Non-governmental organization	<ul style="list-style-type: none"> • Group courses and/or workshops • Through partners and/or networks 	Corporation	<ul style="list-style-type: none"> • Consultancy and/or technical assessment • Expert mentorships and coaching
Foundation (family or business)	<ul style="list-style-type: none"> • Consultancy and/or technical assessment • Through partners and/or networks 	Consulting firm	<ul style="list-style-type: none"> • Individual training
Business support organization	<ul style="list-style-type: none"> • Expert mentorships and coaching 	University / Think tank	<ul style="list-style-type: none"> • Expert mentorship and coaching • Group courses and/or workshops
Impact fund	<ul style="list-style-type: none"> • Expert mentorships and coaching 		

Figure 4 – Forms of delivery by type of non-financial support provider

How financial support is delivered also depends on the type of services the provider will offer. Below, we describe the six main means of delivery that we have found providers chose from as they move through Step 4.

Participation in the board of directors or advisory committee

Serving on the board of directors or advisory committee can be a great way to provide direct support to an SPO in activities such as developing an adequate governance system (if it does not yet have one). It can also be helpful in cases where the SPO wants to structure or revise its strategy, capture funding, strengthen financial skills, etc. This type of support is most common among emerging social enterprises that receive investments in the form of equity. It is also important to take care that there are no conflicts of interest should the provider decide to make any future financial investments.

³⁸ Learn more about the terms of the 2021 Entrepreneur Nature Program at:
<https://www.fundacaogrupoboticario.org.br/pt/Biblioteca/10028A%20AF%20Revista%20Eletronica%20Natureza%20Empreendedora.pdf>

Consultancy and/or technical assessment

In this category, non-financial support providers facilitate specialized professional and technical support services that aim to enhance the specific skills, knowledge, or processes that the SPO needs to further its development. There are at least three ways to implement this type of support. The first is to contract external providers to conduct assessments or perform highly specialized or specific tasks that the non-financial support provider is not equipped to perform. The second option is for business support organizations (BSOs)—including the consulting firms themselves—to work directly with the SPO, either through partnerships with various organizations that provide (and fund) the support or through direct payment by the SPO. The third option is for the non-financial support provider to act as an intermediary between the SPO and the external service provider, in which the task of the non-financial support provider is mainly to manage and oversee services provided by others.

Instituto Coca-Cola Brasil is a public-interest civil society organization that works alongside various actors, including technical experts who conduct in-depth studies on the challenges and opportunities of accessing water in Brazil. Its “Water+ Access” (Água+ Acesso) program is a collective impact initiative designed to expand access to potable and sustainable water in rural communities across the country ³⁹. To facilitate this program, the organization partners with such sector specialists as consulting firms, multilateral organizations, and research institutes to conduct technical studies and recommend infrastructural improvements to water access and treatment facilities, design and strengthen community water management models, and promote the integration and strengthening of the water sector ecosystem. These services work together to improve practices and broaden the minds of private, public, philanthropic, and civil society actors alike in terms of launching support strategies on water-related issues.

Expert mentorship and coaching

This type of non-financial support can add significant value to SPOs in terms of providing individualized help to develop the talent and skills of their teams, therefore strengthening their internal management capacity. Mentorship and coaching services often take the form of one-on-one interactions between a member of the SPO team (usually the executive director or members of the management team) and an experienced and knowledgeable professional (coach) in a specific topic of interest.

³⁹ For more information on the “Água+ Acesso” program, visit <https://aguamaisacesso.com.br>

Fundación Bolívar Davivienda connects entrepreneurs with specialized knowledge and experience through its “Red de Mentores,” which includes a network of executives and professionals that pertain to the Bolívar Group. Mentors have a broad range of experience and knowledge in diverse topics such as management, strategy and planning, financial planning and investment, sales and commerce, marketing, publicity and communications; human talent; processes; operations and technology; corporate governance, legal matters, and innovation. The mentorship process includes a training and assessment stage to ensure compatibility between the mentor and the entrepreneur, as well as accompaniment throughout the strengthening process.

