

The Bridgespan Group Biennial Report: Pathways to Impact 2022-23

Letter From Leadership

To our friends and colleagues,

We are pleased to share our biennial report with updates on Bridgespan's work in 2022 and 2023. As a global nonprofit that strives to make the world more equitable and just, we advance our mission by advising and collaborating with social change leaders—philanthropists, impact investors, and leaders of nonprofits, NGOs, and movements.

We help move philanthropic and impact investing capital from the sidelines to support the boldest innovators in efforts addressing everything from tribal health in India, to the racial wealth gap in the US, to climate change. In 2022 and 2023, we had the privilege of supporting almost 70 philanthropists and impact investors across our six offices in the US, Africa, and Asia, helping them move over \$13 billion over the past two years. And we supported hundreds of nonprofit leaders with strategy development, growth planning, organizational assessment, and the design of funding models.

For example, Bridgespan helped StriveTogether develop its next strategic plan anchored in a bold new goal to put four million more young people on a path to economic mobility across the US by 2030. Through its national network of nearly 70 communities, StriveTogether seeks to build and strengthen cradle-to-career civic infrastructure to achieve meaningful and equitable outcomes for children in an ideologically diverse range of local communities across America. And we supported Outlier Projects, the philanthropic organization of Mike Schroepfer and Erin Hoffman, in designing and launching the Carbon to Sea Initiative, a remarkable new research and development program to test if Ocean Alkalinity Enhancement could help the oceans to store more carbon and avoid the most catastrophic impacts of climate change.

While Bridgespan has the opportunity to work with some of the largest and most visible donors and doers, some of our most exciting work focuses on helping earlier stage nonprofit ventures build their leadership teams, strategies, and capabilities. For example, Bridgespan's Nonprofit Development Program (BNDP) provides coaching, tools, and frameworks to NGO senior leadership teams in India, South Asia, South-East Asia, and Africa. Since its launch in 2021, BNDP has engaged scores of organizations—from direct service delivery to research, advocacy, and media—covering a wide range of sectors, geographies, and scales. And in the US, our two-year Leading for Impact (LFI) program for nonprofit leadership teams, which combines classroom workshops, team-led projects, and ongoing coaching, has engaged 2,000 leaders across 400 organizations over the past decade. Among the leaders who have completed the program, 87 percent agree or strongly agree that LFI improved their effectiveness as an organization.

Letter From Leadership

Like most nonprofits, Bridgespan works to measure its own impact. One way we do this is through ongoing client feedback including Net Promoter Scores—which help us understand the value that organizations find in working with us. Today, our Net Promoter Scores are at a 10-year high—a testament both to our extraordinary team of 400 employees across three continents and to the value that donors and doers derive from the support we provide.

Our advisory work also provides a vital learning laboratory for our knowledge-sharing efforts, which have been central to our theory of change since Bridgespan's inception. We take what we learn alongside clients and build on it with original research, identifying promising practices and innovative ideas to share broadly with the social sector. In 2022-2023, our publications included pieces focused on equitable philanthropy, field building, and community-driven change, as part of our ongoing multiyear initiatives in these areas. We also published on the potential of philanthropy in Asia and impact investing in Africa, and continued to share guides, tools, and other evergreen resources on nonprofit strategy and management.

The organizations we have helped support in 2022 and 2023 inspire us with the possibility of what social change leaders and civil society can achieve—no matter how daunting the external environment. In the following pages, we invite you to learn more about the organizations we have had the privilege to support as well as the insights we have shared with the field in service of our collective aspirations to address some of the world's greatest challenges.



Cheryl Dorsey
Co-chair & President,
Echoing Green



William Foster
Managing Partner,
The Bridgespan Group



Thomas J. Tierney
Co-founder & Co-chair,
The Bridgespan Group

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Our Mission And Values



Our Mission

We work to build a better world by strengthening the ability of mission-driven organizations and philanthropists to achieve breakthrough results in addressing society's most important challenges and opportunities.

Our Values

Impact

We value performance and results. We set and hold ourselves accountable to high standards.

Respect

We listen to and learn from our clients, funders, and one another. We value diverse perspectives and strive to incorporate them in our work. We act with humility, certain we have as much to learn as to contribute.

Candor

Good choices are grounded in good information. We value facts and feedback, speak our minds, and understand that hard choices and difficult trade-offs are often necessary.

Collaboration

We work as a team within The Bridgespan Group and with our clients. We share what we know and try to align our efforts with those of others who are dedicated to achieving social impact.

Passion

We are committed to making a difference through our work. We seek to understand what can be, not simply what is.

Our Approach to Impact



We strive to build a better world by empowering mission-driven organizations, philanthropists, and impact investors to achieve breakthrough results in tackling society’s critical challenges and leveraging opportunities.

