



# NEXT GENERATION

IMPACT ECONOMY EXPERTISE



TRAINING BROCHURE

# 2026

# MASTERCLASS SERIES 2026

For more than two decades, Next Generation Consultants have assisted philanthropists, foundations and trusts, social and impact investors, social purpose organisations and social enterprises across Africa and South Africa to better understand the impact economy and the opportunities it presents.

We work with clients to clarify their impact intentions and objectives, develop evidence-based, inclusive and well-balanced investment and development strategies and assist them with end-to-end impact management and measurement approaches to achieve maximum impact and return on investment.

We work at the intersection of the social, solidarity and impact economies. We are also committed to contribute to an enabled and resilient ecosystem. For this reason, we contribute to building capacity and sharing our expertise, experience and knowledge.



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## TAKING ADVANTAGE OF THE IMPACT ECONOMY

The Social, Solidarity, and Impact Economies (SSE) represent a people-centered approach that prioritises social, environmental, and community benefits over profit maximization. These economies focus on democratic governance, solidarity, inclusivity and sustainability to address inequality. They aim to create long-term, positive change while often reinvesting profits for social goals.

Within this context, the concept of the impact economy is built on a holistic theory of how we create,

exchange and distribute value. The impact economy is predicted to grow exponentially over the next decade.

Led by an industry leader, and supported by expert guest speakers, our in-person Masterclasses are specifically designed for practitioners, professionals and executives to enhance their skills, knowledge and leadership capabilities within the impact economy. We provide the latest insights and research, tools and frameworks to help you navigate the rapidly changing landscape and make informed decisions.



# WHO SHOULD ATTEND

The Next Generation Masterclasses are specifically designed to support, capacitate and inform:

○ **Executive Directors & Leadership, Founders / Co-Founders**

Leaders and founders of organisations that address economic, social or environmental challenges.

○ **Chief Impact Officers / Heads of Impact / Chief Sustainability Officers / Chief Impact Officers (CIO) / Directors of Social Innovation**

Individuals who lead organisations' overall strategy for economic, societal and environmental change.

○ **Board Members / Trustees**

Who provide governance and strategic direction and who are responsible for achieving results and steering responsible and accountable organisations.

○ **Impact Investment / ESG / Sustainable & Responsible – Analysts/ Advisors**

Individuals who assesses potential investments for both financial return and economic, social and environmental impact.

○ **Impact Consultants, Practitioners and Advisors**

Who advises and supports businesses and organisations on social innovation, social impact, shared value and collective impact strategies.

○ **CSI Managers / Community and Humanitarian Development Practitioners / Grants Officers / Programme Directors & Managers**

Who design, implements and manages impact programmes and portfolios.

○ **Fundraisers / Resource & Advancement Officers / Directors of Development / Grant Writers**

Who secures financial support from donors and potential partners.

○ **Monitoring and Evaluation (M&E) Specialists**

Who measures the effectiveness and results of programmes and interventions.



# LEARNING PATHWAYS

At Next Generation we recognise one size learning fits nobody, learning is social, learning is multidisciplinary, and learning takes practice. For this reason we provide public as well as customised learning solutions.



## PUBLIC LEARNING EVENTS

We develop courses and knowledge resources, training workshops, and learning masterclasses that not only help impact practitioners to learn new things, improve their knowledge, advance their organisations, but also grow their positive impact on society.

Many of our masterclass participants have attended more than one of our learning journeys. This is reflective of their own personal career path and professional journey. Each knowledge intervention provides focused learning through well research content, real-life case studies and group work which facilitates and leads to open discussions with experienced practitioners and encourages sharing challenges and learnings with peers.

## PRIVATE AND CUSTOMISED EVENTS

Whilst this brochure deals with our public masterclasses, we also design custom learning solutions for organisations. Organisations choose their subject topic or theme, sector related content and specific case studies and reference materials. Handbooks, guides and tools are then customised and developed for each client organisation.

Topics that are generally covered in our customised workshops range from trends and insights, strategic reviews and strategy development, internal policy development and guidelines, frameworks, standards, due diligence, structuring portfolios and programmes, theories of transformation and change, logic model frameworks, impact management and measurement, impact reporting, systems change, social innovation, growth and scale, stakeholder engagement and much more.



# FACULTY



## PROGRAMME DESIGNER AND FACILITATOR: REANA ROSSOUW

Reana Rossouw has spent more than 25 years working at the intersection of the social, solidarity and impact economies. She has worked with some of Africa's largest foundations and philanthropic organisations, advised

numerous corporate social investors, grantmakers, donors, (venture) philanthropists, social enterprises and social purpose organisations on strategy, engagement, fundraising, social innovation, shared value creation and impact management and measurement.

