



Pro-Bono Social Impact Advisory Services from the Fletcher Social Investment Group

The Fletcher Social Investment Group ([FSIG](#)) is a student-run business advisory organization at the Tufts Fletcher School dedicated to the study and practice of impact investment.

We connect graduate students with a passion for impact investment with social enterprises preparing for growth and capital raises and impact investors looking for assistance with due diligence and other investment activities.

By providing a range of pro-bono advisory and due diligence services - including market research, financial analysis, and investor targeting - FSIG students complement their skill-sets with practical experiences in the field while providing meaningful services to social enterprises and impact investors.

Project Experience

Since its inception in 2014, FSIG has completed advisory work for **more than 25 clients**, including Kiva, Investor's Collaborative, Align Impact, AlphaMundi, 4P Foods, Loomio, DoneGood, Evervest, and Codespark. Recent projects have included:

- conducting a gender-lens analysis of impact investment firm AlphaMundi's portfolio;
- preparing a valuation and investor materials for youth educational travel company Envoy in preparation for a funding round;
- producing client-facing health and education sector overviews for impact investment advisor Align Impact;
- recommending a Boston-area physical market strategy for fair-trade shoe company Adelante based on market surveys and financial analysis;
- and performing due diligence of social enterprises under consideration for Kiva's crowdfunding platform.

Client & Project Criteria

Our target advisory clients are **impact-driven business organizations** that can articulate a clear social impact proposition for their core activities, including: **impact investment funds**, firms, or networks; for-profit **social enterprises**; and **non-profit organizations** that have or are developing at least a partial revenue model.

Potential projects should go beyond basic research and administrative tasks to address a **complex though well-defined business challenge** which has (or will have) real impact on the business. All projects should however also be addressable within the available timeframe - typically 150-250 person-hours over 10 weeks from October to December or February to April.



Ideal projects will challenge and enable students to develop and exercise the knowledge and skills necessary for careers in impact investing and social enterprise management. As such, we particularly **target projects relating to funding, investment, enterprise growth, impact assessment**, and associated activities.

Project Teams

Projects are staffed by a volunteer team of **4-6 graduate students** pursuing degrees in international affairs and/or international business at the Fletcher School at Tufts University. Members have a broad range of backgrounds and skills: 50% of Fletcher students were born outside the U.S.; all speak at least two languages; and their prior experiences include consulting, finance, development, conflict resolution, policy analysis, impact evaluation, and entrepreneurship, in the public, private, academic, and non-profit sectors, in locations around the world.

Team members devote at least **3-5 hours per person per week** on a project over a **10-week period** from October to December or February to April, for a total of **150-250 pro-bono hours per project**.

Each project team is **led by a carefully selected senior FSIG member** with prior advisory project experience. Teams are also **advised and supported by a network of faculty and staff** from Fletcher and its Institute for Business in the Global Context with expertise in management, consulting, finance, investing, impact evaluation, and social enterprise - including Patrick Schena, Alnoor Ebrahim, Bhaskar Chakravorti, and Rocky Weitz.

Client Requirements

To ensure a successful project, all clients are asked to designate a **dedicated client contact** who can commit **15-20 hours over the 10-week project** period to share relevant business details, answer periodic questions, and check-in with the FSIG team on a regular basis.

This time commitment typically includes 8-10 hours of meetings - check-in meetings every other week, plus more extended meetings (ideally in-person) for kick-off, mid-term check-in, and final deliverable presentation - and 5-10 hours of email or other incidental correspondence to provide information, answer questions, and deliver feedback (30 to 45 minutes per week).

Though all advisory services are pro-bono, clients are encouraged to cover or reimburse incidental expenses for travel or materials as necessary for the project.



Application Process and Timeline

All prospective clients must submit a **2-3 paragraph project proposal** and draft scope statement, which should include:

- a brief overview of the organization, including business model and impact thesis;
- an outline of the specific business challenge to be addressed or question to be answered (may include more than one possibility);
- a listing of any required/desired sectoral or technical knowledge or skills;
- a description of desired or potential deliverables;
- the target timeframe;
- the project sponsor / client contact's name, and an estimate of their availability over the project period.

Submission of a draft project scope statement does not guarantee availability of an FSIG team to work on a given project in the coming year. FSIG management will review project proposals and determine if proposed projects are a good fit for the skills and interests of the available FSIG advisory teams.

The application and project timeline for fall 2017 is as follows:

- Project Sourcing - Summer 2017
 - Introductory conversations with prospective clients - by August 4
 - Submission of draft project proposals (scope statements) - by August 11
- Project Selection - August/September 2017
 - FSIG Management reviews project proposals and selects 4-6 projects for the upcoming semester based on interests and skills of available FSIG members - by early/mid-September
- Client-Team Match and Introduction - September 2017
 - FSIG management identifies a team of students for each selected project, and connects the client contact and team lead to begin refining the scope of work and developing a project plan and timeline - by mid-to-late September
- Project work - October to December 2017
 - Commences - by late September / early October
 - Ends - by mid-December

A similar process for the spring semester kicks off in December, with project selection and team match by mid-January, and project commencement by late January / early February.

Interested?

We are currently seeking potential clients for the coming academic year. **Interested parties should contact FSIG to setup an introductory call.**

Please contact alex.helsinger@tufts.edu or FSIG@elist.tufts.edu with any inquiries.