

COMPANY PROFILE



NEXT GENERATION

expertise • impact • return

NEXT GENERATION CONSULTANTS IN A NUTSHELL

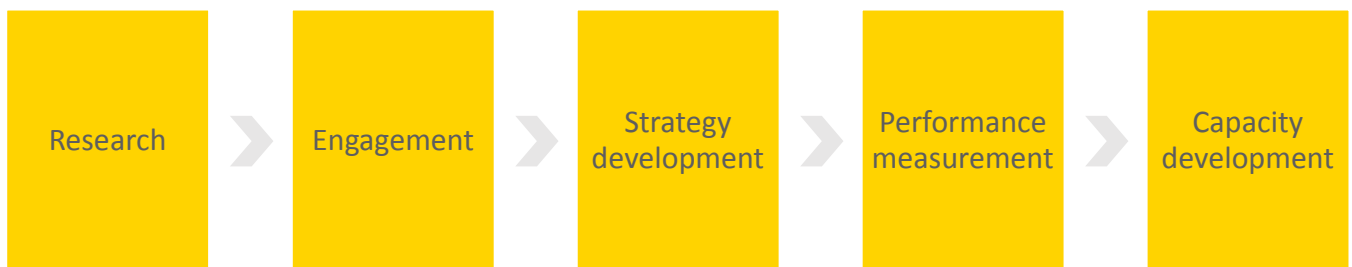
Next Generation Consultants is a strategic advisory and consulting company focused on sustainable development through social innovation. We work across industry sectors and have extensive experience in mining, financial services, media, telecommunications, information technology, retail, manufacturing, agri-processing, fast-moving consumer goods and oil and gas.

WHAT ARE WE KNOWN FOR?

1	We are well-known for social innovation, collective impact and shared value strategies, taking a systems thinking approach to tackling complex problems.
2	We have done groundbreaking work in the field of measuring impact and return on investment of development programmes and interventions. The Investment Impact Index™ is widely recognised as pioneering in the development and humanitarian aid sectors in Africa.
3	We are experts at developing high-impact development models that deliver a high return on investment for investors.

HOW WE WORK

We work with investors to create meaningful and lasting change and to develop a vision for how to contribute to transformative impact.



We gather appropriate data, generate strategic insights and make recommendations based on a holistic understanding of how social change occurs. We explore issues, looking deeply at context, connections and patterns and incorporate multiple perspectives in our work. We develop comprehensive strategies to create change, we conduct impact assessments to improve decision-making and learning so that programmes adapt to changing conditions. We design performance measurement systems to manage complexity and develop new frameworks to accelerate social change. We ensure transfer of skills through the process.

COMPETITIVE ADVANTAGE

Our trusted network of service providers gives our clients access to a team of handpicked specialists working together to help them achieve their strategic business objectives. We do not simply promise to improve the business of companies – we transform businesses to become more successful, profitable, sustainable and responsible.

We have developed various proprietary business, innovation and strategy development models, as well as monitoring, evaluation, impact assessment and benchmarking tools. These give us a competitive advantage in strategic and management consulting, particularly because our clients can choose development models according to their budgets. This makes our services smart and cost-effective.

OUR VISION	To contribute significantly to the continuous economic transformation of Africa by improving the competitiveness, growth and sustainability of all companies and to do it in an economically, environmentally and socially responsible way.
OUR MISSION	To transform businesses into successful, profitable, sustainable and responsible enterprises that delivers shared value.
OUR STRATEGIC OBJECTIVE	To be Africa's foremost recognised management consultancy in social innovation.
OUR BEE STATUS	As an exempted micro enterprise (EME) we qualify as a level 4 BEE contributor in terms of the preferential procurement scorecard.

IN THE DRIVING SEAT



Reana Rossouw, director of Next Generation Consultants

Reana Rossouw, an alumna of Stellenbosch University's business school, has more than 30 years' experience in business management at senior executive and director level. Her work spans several industry sectors, including donor, philanthropy and corporate grantmaking, information and communication technology, mobile and internet communication, financial services, mining, agriculture, manufacturing and retail.

Reana's expertise lies in creating and implementing strategies and brands for innovation, growth and sustainability. Over the past decade, Reana has developed Africa's first impact assessment model, the Investment Impact Index™, which measures the impact and return on investment of social investment development models and programmes. This methodology is now applied across the continent by social investors, impact investors, donors and grantmakers.

Reana is a regular speaker at conferences and has delivered various papers in her fields of expertise. She is the author of three specialist books and numerous widely read articles. In recognition of her groundbreaking work, Reana is regarded as one of Africa's leading experts on sustainable development, social innovation and impact assessment.



