

EVPA
EUROPEAN VENTURE PHILANTHROPY ASSOCIATION

What's worth more than money?

Using non-financial support to get social entrepreneurs to the next level!

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EVPA What is VP?

VP is a high engagement and long term approach to generating societal impact through three core practices:

- **Tailored financing:** Using a range of financing mechanisms (including grants, debt, equity hybrid financing) tailored to needs of organisation supported.
- **Organisational Support:** Added value support services that VPOs offer to investees (SPOs) to strengthen the SPO's organisational resilience and financial sustainability by developing skills or improving structures and processes.
- **Impact measurement and management:** Measuring and managing the process of creating social impact in order to maximise and optimise it.

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EVPA Non-financial Support/ Definition

Support services VPOs offer to investees (SPOs) to increase their societal impact, organisational resilience and financial sustainability.

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EVPA Percentage of VPOs offering different types of non-financial support

- 81% Strategy consulting
- 77% Coaching, mentoring of the CEO or management team
- 76% Access to networks
- 65% Financial management
- 61% Fundraising or revenue strategy
- 56% Governance

Source: EVPA Industry Survey 2013/2014

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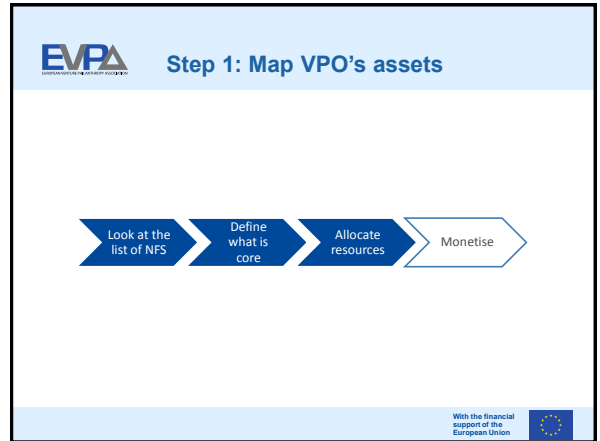
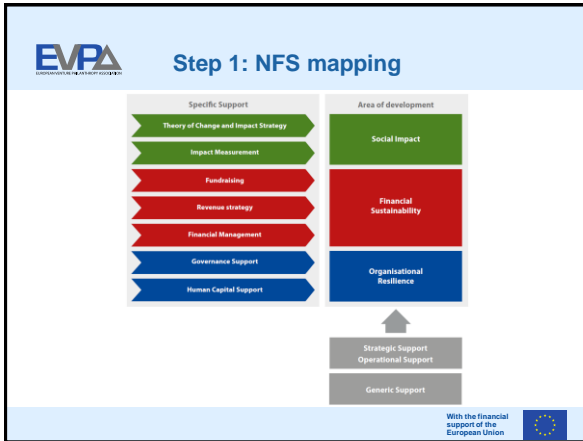
EVPA The three areas of development of the SPO

Social impact	The social change on the target population resulting from an SPO's actions.
Financial sustainability	The assessment that an SPO will have sufficient resources to continue pursuing its social mission, whether they come from other funders or from own revenue-generating activities.
Organisational resilience	The assessment of the degree of maturity of an SPO, in terms of the degree of development of the management team and organisation (governance, fund-raising capacity etc.).

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EVPA The non-financial support process

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EVPA Step 1: Guidelines for monetisation*

Type of Support	Who provides it	Time Spent	Unit Cost	Total Cost	Market Value	Total Monetised Cost	In Statements
Core	Internal						
Non-Core	External						

*Detailed tool provided in publication

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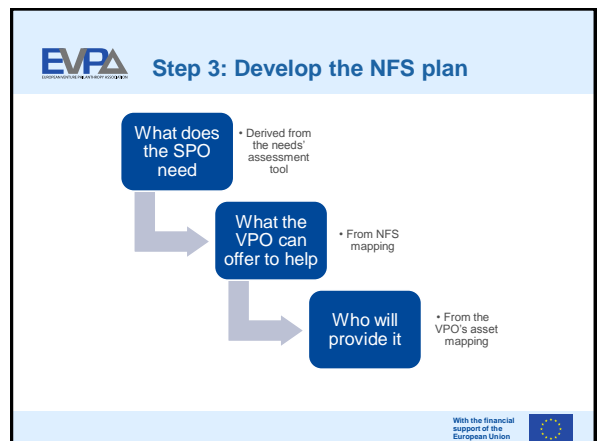
- ### EVPA Step 2: Assess the needs of the SPO
- What are the general needs of the SPO?
 - Are the general needs of the SPO addressed by the VPO's core non-financial support strategy?
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EVPA Step 2: Needs assessment tool