In service of this mission, we offer scalable programs and intensive, data-driven advisory services to enhance capabilities, strengthen organizations, and unlock capital. Through collaboration with sector leaders, we develop and share ideas, tools, and insights to advance sector-wide impact by influencing thought, shaping debates, and inspiring action. The synergy between our advisory and knowledge work enables us to effectively partner and drive change to address pressing social sector needs.

This report details the different types of work that we have engaged in over the last two years. In addition to listing the inspiring nonprofits / nongovernmental organizations (NGOs) and capital providers we have had the privilege of working with, we share some spotlights from both our work with clients and our knowledge-building efforts that are all in service of our collective aspirations to build a world that is more just and equitable.

Customized Nonprofit/NGO Advising

Client List

Our customized nonprofit/NGO advisory services cater to nonprofits seeking an in-depth partnership for planning and implementation. We focus on the issues that are most salient for our clients and address various topics such as strategic clarity, growth and scaling, program strategy and alignment, funding strategy, and organizational effectiveness. We provided customized advising support to the following clients* in 2022 and 2023:

- Aangan Trust
- Active Minds
- ADESO
- Adrienne Arsht - Rockefeller Foundation Resilience Center
- Alvin Ailey American Dance Theatre
- Alzheimer's Association
- American Civil Liberties Union
- American College of Financial Services
- AnitaB.org
- Anti-Defamation League
- APIA Scholars
- ARMMAN
- ARROW
- Big Brothers Big Sisters of America
- Black Economic Alliance Foundation
- BMe Community
- Breakthrough Collaborative
- BRIDGE Housing
- British Asian Trust
- Brookings Institution
- California Black Freedom Fund
- Camfed International
- Canopy Planet
- Catholic Charities of the Archdiocese of Chicago
- CFLeads
- City Year
- Climate and Land Use Alliance
- Common Application
- Communities in Schools of Virginia
- Community Change
- Compass Working Capital
- Contemporary Arts Museum Houston
- Dasra
- Echoing Green
- Eckerd Connects
- Environmental Defense Fund
- Equal Opportunity Schools
- Foot Soldiers Park and Education Center
- FreeWorld
- Girl Effect
- GLAAD
- Gladney Center for Adoption
- Global FoodBanking Network
- Gramween America
- Great Minds
- Harlem Children's Zone
- Help Me Grow
- Indiaspora Foundation
- IPE Global
- Jan Sahas
- Janaagraha Centre for Citizenship and Democracy
- Jobs for the Future
- John Snow, Inc.
- Just in Time for Foster Youth
- Just The Pill
- Kingmakers of Oakland
- Kiva Microfunds
- Last Mile Health
- Law Enforcement Assisted Diversion National Support Bureau
- Living Cities
- Louisville Urban League
- Malala Fund
- Massachusetts Children's Alliance
- Meadows Mental Health Policy Institute
- Merit America
- National Alliance on Mental Illness
- National Board for Professional Teaching Standards
- National Equity Project
- National Women's Law Center
- Natural Resources Defense Council
- New Teacher Center
- Noora Health
- Oakland Promise
- OneTen
- Planned Parenthood Federation of America
- PolicyLink
- Population Foundation of India
- Pressley Ridge
- Prevail Fund
- Project ECHO at University of New Mexico
- Public Art Fund
- Purpose Built Communities
- Race Forward: The Center for Racial Justice Innovation
- Rubicon
- Salk Institute
- SBP
- Seeding Success
- Shining Hope for Communities
- Sight and Life
- Society for Science & the Public
- South Arts
- Spartanburg Academic Movement
- Steve Fund
- StriveTogether
- Student Experience Research Network
- Student Veterans of America
- Sustain Plus Energy Foundation
- Sustainable Village and Learning Community
- Tara Climate Foundation
- TaRL Africa
- Tenure Facility
- The BOMA Project
- Tides
- Transforming Research into Action to Improve the Lives of Students
- Tulane University
- Ubongo
- UL Research Institutes
- UnidosUS
- United Way of Greater Atlanta
- United Way Worldwide
- Upstream USA
- UpTogether
- Upwardly Global
- Voto Latino
- Women Moving Millions
- Youth Villages
- YouthBuild USA

*This report lists all organizations we worked with in 2022-23 who consented to being listed publicly as a client of Bridgespan.

Client Spotlight: UnidosUS

UnidosUS, formerly known as National Council of La Raza (NCLR), is the largest Latino civil rights and social justice organization in the United States, approaching its work with a unique combination of expert research, policy and advocacy efforts and programs, and an Affiliate network of more than 300 community-based organizations.