She is a regular speaker at industry events, publishes extensively from handbooks for practitioners, to trend and research reports for the sector, and practice guidelines and tools for implementation.

Reana founded Next Generation Consultants in 2003, and in 2008 created the Investment Impact Index™ – an impact assessment methodology and technology platform that measures the impact and return on investment of philanthropy, social and impact investments. Reana have developed and presented learning solutions for the impact economy since 2011 and have trained more than 5000 practitioners across the African continent.

She not only coaches and train practitioners, sit on numerous foundation boards, she has also advised on becoming investor ready, regularly assess proposals and applications, consult on Pan-African philanthropic strategies and advise on investment and development portfolios and signature programmes.

Reana loves research, participates in and contributes to think tanks and regularly reviews impact reports and engages and collaborate extensively across the sector.

## GUEST SPEAKERS

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To ensure an integrated learning experience, a combined theoretical and practical approach is taken in all masterclasses.

Industry experts are invited to the masterclasses to share their insights and experiences. These guest speakers are not only leaders in the field, highly respected and credible, but their insight across disciplines, practices and sectors add enormous value

and create opportunities for participative learning, and robust discussions. Great care is taken to ensure that guest speakers represent the entire ecosystem within the impact economy.

There is a deep focus on lessons learned, challenges experienced, risks mitigated, and this contributes to a valuable, enriched, and collective learning experience.



# OUR COMMITMENT

Whatever learning pathway participants choose, public or private, our commitments to participants are:

- To create a safe space for learning and development.
- To provide an opportunity to engage and partake in inspiring debates and conversations with experts on the most complex aspects of the social, solidarity and impact economies.
- To share the latest and best practices and the expertise of pioneering organisations.
- To provide an opportunity to join a community of practice made up of likeminded individuals and organisations; to make friends and build connections and networks; and to provide the necessary support that will guide you through your learning journey.

Our aim is to deliver not only value for money, but also value for future learning, including:

- Access to tools, templates and frameworks to assist and allow for immediate integration and application.
- Exposure to deep research into best practices and active case studies that will ensure comparable and world class learning, knowledge and insights.
- An opportunity to learn and interact with other leaders and practitioners who have travelled the same journey, experienced the same challenges and risks and who can provide first hand advice and collaborative support.
- An opportunity to be part of a growing network of change-agents better able to effect change and impact within themselves, their organisations and the sectors in which they operate.



# MASTERCLASS SERIES 2026

Our 2026 public masterclass series will focus on two learning experiences:

## MASTERCLASS 1

### The Pathways to Impact at Scale

## MASTERCLASS 2

### Impact Management and Measurement

## MASTERCLASS 1: THE PATHWAYS TO IMPACT AT SCALE

This is our brand new offering and is informed not only by our own work, but also client and practitioner demand.

The humanitarian sector – made up of distinct actors across the social, solidarity and impact economies have always innovated, finding creative solutions to improve results in austere and unstable settings. But such innovations are frequently sporadic, tend to be project driven, and may not reach impact at scale beyond a given setting or institution. In the face of growing demand for humanitarian assistance, the world needs innovation that produces scalable solutions.

This masterclass recognises the diversity of pathways to scale, and provides a robust framework for considering the range of approaches, skills, and steps involved in bringing social approaches and innovations to scale.

## LEARNING OUTCOMES

By the end of the masterclass, participants will:

- **Have a strategic, operational and programmatic understanding of scaling:** Be able to define scaling pathways, developing the right scaling strategy, understanding the scaling end game.
- **Be able to operationalise and implement a scaling strategy:** Protect the quality of core programme components whilst scaling, develop action plans for scaling, learn how to adapt while scaling.
- **Have the tools for data driven decision-making:** Design robust systems to track performance while scaling and have guidelines for the collection of evidence to prove efficacy to potential partners, funders and ecosystem players.