SERVICE OFFERING

ADVISORY, CONSULTING AND STRATEGIC DEVELOPMENT SERVICES

- *Social innovation strategies* to apply innovative market-based solutions to the advantage of society as well as underserved communities.
- *Social investment strategies* covering the entire grantmaking/social investment cycle from set-up, management, exit, evaluation to reporting.
- *Impact investment strategies* to bring the innovation, incentives and resources from business to the social sector, aiming to deliver exemplary return on investment.
- *Circular economy strategies* to rethink value chains, products and services using principles such as durability, renewability, reuse, repair, replacement and reduced material use.
- *Shared value strategies* to reconsider and re-engineer business models to generate profits and new value propositions in tandem with social outcomes.
- *Social capital strategies* aimed at creating and contributing to increased capital formation for businesses.
- *Social enterprise and entrepreneurship strategies* for enterprises whose reason for commercial activity is the social or societal objective of the common good.
- *Human rights management strategies* to ensure that fundamental human rights are not infringed or violated through operations, products, services or business relationships.
- *Stakeholder management strategies* to manage perceptions as well as expectations of all stakeholders and rightsholders across the value chain.

RESEARCH AND DEVELOPMENT SERVICES



In addition to our industry research – we publish annual trends, forecasts and findings – we specialise in specific research services:

- *Baseline studies* to provide a scientific information base against which to monitor and assess progress and effectiveness during implementation or at completion of development programmes.
- *Socio-economic surveys* on national, provincial, district and municipal level.
- *Sector comparative research and benchmarking* to ensure competitive leadership.
- *Management, operational and programmatic reviews and opinions* to ensure that the intended objectives are guaranteed.
- *Perception surveys* as part of stakeholder engagement activities.
- *Due diligence* of strategies, policies, processes and systems of performance management for human rights, stakeholder and community relations.
- *Social impact and opportunity assessments* to ensure sustainable development.
- *Management assessments* to determine the relevance, materiality and sustainability of investment and development strategies.
- *Performance measurement processes* to measure the outcomes, impact and return on investment of development programmes.

CAPACITY DEVELOPMENT

Over the past 20 years, we have trained more than 5 000 professionals in sustainability and integrated reporting, stakeholder and human rights management, social innovation, investment and development and monitoring, evaluation and impact assessment. Our accredited training and development solutions are designed to help organisations and individuals improve their personal competence and skills – core enablers of a sustainable business and competitive advantage.

Our 3-day master class focuses on corporate social investment and is supported by our published books. The content of the course focuses on the entire spectrum of the social investment cycle, including strategic, operational and programmatic aspects: From strategy setting to portfolio development and programme management right up to monitoring, evaluation, impact assessment, reporting and communication.

Our other courses – stakeholder management, human rights management and performance management (monitoring, evaluation and impact assessment) – are also available for inhouse training events.



IMPACT AND RETURN ON INVESTMENT ASSESSMENTS

The goal of impact assessment is to drive improvements that increase the value of programmes to the people they serve. Next Generation has developed the Investment Impact Index™ (III™) and we work with investors to assess the impact and return on investment of investment and development programmes.

INVESTMENT IMPACT INDEX™

The biggest challenge in the development sector is knowing whether community/social investment programmes or interventions made a difference and what kind of difference was achieved. By assessing impact, companies can improve the value of their programmes to the people they aim to serve. Measuring impact is important and possible, but measuring the right things is difficult. It is easy to focus purely on the positive and intended impacts and ignore the negative and unintended consequences of investment and development interventions.

Next Generation Consultants developed a conceptual framework and assessment methodology to assist social and impact investors to understand and determine the impact and return on investment of their development programmes. The Investment Impact Index™ is the result of nearly 10 years of intensive research and development, and testing and applying the methodology to our work.

Since 2010, our team has assessed social investment and development programmes to the value of R3 billion, including more than 700 programmes across 15 investment portfolios, involving some of Africa's largest social investors.

This has resulted in a comprehensive library of more than 7 000 qualitative and quantitative indicators and the identification and development of more than 25 dimensions of impact and return on investment. The power of the III™ lies in these dimensions, because they provide a wide range of indicators for evidence of change. They are relevant to a range of stakeholder groups, such as services providers, government, communities and beneficiaries, and include qualitative and quantitative metrics for short-, medium- and long-term impacts.

HOW THE III™ WORKS

The III™ does not only involve measurement as a critical part of the impact assessment, but also the analysis of information and data that will inform future investment and planning decisions. It offers a transparent, comparable and flexible solution that contextualises and takes into consideration the complexities, relationships and fundamental development principles of Africa.