With Latinos currently representing one in five Americans, the needs of the community are continually evolving as it faces ongoing and emerging threats to social and economic opportunity. As such, UnidosUS found itself at an inflection point, having grown significantly in staff size and revenue, and felt an urgency to accelerate change.

A long-time Bridgespan partner, UnidosUS engaged our team in organization-wide strategic planning to redefine its vision for impact, reflecting a more concerted and ambitious focus on systems change with increased clarity around its role as an intermediary. Through this collaboration, UnidosUS gained a new perspective on its work to build the wealth, health, and power of Latinos, developing a strategic approach and key capabilities that will enable the organization to play a key role in expanding opportunities for Latinos in the years to come.



Already, the UnidosUS team has put its new strategy into action through its "Building Power 2024" campaign which strives to shape the public discourse around Latino voter priorities, grow and inform the Latino electorate, and elevate Hispanic leaders, especially Affiliates issue experts in a critical election cycle.



Client Spotlight: Louisville Urban League

The Louisville Urban League (LUL) is a historic civil rights and community service organization dedicated to advancing social and economic equity for Black people and other marginalized populations. LUL facilitates A Path Forward, a collective, community-led response to decades of racial injustice and inequality.

A Path Forward previously identified areas of focus for the community, with LUL coordinating several related initiatives with its partners. Bridgespan embarked on a six-month engagement with LUL to help the community move from a collection of early-stage programs operating in silos towards a more precise articulation of an overarching intended impact strategy that fits together to benefit Black residents.



During this collaboration, we refined LUL's strategies to scale specific investments across education, housing, and Black business. By clarifying theories of change, LUL and its partners were empowered to make critical decisions about which programs to scale, what level of scale was optimal, how progress would be measured, and what level of investment (financial and otherwise) is needed. This enabled LUL to better understand its role as the community's backbone and identify capacity and capability enhancements to deliver.

We brought our experience with place-based efforts to support LUL in taking stock of its progress to date, making priorities for the next ten years, clarifying measures of impact, and drafting an investment prospectus that the organization could use in conversations with local, regional, and national donors. The resulting plan is a valuable document for engaging with partners, including the local school district. It has been used as a tool to make choices and tradeoffs as financial resources become available.

Cohort-Based Nonprofit/NGO Advising

Client List

We are proud to have partnered with more than 450 nonprofits and NGOs through our cohort-based advisory services throughout 2022-23.

Leading for Impact is a 12-month, cohort-based experience, where senior teams participate in a series of classroom sessions with peer teams from other organizations, while also advancing one of their top priorities through a project supported by Bridgespan coaches.

We worked with the following clients* through our Leading for Impact program in 2022 and 2023:

- AccessMatters
- ACHIEVEability
- After School All Stars Philadelphia & Camden
- Al Wooten Jr. Youth Center
- Ali Forney Center
- American Civil Liberties Union of Michigan
- Anti-Violence Partnership of Philadelphia
- ARMMAN
- Armory Center for the Arts
- Arts for Healing and Justice
- Asian Youth Center
- Black Family Development Inc
- BMA TenPoint Coalition
- Boys and Girls Club of Metro LA
- Bresee Youth Center
- Charles H. Wright Museum of African American History
- City Year Greater Philadelphia
- City Year Los Angeles
- Clarifi
- CommonLit
- Community Coalition South LA
- Community Legal Aid of SoCal
- Concilio de Organizaciones Hispanas
- Cristo Rey Philadelphia High School
- Detroit Cristo Rey High School
- Detroit Future City
- Develop Detroit
- Downtown Women's Center
- East LA Community Corporation
- Education Plus Health
- Elevate 215
- Enlace
- Episcopal Community Services of Philadelphia
- Esperanza (Philadelphia)
- Family Services of Montgomery County
- Food Forward Inc.
- Friends of the Children Chicago
- Fund for the School District of Philadelphia
- Girl Scouts of Eastern Pennsylvania
- GRACE
- Graduate Philadelphia
- Greater LA Education Foundation
- Hope Chicago
- Immigrant Justice Corps
- Inner City Weightlifting
- Institute for Policy Studies
- Japanese American Cultural & Community Center
- Jewish Family Service of Metropolitan Detroit
- Jewish Family Services of Washtenaw County
- Kheyti
- LA Conservation Corps
- LA Plaza de Cultura y Artes
- LA Promise Fund
- Launch of Philadelphia
- Lincoln Behavioral Services
- Little Tokyo Service Center
- Maple Counseling
- Maternal and Child Health Consortium
- Miami Waterkeeper
- MiSide
- Need in Deed
- Nest
- Nexleaf Analytics
- Parktree Community Health Center
- Proyecto Pastoral at Dolores Mission
- Quill
- Racquet Up Detroit
- Recidiviz
- Rocket Learning
- SPIRITT Family Centers
- St. Barnabas Senior Services
- Support Center for Child Advocates
- Tarjimly
- Tenant Union Representative Network
- The Food Trust
- Ubongo
- Union Station Homeless Services
- United Community Housing Coalition
- UNITE-LA
- Upward Bound House
- Urban Affairs Coalition
- WattTime
- Wellnest Emotional Health & Wellness
- Westside Infant-Family Network
- YouthBuild Philadelphia Charter School