Capability	Development Stage of Capability Area			
	Level 1	Level 2	Level 3	Level 4
Social Impact				
Theory of Change and Impact Strategy				
Impact Measurement				
Financial Sustainability				
Fundraising				
Revenue Strategy				
Financial Management				
Organisational Resilience				
Human Capital Support				
Governance Support				

*Detailed tool provided in publication

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EVPA Step 3: Develop the NFS plan

Develop a plan that includes:

- The baseline
- The goal
- The milestone(s) (including the timing for the achievement of the milestones)
- The outcomes
- The support the VPO will provide to the SPO to achieve the planned milestones
- The deliverables

→ Used as a monitoring tool!

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EVPA Step 3: Develop the NFS plan*

Capability	Specific Need of the SPO	Priority for SPO? (1 to 3)	Baseline	Goal	Milestone	Outcome	Mapping NFS needed to achieve milestone/objective	Who provides NFS	Deliverables
Social Impact									
Theory of Change and Impact Strategy									
Impact Measurement									
Financial Sustainability									
Fundraising									
Revenue Strategy									
Financial Management									
Organisational Resilience									
Human Capital Support									
Governance Support									

*Detailed tool provided in publication

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EVPA Step 4: Deliver NFS

	PROs	CONs
Taking a seat on the board of the investee	<ul style="list-style-type: none"> Provide different skills and views Strategic channel to deliver NFS 	<ul style="list-style-type: none"> Can create conflicts of interest Risk of "doing instead of teaching" Risk for the SPO to feel "saddled" and for the VPO to be biased
Providing coaching and mentoring	<ul style="list-style-type: none"> Provide top experts' advice on a specific topic or thematic Tailored to the needs of the investee 	<ul style="list-style-type: none"> Time-consuming if done in person vs risk of being "impersonal" if done remotely Very costly
Organising trainings, workshops and boot camps	<ul style="list-style-type: none"> Can be organised for groups of investees, thus fostering peer learning 	<ul style="list-style-type: none"> Not tailored to specific needs
Taking the SPO to conferences and other external events	<ul style="list-style-type: none"> Clear for networking 	<ul style="list-style-type: none"> The SPO needs to be prepared and go to conferences with a clear idea of the goals
Offering access to networks	<ul style="list-style-type: none"> Good cost-benefit ratio Non-invasive 	<ul style="list-style-type: none"> Out of the VPO's control (it is up to the SPO to make the most out of the connection)
Externalising the provision of non-financial support to intermediaries	<ul style="list-style-type: none"> Brings in skills the VPO does not have Highly customised Relic approach to the SPO's development 	<ul style="list-style-type: none"> Cost of managing the network to avoid free-riding and to guarantee perfect match SPO-consultant Building a network of providers takes time and money

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EVPA Step 5: Assess the cost and value of NFS

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    graph TD
      A[What NFS was provided?] --> B[How much did it cost to provide NFS?]
      B --> C[How did the SPO value NFS?]
      C --> D[Has there been an improvement on KPIs?]
  
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EVPA Step 5: Assess the cost and value of NFS*

Capability	Mapping NFS needed to achieve milestone/objective	Total Monetised Cost	Deliverable(s)	How valuable do you think the assistance has been as compared to the monetised cost?	Baseline	Goal	Outcome
Social Impact	Theory of Change and Impact Strategy						
	Impact Measurement						
Financial Sustainability	Fundraising						
	Revenue Strategy						
Organisational Resilience	Financial Management						
	Governance Support						
	Human capital Support						

*Detailed tool provided in publication


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TRUSTLAW
SPREADING THE PRACTICE OF PRO BONO WORLDWIDE TO DRIVE SOCIAL CHANGE


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 **Exercise**

- How can the framework be applied to your work?
- What challenges might you face?
- What solutions to those challenges do you propose?
- What will you do after this conference to support SocEnts with NFS?

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 **Publication & Tools**

"A PRACTICAL GUIDE TO ADDING VALUE THROUGH NON-FINANCIAL SUPPORT"
<http://evpa.eu.com/>

PRACTICAL TOOLKIT
<http://evpa.eu.com/research-and-policy/knowledge-centre/non-financial-support-process-tools/>

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