



# Helping nonprofits select impact investing structures

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Rare, an **international conservation NGO** founded in 1973, works to promote sustainable behaviors in rural communities, with a particular focus on **fisheries and agriculture**. Rare has worked on more than **250 projects** across **56 countries**. Each sustainability project or **Pride Campaign**, follows a **Theory of Change** model to achieve conservation results.



## Our Project

Rare wants to develop an **impact investing vehicle**, that is closely connected with their NGO, and allows them to invest directly in fishery supply chains around the world. For Rare, impact investing is **not a question of if they should do it, but rather how they should do it**. To help Rare, as well as other nonprofits considering entering the impact investing space, we sought out to answer the following key questions:

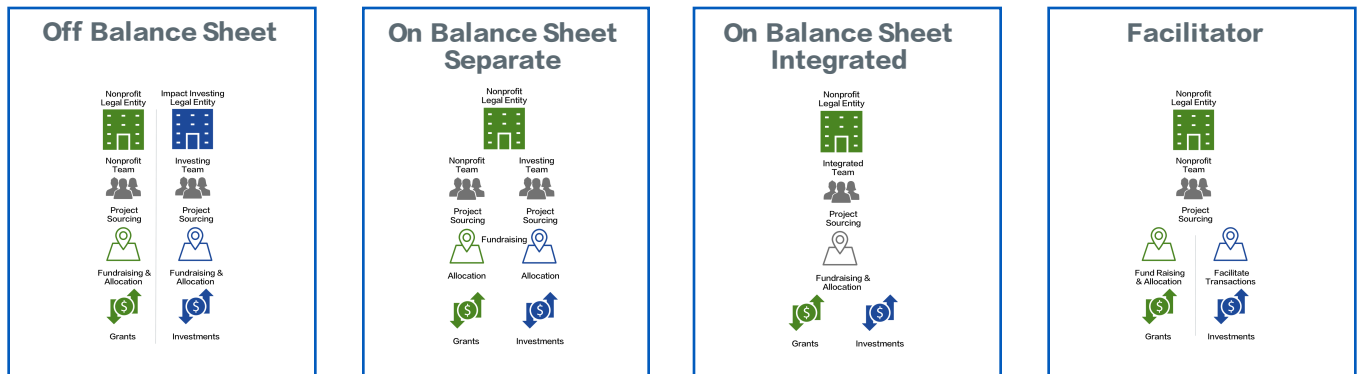


Pride Campaign

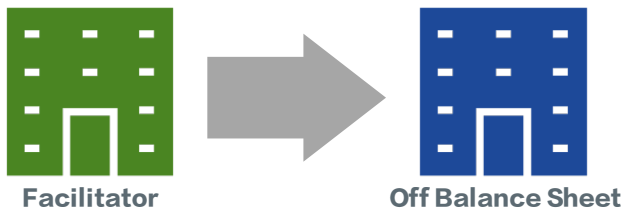
1. What should the structure of the impact investing fund be?
2. How should investors access the fund?
3. In what ways can the fund be marketed?

## Our Methodology and Findings

After interviewing **12 leading impact investing organizations** with nonprofit backgrounds and unique strategies, we determined **4 potential structures** (off balance sheet, on balance sheet - integrated and separate, and facilitator) and **3 decision criteria** organizations should use to determine what impact investing structure is right for them: capacity, efficacy, and alignment.



## Our Recommendation



Start as a **Facilitator**, with the intention to transition to an **Off Balance Sheet** structure over time  
 Prove the model, establish deal flow, build a team, and set expectations in a lower risk environment  
 Use success as **Facilitator** to raise capital and acquire experts to support **Off Balance Sheet** transition