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Cohort-Based Nonprofit/NGO Advising

Client List

Bridgespan's Leadership Accelerator is an initiative to support US-based nonprofit leadership teams in addressing critical strategy and management challenges, via a combination of digital tools, workshops, and 1-on-1 coaching. We worked with the following clients* through Bridgespan's Leadership Accelerator program in 2022 and 2023:

- 4th-Dimension Leaders
- 67th Precinct Clergy Council, Inc.
- Academy of Hope
- Accion Comunal Latino Americana de Montgomery County Inc.
- Advancement Through Opportunity and Knowledge Inc
- African Leadership University
- After School Activities Partnership
- Aim High
- Alder Graduate School of Education
- All Our Kin
- All Peoples Community Center
- Alliance for a Better Community
- Alliance for Community Transformations
- Alliance for Youth Organizing
- Alliance to Counter Crime Online
- Alluma
- Alma Backyard Farms
- Amani Global Works
- American Civil Liberties Union of Michigan
- American Exchange Project
- America's Voice Education Fund
- Angels Gate Cultural Center
- Anti-Recidivism Coalition
- Anti-Violence Partnership of Philadelphia
- Armory Center for the Arts
- Artists for Humanity
- Arts Council Santa Cruz County
- Arts for Healing and Justice
- artworxLA
- Asian Youth Center
- Asociacion Puertorriquenos En Marcha Inc
- Beat the Streets Philadelphia
- Bethel Institute for Community Development
- Better Block Foundation
- Big Brother Big Sister Bay Area
- Black Women for Wellness
- BlackRoots Alliance
- Bonton Farms
- Boys & Girls Clubs of Silicon Valley
- Boys & Girls Clubs of Whittier/ Pico Rivera
- Boys and Girls Club of Metro LA
- Breaktime
- Building Skills Partnership
- Called to Serve Community Development Corporation
- Camden Coalition
- Capital Youth Empowerment Program
- Cardea
- Caring Across Generations
- CASA of Contra Costa County
- CASA of Santa Cruz
- Castanea Fellowship
- Catalyst:Ed
- Catholic Guardian Services
- CECI
- Center for Civic Innovation
- Center for Family Services
- Center for Powerful Public Schools
- Center for Strategic Partnerships
- Center for the Pacific Asian Family
- Central Coast YMCA
- Centro de Apoyo Familiar
- Centro Legal de la Raza
- Chicago Center for Arts and Technology
- Child Advocates of El Dorado County
- Child Advocates of Placer County
- Children's Bureau of Southern California
- Children's Discovery Museum of San Jose
- City Year Los Angeles
- Clarifi
- Clean Energy Works
- Coalition for Responsible Community Development
- Coalition to Abolish Slavery and Trafficking
- Coastal Watershed Council
- Collaborative for Children
- College Match
- College Possible Chicago
- Common Future
- Communitas America
- Communities in Schools of Los Angeles
- Community Food Bank of San Benito County
- Community Integrated Services
- Community Tech Network
- Complete College America
- Court Appointed Special Advocates of the Eastern Sierra
- Cristo Rey Philadelphia High School
- CrossPurpose
- CureCervicalCancer
- Daniel Murphy Scholarship Fund
- DataKind
- De La Salle Academy
- Denise Louie Education Center
- Designing Justice + Designing Spaces
- Detention Watch Network
- Diversity in Leadership Institute
- Dorchester Bay Economic Development Corporation
- Early Edge California
- East West Players
- Edge Collaborative
- EdReports
- EduCare Foundation
- Education Trust-Midwest
- EducationWorks
- Empowered and Dedicated to Edify the Nation, Inc.
- Energy Allies
- Environmental Volunteers
- Envisioneers
- Episcopal Community Services of Philadelphia
- Erie Neighborhood House
- Esperanza (Philadelphia)
- Every Kid Sports
- EveryoneOn
- EVHybridNoire
- ExpandEd Schools, Inc.
- Eye to Eye
- Faith & Prejudice
- Families in Schools
- Family Aid Boston
- Fei Yue Community Services
- Flintridge Center
- Food Forward Inc.
- Foster America
- Fostering UNITY
- Freedom Reads
- Fresnoland
- Friends for Youth
- Generation Citizen
- Gideon's Promise
- Girl Scouts of California's Central Coast
- Girl Scouts of Northeast Texas
- Girl Scouts of Northern California
- Girls Inc. of the Central Coast
- Goodwill Industries of the Chesapeake, Inc.
- Graduate Philadelphia
- Great Lakes Academy Charter School
- Greater Burlington YMCA
- Greater Philadelphia Community Alliance
- GreatSchools
- Green & Healthy Homes Initiative