The in-person three day masterclass is structured as follows:

<p><b>DAY 1</b> Strategic Foundations &amp; Systems Thinking</p>	<p><b>DAY 2</b> Operational Excellence &amp; Growth Approaches</p>	<p><b>DAY 3</b> Managing and sustaining growth</p>
<p><b>Session 1: Growth vs Scale:</b> Perspectives and core concepts and definitions, setting the scene</p> <hr/> <p><b>Session 2: Foundational Readiness for Scale:</b> Defining scalable solutions and theories of change for scale as well as scaling readiness assessments</p> <hr/> <p><b>Session 3: Strategic Positioning:</b> Defining a “Differentiated Hybrid” model - balancing social mission with financial sustainability</p> <hr/> <p><b>Session 4: Selecting a Scaling Strategy (“Pathways to Scale”):</b> Choosing your end game through scaling up, scaling out, scaling deep, scaling across</p> <hr/> <p><b>Session 5:</b> Guest Speaker and Practical Case Study</p>	<p><b>Session 1: Designing for Scale (“Systematisation”):</b> Developing a “scaling playbook” that ensures quality control while allowing for adaptation to local contexts and protection of value</p> <hr/> <p><b>Session 2: Scale Model Design &amp; Validation - Unbundling for Scale:</b> Business model generation and building minimum viable products and programmes (MVPs)</p> <hr/> <p><b>Session 3: Collaborating and Financing for Scale:</b> Collective impact models, innovative finance, programme and business model innovation and growth dimensions</p> <hr/> <p><b>Session 4: Leading and Sustaining Impact</b> Strategic leadership, evidence informed and data-driven decision making</p> <hr/> <p><b>Session 5:</b> Guest Speaker and Practical Case Study</p>	<p><b>Session 1: Investment Readiness &amp; Fundraising for Growth:</b> Enabling, aligning and managing for growth: Operations, capital &amp; systems</p> <hr/> <p><b>Session 2: Measuring, and Reporting Impact and Scale:</b> Frameworks and standards; processes and systems, indicators and tools for monitoring, evaluation, assessment, verification and reporting impact at scale</p> <hr/> <p><b>Session 3: Managing risks and challenges of scaling:</b> The “founder’s trap”, ignoring local context, premature scaling, loss of quality</p> <hr/> <p><b>Session 4: Sustaining scale: Impact, governance &amp; legacy:</b> Field-building strategies and leadership evolution</p> <hr/> <p><b>Session 5:</b> Guest Speaker and Practical Case Study</p>



# MASTERCLASS 2: IMPACT MANAGEMENT AND MEASUREMENT

This flagship masterclass will be presented for the 20th time in 2026. Annually the content is researched and updated making it the leading event for practitioners on the Africa continent.

Impact measurement and management (IMM) are essential for organisations and investors to quantify, evaluate, and maximize their positive economic, social or environmental contributions while mitigating negative effects. By providing data-driven insights, IMM facilitates strategic decision-making, performance improvement, increased accountability, and transparent communication with stakeholders.



## LEARNING OUTCOMES

The Impact Management and Measurement (IMM) masterclass will equip practitioners and professionals with skills to define, measure, and maximize economic, social and environmental impact.

Key learning outcomes include developing Theories of Change, selecting, and applying measurement tools, aligning impact with business strategy, and using data for reporting and decision-making.

- **Understanding Core Concepts:** Mastery of IMM terminology, principles, guidelines, frameworks and standards.
- **Developing Strategy:** Ability to develop impact strategies, impact thesis and policy statement, create a Theory of Change, and define impact objectives.
- **Management and Measurement:** Ability to develop impact management plans and impact measurement frameworks including a proficiency for selecting appropriate indicators, frameworks and tools for data collection.
- **Data-Driven Decision Making:** Analysing evidence to improve performance and optimise impact and return on investment.
- **Impact Reporting:** Communicating results effectively to stakeholders, investors, and partners using evidence-based storytelling.
- **Integration and Management:** Learning how to embed impact management into organisational processes, investment cycles and operations.



The in-person three day masterclass is structured as follows:

<p><b>DAY 1</b> Defining impact</p>	<p><b>DAY 2</b> Managing and Measuring impact</p>	<p><b>DAY 3</b> Analysing, valuing and reporting impact</p>
<p><b>Session 1: Overview and Introduction:</b> Terminology, definitions, impact, return and capital spectrums</p> <hr/> <p><b>Session 2: Guardrails:</b> Guidelines, principles and standards for IMM</p> <hr/> <p><b>Session 3: Foundations:</b> Pillars of IMM and aligning it to investment and development lifecycles</p> <hr/> <p><b>Session 4: Designing for impact</b> Impact strategy, impact thesis, theories of transformation and change</p> <hr/> <p><b>Session 5:</b> Guest Speaker and Practical Case Study</p>	<p><b>Session 1: Managing for impact</b> The impact management process and system – developing impact management plans</p> <hr/> <p><b>Session 2: Measuring impact</b> The impact measurement process – approaches and methodologies</p> <hr/> <p><b>Session 3: Aligning for impact</b> Risk Management and Stakeholder Engagement</p> <hr/> <p><b>Session 4: Analysing impact results</b> Evidenced based impact analysis</p> <hr/> <p><b>Session 5:</b> Guest Speaker and Practical Case Study</p>	<p><b>Session 1: Advanced IMM logic:</b> Causality, Attribution vs. Contribution and Incremental impact</p> <hr/> <p><b>Session 2: Impact reporting:</b> Principles and standards for reporting and storytelling with data</p> <hr/> <p><b>Session 3: Impact valuation, verification and exit:</b> Value creation and impact and return calculation models</p> <hr/> <p><b>Session 4: Benchmarking and comparability:</b> Comparing impact results across portfolios, interventions and investment funds</p> <hr/> <p><b>Session 5:</b> Guest Speaker and Practical Case Study</p>