The following key attributes illustrate the capacity of our innovative impact assessment methodology:

1	It measures the value to society as well as investors.
2	It is flexible and can be applied to socially complex situations, at multiple levels, in different sectors and various contexts.
3	It can be used to not only assess completed programmes but also to pre-empt future impact.
4	It provides a holistic, balanced and extensive understanding of impact – the positive as well as the negative impact, trade-offs, causality, attribution and deadweight.
5	It provides consistent and comparable information that is decision-ready and useful – utilising qualitative and quantitative data, involve stakeholders and equalise impact and return on investment to facilitate comparison across different types of impact and investment portfolios.
6	It focuses on material impacts – and the framework can be adapted so that funders select the scope and boundary (reach, width and depth) of the impact assessment process.

Next Generation's Investment Impact Index™ determines who was impacted or affected by an intervention by providing credible evidence of impact. Impact is quantified and qualified according to impact and return on investment dimensions.

Being able to identify what changes in a developmental context is the primary reason for doing community investment and development in the first place. The III™ provides a clear methodology of how to conduct an impact assessment, how to measure change through indicators and how to analyse impact and return dimensions to be able to make better funding and investment decisions.



BOOKS WITH VALUABLE RESOURCES AND TOOLS

Our consulting work, research, knowledge and analysis competency helped us to write about and develop ideas that we believe have the power to change the world.



The *Investment Impact Index™* sets out Next Generation's process for developing and conducting impact evaluations and assessments. It describes the logic behind the methodology and the importance of integrated and systemic research and evaluation methodologies and approaches, how to conduct impact and return on investment assessments and how to utilise, communicate and report on the findings of impact assessments.

- Section 01: From measurement to management
- Section 02: Background to impact assessment
- Section 03: The III™
- Section 04: Underlying research approaches
- Section 05: How the III™ works
- Section 06: The next phase



The *Monitoring, evaluation and impact assessment guide* covers the entire performance management and measurement process and system in social investment and development. It includes fundamentals and basics such as logic framework models, theories of practice and change, information management, as well as analysing, interpreting and reporting on data.

- Section 01: The importance of measurement
- Section 02: The basics of measurement
- Section 03: The fundamentals of measurement
- Section 04: Information and data management
- Section 05: Return on investment
- Section 06: Setting up the measurement system
- Section 07: The measurement process
- Section 08: Glossary of terms
- Section 09: The management process: Tools



The *Grantmaking guide* is a complete guide for development practitioners. The 15 sections cover the entire grantmaking cycle, from developing the strategic framework and strategy to setting up grantmaking processes and systems, developing and managing investment portfolios, programmes, partners and stakeholders, as well as communicating, monitoring, evaluating, assessing impact and reporting.

- Section 01: Introduction
- Section 02: Determining a strategic framework
- Section 03: Setting up the grantmaking function
- Section 04: Grant management and administration processes
- Section 05: Selecting effective charities
- Section 06: Developing a support package
- Section 07: Measuring impact
- Section 08: Partnerships
- Section 09: Communication
- Section 10: Stakeholder management
- Section 11: Conducting research
- Section 12: Strategic planning framework
- Section 13: Monitoring and evaluation
- Section 14: Glossary
- Section 15: Tools

THEORY OF CHANGE

Next Generation uses the same standards, benchmarks, guidelines and frameworks our clients do. We subscribe to the same codes of conduct and ethics and use the same methodologies to determine our own impact and ROI. We leverage our knowledge, skills, experience and insights to build capacity in the industry and we contribute significantly to the future sustainability of our continent.

INPUT	<ul style="list-style-type: none"> • Consulting and advisory • Research and benchmarking • Networking and facilitation • Capacity development and training
ACTIVITIES	<ul style="list-style-type: none"> • Primary and secondary research • Workshops and master classes • Stakeholder engagement • Data management, collection, analysis and report writing • Strategy development, investment and development modelling • Thought leadership and publications • Research reports • Performance management, process and systems development • Framework, policy, strategy, flagship, programme and portfolio development • Due diligence and impact assessments
OUTPUTS	<ul style="list-style-type: none"> • Investment and development strategies • Stakeholder engagement and human rights management strategies • Research and benchmarking reports • Impact and return on investment reports • Master classes
OUTCOMES	<ul style="list-style-type: none"> • Engaged, informed, empowered investors • Capacitated intermediaries • Sustained communities • Evolved investment and development sector • Best practice development practices that contribute to sector advancement, practitioner development and sustainable communities
IMPACT	<ul style="list-style-type: none"> • A more inclusive, equitable sustainable continent • Empowered, engaged, informed investors • Capacitated development sector
RETURN ON INVESTMENT	<ul style="list-style-type: none"> • The most recognised, valuable, credible management consultancy in Africa • A trusted partner for clients • Delivering innovative, scalable, measurable shared value for our clients

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