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Cohort-Based Nonprofit/NGO Advising

Client List

- Growth Sector
- Harvard University John F. Kennedy School of Government
- Health Equity Action Leadership Initiative
- Help Me Grow
- Helpline Youth Counseling, Inc.
- Higher Purpose Co.
- Highlander Research and Educational Center
- Hispanic Foundation of Silicon Valley
- Hollywood Food Coalition
- Homeless Prenatal Program
- Hope And Equity Without Borders
- Hope Renovations
- Humanitarian OpenStreetMap Team
- i.c.stars
- IGNITE
- Imagine Science Collaboration
- Immigrant Justice Corps
- Improve Your Tomorrow
- Innovate Public Schools
- Jobtra
- Joe Andruzzi Foundation
- John Jay College Institute for Justice and Opportunity
- Justice Action Center
- Justice Ambassadors Youth Council
- Khmer Girls in Action
- Kingmakers of Oakland
- Koreatown Youth and Community Center
- Kuumbwa Jazz
- LIFE Leaders, Inc.
- L.A. Dance Project
- LA Promise Fund
- Landesa
- Las Fotos Project
- Last Mile Education Fund
- Last Mile Health
- Latino Policy Forum
- Latinos for Education
- Launch of Philadelphia
- Leveling the Playing Field
- LifeMoves
- Lincoln Behavioral Services
- Literacy Lab
- Little Tokyo Service Center
- Local Initiatives Support Corporation Los Angeles
- Los Angeles Conservation Corps
- Los Angeles Regional Reentry Partnership
- Massachusetts Children's Alliance
- Maternal and Child Health Consortium
- Maternal Mental Health NOW
- Maternity Care Coalition
- MESA USA
- Mikva Challenge
- The Mission Continues
- Mobile Medics International
- Monarch Services (Servicios Monarca)
- Monterey Jazz Festival
- Moonshot edVentures
- National Immigrant Justice Center
- National Immigration Law Center
- National Immigration Project
- Native Women Lead
- Natural Creativity
- New Mexico Community Capital
- New Mexico In Depth
- Next Door Solutions to Domestic Violence
- Northwest Side Housing Center
- Nuestra Casa
- One Fair Wage
- O'Neill Sea Odyssey
- OneStar Foundation
- Parktree Community Health Center
- Partners in Development Foundation
- Partners in School Innovation
- Peninsula Symphony
- Peninsula Youth Theatre
- People's Action
- Philadelphia Academies Inc.
- Physicians for Peace Foundation
- Pie Ranch
- Playworks
- Plummer Youth Promise
- PLUS ME Project
- Positive Coaching Alliance
- Power for All
- Prime Coalition
- Prospera Community Development
- PushBlack
- Racquet Up Detroit
- Rebuilding Together Philadelphia
- Research Partnership for Professional Learning
- RespectAbility
- Root & Rebound
- Saheli Boston
- Saint Vincent's Day Home
- San Benito County Arts Council
- Savvy Ladies
- Seva Foundation
- Shelter, Inc.
- SITAWI Finance for Good
- Sky High Farm
- Soaring Spirits International
- Sostento Inc
- Southeast Asia Resource Action Center
- Southern California College Access Network
- Spark Promise
- SpeakUp!
- Springboard Collaborative
- Student Defense
- Studio Museum in Harlem
- Teach for America
- Teach For America New York
- Teach For America St. Louis
- Teach for America: Dallas-Fort Worth
- Tech Goes Home
- Ten Strands
- Tennessee Immigrant and Refugee Rights Coalition
- Texan By Nature
- The Charles H. Wright Museum of African American History
- The Children's Room
- The Friendship Bench
- The Gordon Parks Foundation
- The HEAL Project
- The Monkey and the Elephant
- The Sadie Collective
- The SEED School of Los Angeles County
- The Why Project
- The Workers Circle
- Think Equal
- Thrive Scholars
- Tia Chucha's Centro Cultural
- TNTP
- Tree House Books
- Trinity Park Conservancy
- TSNE MissionWorks
- TUMO Center for Creative Technologies
- Union Capital Boston
- Union Station Homeless Services
- Unitarian Universalist Service Committee Inc
- United American Indian Involvement
- United Community Housing Coalition
- Urban Ed Academy
- Victim Rights Law Center
- Village Enterprise
- Visions of Science
- VOCEL
- Water Finance Exchange
- Wellnest Emotional Health & Wellness
- West Side United
- Western States Arts Federation
- Women's Opportunities Resource Center
- Writers Room at Drexel
- Wu Yee Children's Services
- York Street Project
- Young Chances Foundation
- Youth & Opportunity United
- Youth Alliance
- Youth Community Service
- YWCA National Capital Area
- YWCA Tri-County Area
- Zaman International
- ZanaAfrica Foundation
- Zocalo Public Square