Courses or group workshops

This type of support acts as a training mechanism through which to develop the skills that the SPO aims to strengthen. Group trainings are facilitated by expert professionals who transmit knowledge, best practices, and exercises that immerse the SPO in various topics that will serve to strengthen its development. Topics can range from commercial considerations for social enterprises to financial management, human resources, impact management, and soft skills like leadership and emotional intelligence. Generally, these trainings are jointly arranged by the non-financial support provider and the SPO.

Through partners or networks

This type of support is widely used by non-financial support providers, especially non-profit organizations and foundations. Facilitating connections with partners and networks is a service that provides added value to the SPO at a low cost to the non-financial support provider. The provider is responsible for connecting organizations within the network and ensuring that all parties make the most of these relationships. The networks of focus are typically multi-actor spaces in which SPOs can forge new relationships and receive feedback from experts both within and outside of the geographic areas where they operate. Likewise, network connections increase their access to professionals, public policy makers, clients, markets, and/or other investors or donors that can help them to develop or grow their impact.

WEConnect International Academy provides online training, resources, and information to help WEConnect International’s global network of women entrepreneurs to achieve their growth objectives and prepare to close deals with multinational corporations. Its online trainings include webinars, “boot camps,” and self-paced learning modules through which participants can learn from experts and business professionals around the globe about the do’s and don’ts of managing a company, master tools and strategies, find a support network, and more. WEConnect International partners with experts in sectors across the board, including entities like Moody’s Financial Services, Procter & Gamble, and USAID, to develop no-cost content for its network of women entrepreneurs.⁴⁰

⁴⁰ To learn more about WEConnect International Academy, visit: <https://weconnectinternational.org/weconnect-academy/>

Facilitating peer-to-peer knowledge exchange

Another way to efficiently provide non-financial support—that is, at high value to the SPO and low cost to the provider—is to connect SPOs with their peers, either on an individual level or through networks.

SPOs often learn better among peers, especially when it comes to sensitive topics that they may not feel comfortable discussing with the same organization that provides them with financial support. Colunga, for example, offers safe and reliable workspaces where SPOs can arrange meetings, events, and work sessions to exchange ideas and encourage the free flow of experiences and collaboration opportunities.

Ashoka provides spaces that enable learning to take place across extensive networks that transcend both geography and sectors. It also provides safe and reliable spaces for social business leaders (i.e., a network of changemakers) operating in different countries and highly diversified contexts. The Ashoka Support Network, for example, is a global community to build individual and collective capacity by exchanging practices and experiences in leadership and social innovation for systemic change ⁴¹.

E. Step 5: Evaluate the results

Our survey of non-financial support providers suggests that:

- Fifty percent of those who provide non-financial support **evaluate the impact** of this support.
- These providers mainly evaluate the associated **social and/or environmental impact**.
- Twenty eight percent of those who provide support **do not calculate the cost**.

Evaluating the results of non-financial support is the final step in the process. This evaluation should, at minimum, consider the following two questions to determine the level of impact and the effectiveness of the support provided to the SPO.

- Has the non-financial support helped the SPO to achieve its objectives?
- How does the SPO perceive the value of the non-financial support that it received?

Step 5 consists of a series of instruments to evaluate whether the non-financial support had a positive effect on the SPO's development and/or increased its internal capacity. It assesses the value that the SPO has assigned to the non-financial support, determines how to measure the impact and effectiveness of the support, and defines how the provider can monitor the SPO's progress.

To conduct this evaluation, non-financial support providers can choose from several different instruments, each with advantages and disadvantages.

Annual satisfaction surveys

Satisfaction surveys can be used to assess the SPO's perceived value of the non-financial support and its level of satisfaction with the services received. The SPO is typically asked to rate the individual and/or group support that it received from the provider (whether through internal staff

⁴¹ To learn more about the Ashoka Support Network, visit: <https://www.ashoka.org/en-ch/program/ashoka-support-network>

or external collaborators), the effectiveness of the various forms of delivery, and its general level of satisfaction with the provider itself.