## FEES

Our 2026 rates are **R13 000 per person** – paid in advance.

- Bursaries may be available for nonprofit (NPO, NGO, CBO, PBO and FBO) organisations and small, medium sized enterprises (SMEs), independent consultants and social enterprises, however, this is dependent on the total number of confirmed and paid bookings we receive.
- Group discounts can be provided for more than 2 people from the same organisation.
- Special daily rates and discounted group rates are available for customised workshops.
- Fees include: All materials (which will be provided electronically before the event), refreshments, lunch and a certificate of completion. Participants are responsible for their own transport and accommodation.

## DATES

PATHWAYS TO IMPACT AT SCALE	
Cape Town:	19 – 21 May 2026
Johannesburg:	21 – 23 July 2026
IMPACT MANAGEMENT AND MEASUREMENT	
Cape Town:	26 – 28 May 2026
Johannesburg:	28 – 30 July 2026
POTENTIAL ADDITIONAL MASTERCLASS DATES (BASED ON DEMAND)	
Cape Town:	20 – 22 October 2026
Johannesburg:	13 – 15 October 2026

## TERMS AND CONDITIONS

Cancellation policy: If after registering you are no longer able to attend the masterclass, you may:

- **Transfer** your registration to another person from your organisation up to two weeks before the course. After this date we cannot accept transfers.
- **Cancel** your registration and receive a 50% refund if cancellation is requested one month before the event. No refunds are available after this date.
- **No show** if you have booked and confirmed your attendance to the masterclasses, but do not attend, you will still be liable for the full amount due to associated logistical expenses.
- **Payment Deadlines:** Unless stated otherwise, the masterclasses are invoiced and payable in one instalment two weeks before the event. Should payment not be received before the masterclasses start, and unless specific arrangements have been made, participants may be refused entry to the masterclass.
- **Rescheduling Policy:** We require a minimum of 10 participants to proceed with a masterclass. Should the minimum number of participants not be reached, Next Generation reserves the right to cancel or reschedule courses in case of insufficient participant numbers, or for other reasons beyond our control. Should this happen, you are entitled to a full refund, but Next Generation will not be responsible for travel arrangements/fees, or any expenses incurred by participants as a result of such cancellation. Should it be necessary to cancel a masterclass participants will be contacted via the email address provided when registering one month before the masterclass.



# ADDITIONAL NOTES

- Masterclasses are restricted to a **maximum of 20** participants to ensure a conducive learning environment. Should any masterclass be oversubscribed, an additional masterclass will be added to the training calendar scheduled for October 2026.
- Masterclasses require a **minimum of 10** participants to proceed. Should any masterclass be undersubscribed, participants will be informed one month before the event.
- In general, guest speakers will be announced one month before the event and is influenced by the composition and sector representation of the participants.
- Venues will be announced one month before the event and in general is chosen based on additional facilities such as accommodation, accessibility, quality and value for money.
- Masterclasses are presented as in-person events over three days to ensure both structured and participative theoretical and practical learning. Masterclasses start promptly at 08:30 in the morning, with refreshment breaks between sessions (at 10:30, 13:00, 15:30) and conclude at 17:00 daily.

## BOOKING FORM

To book your spot, complete this application form and email it to [info@nextgeneration.co.za](mailto:info@nextgeneration.co.za), or book online [here](#).

### Participant information:

Title, name and surname: .....

Telephone number: .....

Email address: .....

Disability requirements: .....

Special dietary requirements: .....

### Organisational information:

Company name: .....

Company address: .....

VAT number: .....

Purchase order number: .....

### Event information:

Masterclass: .....

Date and city: .....