Cohort-Based Nonprofit/NGO Advising

Client List

The Bridgespan Nonprofit Development Program is an initiative to support NGO leadership teams in Asia and Africa to address critical strategy and management challenges, via a combination of digital tools, workshops, and 1-on-1 coaching.

We worked with the following clients* through our Bridgespan Nonprofit Development Program in 2022 and 2023:

- Aavishkaar
- Anubhuti
- Arcus Policy Research
- Ayang Trust
- Barefoot Edu Foundation
- BRAC Institute of Educational Development
- Brave Souls Foundation
- Caritas Bangladesh
- Centre for Advocacy and Research
- Centre for Policy Dialogue
- Charities Aid Foundation (CAF) India
- Charkha Development Communication Network
- Child in Need Institute
- Civic Innovation Foundation
- Claylab Education Foundation
- Collectives for Integrated Livelihood Initiatives
- Committee of Resource Organizations
- CREA
- Feminist Approach to Technology
- Foster and Forge Foundation
- Gram Vikas
- Gram Vikas Yuva Trust
- Gramin Swavlamban Samiti
- Grey Sim Learnings Foundation
- Haqdarshak
- Healing Fields Foundation
- Holy Family Hospital
- Indus Action
- Industree Foundation
- Kranti
- Leadership for Equity
- Learning Companions
- Lotus Petal Foundation
- Mahad Samajik Nyay Evam Vikas Samiti
- Mehnatkash Kalyan Evam Sandarbh Kendra
- NalandaWay Foundation
- Ndifuna Ukwazi
- Network for Enterprise Enhancement and Development Support (NEEDS)
- Nyaaya
- Parinaam Foundation
- Peepul
- People for Action
- Protsahan India Foundation
- Ratna Nidhi Charitable Trust
- Reap Benefit
- Research Initiatives, Bangladesh
- Restless Development
- Rocket Learning
- Sahjani Shiksha Kendra
- Sajhe Sapne
- Samaan
- Samavesh Society for Development And Governance
- Sarthak Foundation
- Samavesh Society for Development And Governance
- Sarthak Foundation
- Sarthak Foundation
- SaveLIFE Foundation
- Seva Mandir
- Shiksharth
- Shohratgarh Environmental Society
- Shrimad Rajchandra Love and Care
- Swadhaar FinAccess
- Udan Women Empowerment Welfare Society
- Urban Management Centre - Asia
- Utthan
- Viva Development Strategies
- Voluntary Association of Agricultural General Development Health and Reconstruction Alliance (VAAGDHARA)
- Youth for Unity and Voluntary Action
- Yuva Vikas Mandal (YVM)

*This report lists all organizations we worked with in 2022-23 who consented to being listed publicly as a client of Bridgespan.

Client Spotlight:

Protsahan India Foundation

Protsahan is rooted in the mission of care, rehabilitation, and reintegration of migrant girls and women in India who have faced severe adversity and violence. Their key focus is transitioning them from impoverished slums to the formal workforce, through trauma-informed education, skilling and government linkages thereby unlocking dignified access to care, capital, and capabilities at the last mile for them.

Protsahan was one of the participant organizations in our BNDP cohort on Designing Strategy which saw their diverse and inclusive team supported by two Bridgespan coaches in the development of a strategy for their next phase of growth.



As a result of this work, the Protsahan team learned to pressure test and tighten the outcomes to which they intend to hold themselves accountable as part of their intended impact. They have also refined their theory of change to anchor on their deep work with marginalized communities and introduced new pathways for non-linear growth such as directly building capacities of other organizations working in the field and engaging with government.

Since participating in BNDP, their growth has been tremendous. They have followed through on their strategy and developed 44 Standard Operating Procedures (SOPs) which their state government partner is using to implement stronger child protection systems. Additionally, Protsahan has reinforced its partnerships with other intermediaries and NGOs to further strengthen its own organization and effectively implement its envisioned strategy.

Philanthropy Advising Client List

We partner with foundations, families, individuals, and funder collaboratives at key inflection points to define giving strategies, identify and evaluate opportunities, clarify portfolio composition, advise on operating model design, and provide targeted grantee support.