While surveys are a useful measurement tool for compiling valuable information, they have three key limitations. First, the results obtained are based on opinion, so are often subjective. Second, while the surveys can be conducted across the provider's portfolio or program, they do not necessarily provide a point of reference for comparing the services that were provided to the SPO through different types of service providers. Third, the surveys tend to be structured like client satisfaction surveys, which can lead to biased responses—particularly if the SPO receives investment or any other type of direct collaboration from the non-financial support provider.

To offset the disadvantages and enable greater objectivity, this type of evaluation can be outsourced to a third party (external and independent) who can assess the non-financial support provider's performance as perceived by the SPOs it supports.

Measuring the impact and effectiveness of the non-financial support

Measuring the impact and effectiveness of non-financial support is complex, and there is still work to be done to design the most appropriate methodologies for it. According to an EVPA study, little evidence exists on just how rigorous and systematic the metrics used by non-financial support providers to measure the quality, impact, and delivery of their support are; whether different methodologies should be used depending on the investment instrument; or whether there is a need to create metrics that specifically assess the quality and delivery of non-financial support services⁴².

To measure the value of non-financial support, providers must consider how a given SPO perceives the value of the support it has received, the real changes in its organizational capacity (e.g., the talent and skills of its staff, its systems of governance, its capacity to implement its business model, etc.), and the costs associated with the non-financial support.

In terms of evaluating the impact of the non-financial support, the best practice consists of a combination of the following⁴³:

- Perception surveys conducted by external, independent third parties⁴⁴.
- Objective measurements of the SPO's organizational evolution and the achievement of the milestones included its non-financial support work plan, in order to evaluate how well it is progressing toward the objectives laid out for each of its four **strategic axes** (talent and skills, resilience, impact, and access).
- Assessment of the total cost of the non-financial support.

The non-financial support provider should first have a clear sense of its contribution, then evaluate its impact on the SPO with the recognition that many actors provide similar types of support. Pinpointing each non-financial support provider's unique contribution is a complex task, but we recommend making some effort to measure the impact of the non-financial support provided in order to learn and make

⁴² Boiardi, P., Hehenberger, L., (2015). "A practical guide to adding value through non-financial support." European Venture Philanthropy Association, p. 112.

⁴³ Boiardi, Priscilla; Hehenberger, Lisa. 2015. A Practical Guide to Adding Value Through Non-Financial Support. European Venture Philanthropy Association, p. 113.

⁴⁴ The EVPA guide (2015) offers several survey methods, examples and findings for non-financial support providers on how to design satisfaction surveys.

any necessary adjustments. Measuring long-term results is equally important, although this implies challenges in establishing causal relations between support coming from the non-financial support provider and that provided by other investors or business support organizations. It is also possible that the impact of the support will not be visible until many years after the SPO received it.

Nacional Monte de Piedad, through its assessment, planning, monitoring, and evaluation tools, provides continual follow-up and feedback on the projects of the organizations it funds. It also makes frequent field visits to ensure close guidance throughout the support period. Its evaluation process is based on the Intervention Level Evaluation methodology (VNI in Spanish)⁴⁵ for assessing the required capacities and the impact of its interventions according to the following criteria: 1) Relevance, 2) Efficiency, 3) Efficacy, 4) Evaluability; and 5) Sustainability⁴⁶.

Monitoring the progress of the SPO's development

Based on the findings described above, we propose an alternative tool that SPOs can use to evaluate the perceived value of the support received, linking the cost of the support with objective measurements of organizational improvement.

The tool can be downloaded here.



The goal of this tool is to help the non-financial support provider and the SPO to evaluate whether the available resources (human, social, and financial) have been used to support the SPO in the most efficient way possible.

- The tool centers around the four strategic axes of SPO strengthening (talent and skills, resilience, impact, and access to the ecosystem), as well as three steps for integrating data and measurements that can assess both the effectiveness and the efficiency of the non-financial support by evaluating its performance and calculating its costs and returns (see Figure 5).