We provided philanthropy advising support to the following clients* in 2022 and 2023:

- Ascendium Education Group
- Axis Bank Foundation
- Blue Meridian Partners
- CDC Foundation
- Charter School Growth Fund
- Children's Investment Fund Foundation
- Cleveland Avenue Foundation for Education
- ClimateWorks Foundation
- Co-Impact
- ELMA Foundation
- Energy and Resources Institute
- Fast Forward
- Gates Foundation
- HNW Environmental Toxins
- JSW Foundation
- Mahindra & Mahindra Ltd.
- Morgan Stanley Foundation
- National Foundation for Youth
- Open Society Foundations
- Outlier Projects
- Pisces Foundation
- PwC Charitable Foundation
- Reliance Foundation
- Rockefeller and Co., Inc.
- Tanoto Foundation
- Temasek Trust
- The Audacious Project
- The Pew Charitable Trusts
- Valhalla Foundation
- William and Flora Hewlett Foundation
- Yocha Dehe Wintun Nation

Impact Investing Advising Client List

We advise a range of investors and family offices on how best to incorporate social impact across the investment life-cycle through the development of impact strategies, the design of impact measurement frameworks, impact due diligence, and portfolio support.

We provided impact investing advising support to the following clients* in 2022 and 2023:

- ABC Impact**
- AfricInvest**
- Azimuth Capital Management**
- BlackRock Impact Opportunities**
- Capricorn Investment Group**
- CBC Group**
- Lime Rock New Energy**
- FSN Capital**
- Pursuit
- Robert Wood Johnson Foundation
- TrimTab

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***Client engagements served through Bridgespan Social Impact, Inc., a wholly owned subsidiary of The Bridgespan Group.*

Client Spotlight: The Audacious Project

Since 2017, Bridgespan has worked in close partnership with The Audacious Project. Housed at TED, The Audacious Project identifies promising changemakers from around the world who are moving the needle on global social issues - and activates leading philanthropists to invest in their multi year dreams for change.

The 2022-23 cycle catalyzed more than \$1 billion for 10 organizations working on solutions to combat climate change, expand access to reproductive health, strengthen migrant rights, and reform criminal justice. To date, The Audacious Project has catalyzed over \$5.9B for 60 world-changing projects and shared their stories of impact with millions of people through the TED platform.



Bridgespan collaborates with The Audacious Project at all stages, from vetting ideas to providing coaching for finalists. We have also provided strategic planning and operating model support to The Audacious Project team as it has grown from a start-up to a well-respected collaborative platform.

Additionally, we have worked with more than 15 of the participating organizations post-funding as they begin the work of implementing their plans.

Client Spotlight: Outlier Projects

According to the best available science, holding global average temperature to 1.5°C above pre-industrial levels will require removing and storing massive amounts of atmospheric CO₂ in addition to drastically reducing greenhouse gas emissions.

One particularly promising carbon removal pathway is Ocean Alkalinity Enhancement (OAE). The ocean, already a vast carbon sink holding about 50 times more carbon than the atmosphere, absorbs nearly 30 percent of global CO₂ emissions. OAE could accelerate natural geochemical processes where alkaline minerals on land dissolve into the ocean, enhancing its ability to draw down CO₂ from the atmosphere. This process not only increases carbon storage but may also help counteract ocean acidification.

In 2022, Bridgespan helped Outlier Projects, the climate philanthropy of Mike Schroepfer and Erin Hoffmann, design and launch the Carbon to Sea Initiative, a new R&D and field-building program to assess the potential of OAE and responsibly advance the sector.



Bridgespan provided comprehensive support to the Carbon to Sea Initiative in the first year of its incubation. We delivered overarching strategic and operational support throughout the start-up phase, helping the Outlier Projects team establish the Initiative's fiscal sponsorship, develop an initial budget and financial projections, hire and onboard initial team members, and manage scientific and engineering requests for proposals.

Client Spotlight: AfricInvest

A leading multi-asset platform with deep roots in the sector, AfricInvest pioneered private investing on the African continent. AfricInvest strives to achieve attractive risk-adjusted returns while supporting African entrepreneurs in driving inclusive and sustainable growth. As such, it is interested in matching the depth and rigor of their financial underwriting to their impact measurement and management approach. Bridgespan Social Impact (BSI) partnered with AfricInvest as its first impact investing client in Africa to innovate an impact monetization approach uniquely adapted to the operating context.

BSI worked with AfricInvest's Impact and Sustainability team to develop the Multiple of Impact (MOI). The MOI enables investors to assess the social and environmental impact of companies relative to the dollars they commit in turn driving more informed decisions from pre-investment through to exit. In the African context, we found this impact potential to be outsized in job creation, climate adaptation, and financial inclusion of the base of the pyramid.