Talent and skills	Step 1 Assess the NFS provided and its associated costs	Data collected from the NFS monetization tool
Resilience	Step 1 Assess the SPO'S perceived value	Questionnaire to assess the SPO'S perceived value
Impact	Step 3 Objective measurement of the SPO'S development	Objective measurements of SPO improvements in the four strategic axes

Figure 5 – Structure of the tool to evaluate the impact of non-financial support

⁴⁵ Nacional Monte de Piedad's VNI methodology is based on the OECD/DAC criteria for assessing projects and programs.

⁴⁶ See UNDP, Nacional Monte de Piedad (2019). Manual para evaluar el desempeño de las OSC en términos de derechos humanos, desarrollo sostenible e inclusión social. Available at: www.mx.undp.org/content/mexico/es/home/library/poverty/manual-para-evaluar-el-desempeno-de-las-osc.html

Conclusions

The main objective of this guide and toolkit has been to document and distribute best practices, tools, and knowledge in order to further conversation on the benefits of providing and managing non-financial support. The above information is intended to be a point of reference for promoting collaboration among the various actors of the impact ecosystem that seek to bolster the non-financial support they provide to SPOs and, ultimately, achieve a greater social and environmental impact in the Latin America and Caribbean region.

The research conducted for this guide and its corresponding toolkit represents an effort to compile and analyze the various methodologies and tools that practitioners in the impact sector currently employ, and to create a non-financial support model that reflects both current practices and opportunities for improvement.

We hope that this resource provides non-financial support providers with the input needed to:

1. Identify both gaps and opportunities in providing non-financial support that ensures the highest possible value and effectiveness within the impact investment context.
2. Access useful and relevant information on structuring non-financial support for the various actors involved with the impact ecosystem.
3. Facilitate their work through best practices, methodologies, and tools that adapt to the needs of social purpose organizations and help them to improve their impact potential in the Latin American context.

While creating this guide, we learned that non-financial support is an essential part of work in the region, accompanying both financial and non-financial interventions to add value to these solutions—strengthening not only SPOs, but also the individuals that comprise them and the impact ecosystem in which they operate.

Despite the vast range of organizations that currently provide non-financial support, there are still significant challenges involved with getting this methodology out to a larger number of organizations in the region. One of these is identifying the appropriate range of services needed to meet SPO needs within a highly dynamic environment, particularly in view of the COVID-19 pandemic and limited financial resources. These dynamics are a call to redouble our efforts towards resilience—not only with respect to institutional strengthening and financial sustainability, but also to needs that have yet to receive the same priority, such as developing collective local leadership, building capacity for digitalization, promoting access to new markets and populations, and nurturing emotional intelligence.

Faced with the complexity of this changing context, networks and partnerships have proven an efficient means of providing non-financial support that is both adaptable and responds to the above stated needs. Meanwhile, it opens new opportunities to create processes and environments that feature much greater collaboration between those who receive the support and those who provide it.

The next step for Latimpacto and the Impact Network LATAM is to draw from user feedback to continue to improve this guide. Likewise, we must take a more in-depth look at topics that

Require additional attention and analysis, such as developing tools and methodologies that can improve how the impact of non-financial support on the SPOs is evaluated and designing more targeted tools for different non-financial support providers and their partners in the continuum of capital—that is, ranging from traditional philanthropy to responsible investment.

We believe this guide and toolkit to be the first step toward bolstering the type of non-financial support that aims to strengthen SPOs, leading to positive results that in turn generate further interest and drive an even greater quantity and quality of investments towards building an environment for impact.



Glossary

Acceleration program: An intensive program that has a selective recruitment process and typically works with social purpose organizations that are approaching a growth stage. Through financial and non-financial support, acceleration programs help social purpose organizations to focus on growth and scaling their solutions.

Business model: Describes the rationale of how an organization creates, delivers, and captures value, in economic, social, cultural, or other contexts. The term “business model” is used for a broad range of informal and formal descriptions of the core aspects of a business, including its purpose, business process, target customers, offerings, strategies, infrastructure, organizational structures, sourcing, trading practices, and operational processes, policies, and culture.

Business support organization: An organization that helps coordinate and align activities to serve the growth of purpose-driven small businesses, their workers, beneficiaries, families, and communities. These include accelerators, incubators, ecosystem builders, and consulting agencies.

Capacity building: Approach aimed at strengthening supported organizations to increase their overall performance by developing skills or improving structures and processes.

Donor: An institution, public charity, private foundation, or group of individuals that awards monetary aid or subsidies to organizations or individuals.

Due diligence: The process in which an organization or company’s strengths and weaknesses are assessed in detail by a potential investor with a view to investment.

Equity instruments: Contracts through which investors provide funding to social purpose organizations and in turn acquire ownership rights on part of the social purpose organizations’ businesses.

Foundation: A public-benefit organization that is asset-based and purpose-driven. Foundations have no members or shareholders and are separately constituted non-profit bodies.

Hybrid funding: The allocation of financial resources to impact-oriented investments combining different types of financial instruments (i.e., donations, loans, equity) and different types of risk/return/impact profiles of capital providers.

Impact ecosystem: The space in which a wide range of organizations (impact investors, philanthropists, universities, family offices, intermediaries, companies, etc.) work to achieve social and/or environmental impact.

Impact investment: Investments made with the intention to generate positive, measurable social and environmental impact alongside a financial return.

Impact management and measurement: Measuring and monitoring the change created by an organization's activities and using the data to refine activities in order to increase positive outcomes and reduce potential negative outcomes.

Impact strategy: The way in which an investor codifies its own social impact investing activity along three axes: social impact, financial return, and risk associated with the achievement of both the impact and the (eventual) return.

Incubator: A program mostly focused on providing office space for social purpose organizations and access to a community of like-minded entities.

Investing for impact: A strategy that favors social and/or environmental impact over financial impact. Investing for impact seeks to channel venture capital in the form of donations and/or investments to scale innovative ideas that have a social and/or environmental impact. Accordingly, it plays an important role in strengthening and validating the potential of early stage social enterprises and civil society organizations that due to the nature of the causes that they support will not generate a financial return.

Non-financial support for impact: Services offered to social purpose organizations to increase their resilience, develop their talent and skills, manage and measure their impact, and gain better access to the ecosystem or markets in order to ensure a lasting social and environmental impact.

Pro-bono contribution: Professional work undertaken voluntarily and without payment. Unlike traditional/unskilled volunteerism, it is a service that uses the specific skills of professionals to provide services to those who cannot afford them.

Scaling up: The processes of developing and growing the activities of a social purpose organization in order to expand its social reach and increase its social impact.


Social enterprise (social business): An operator in the social economy whose main objective is to have a social and/or environmental impact rather than make a profit for its owners or shareholders. It operates by providing goods and services for the market in an innovative and entrepreneurial fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers, and stakeholders affected by its commercial activities.

Social investor: An investor that puts into practice the concept of investing for impact. Social investors can be impact investment funds, foundations, universities, companies, family offices, intermediaries, or public sector institutions.

Social purpose organization: An organization that operates with the primary aim of achieving measurable social and environmental impact. Social purpose organizations can be non-profit or for-profit entities.

Small and growing enterprises: Commercially viable businesses that have great potential for expansion and social impact in the communities where they operate.

Technical assistance: A type of organizational support that is provided in complex contexts, often by specialized third parties (e.g., pro-bono contributors).



Theory of Change: Defines the set of interconnected building blocks required to bring about a given long-term goal. These building blocks are depicted on a map known as a pathway of change or change framework, which serves as an illustrative representation of the change process.

⁴⁷ Adapted from the EVPA impact ecosystem glossary of terms. See <https://evpa.eu.com/glossary>.

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