The MOI developed through our collaboration is heavily featured in AfricInvest's 2023 Impact Outlook Report, which was co-authored by the BSI team. We were also given the opportunity to co-present with AfricInvest on this topic at their annual investor meeting in Tunis which generated interest from their limited partners and other strategic partners.



Advancing Sector-Wide Impact Through Shared Insights



Multiyear Initiatives:
Advance the most influential ideas for the social sector towards specific impact objectives through deep, sustained investment.

In 2022 and 2023, our five active Multiyear Initiatives (MYIs) sustained movement in the sector on specific impact objectives.



Inspire and inform community-driven action towards lasting social change



Increase philanthropic funding flows to field building toward equitable systems change



Catalyze foundations to fund true costs and provide capacity-building support



Help private capital increasingly go to the highest impact opportunities



Increase giving to BIPOC-led orgs and advance collaborative, bi-directional, trust-based relationships between funders and leaders of color






Funding Field Catalysts from Origins to Revolutionizing the World

By Lija Farnham, Emma Nothmann, Kevin Crouch, and Cora Daniels

This research was done in collaboration with The Skoll Foundation

Collaborating to accelerate social impact March 2023

MYI Spotlight:

[Equitable Systems Change: Funding Field Catalysts from Origins to Revolutionizing the World](#) ('23)

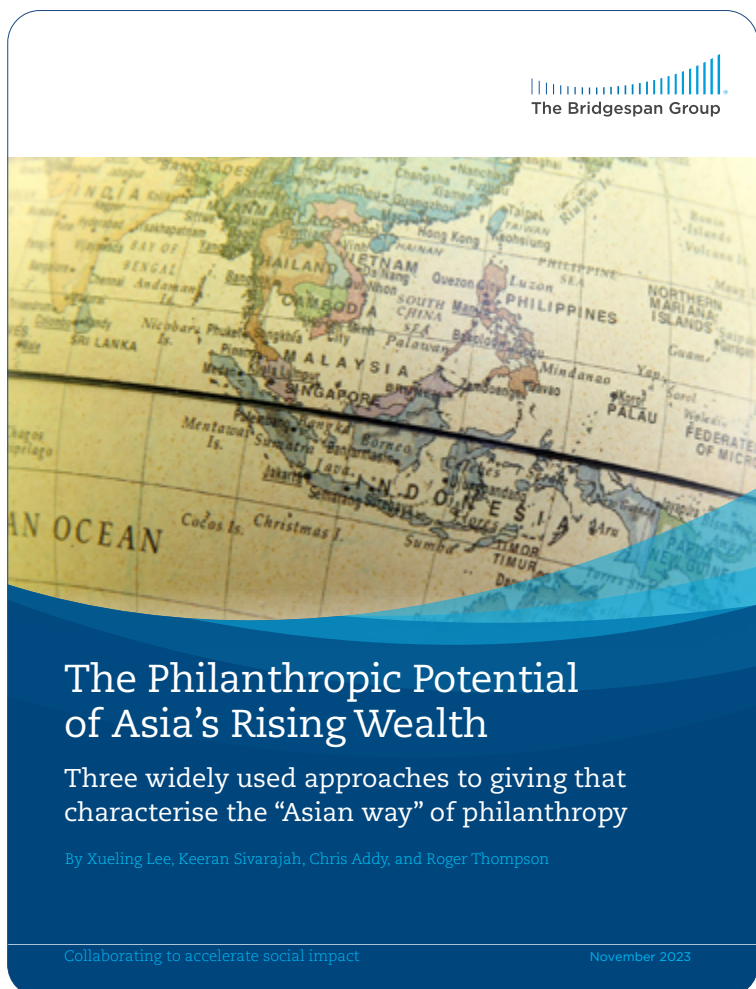
This report channels the input we gathered from engagements with more than 100 field catalysts. We sought to explore their origin stories, the dynamic range of activities they undertake, and the challenges they navigate as they lead the way to equitable systems change in their fields.

The report also provides detailed, practical guidance for funders on how to create enabling conditions for field catalysts to thrive.

Advancing Sector-Wide Impact Through Shared Insights



Targeted Investments:
Explore promising cross-cutting issues or field-specific topics with discrete investments.



Targeted Investments Spotlight:

[The Philanthropic Potential of Asia's Rising Wealth](#) ('23)

This report synthesizes key trends in philanthropy in Asia with the aim to inspire Asia-based philanthropists to embrace impact-oriented philanthropy and help Global North funders appreciate the different approaches to philanthropy practiced in the region.

It is also intended to aid nonprofits operating in the region in better understanding Asia-based funders.

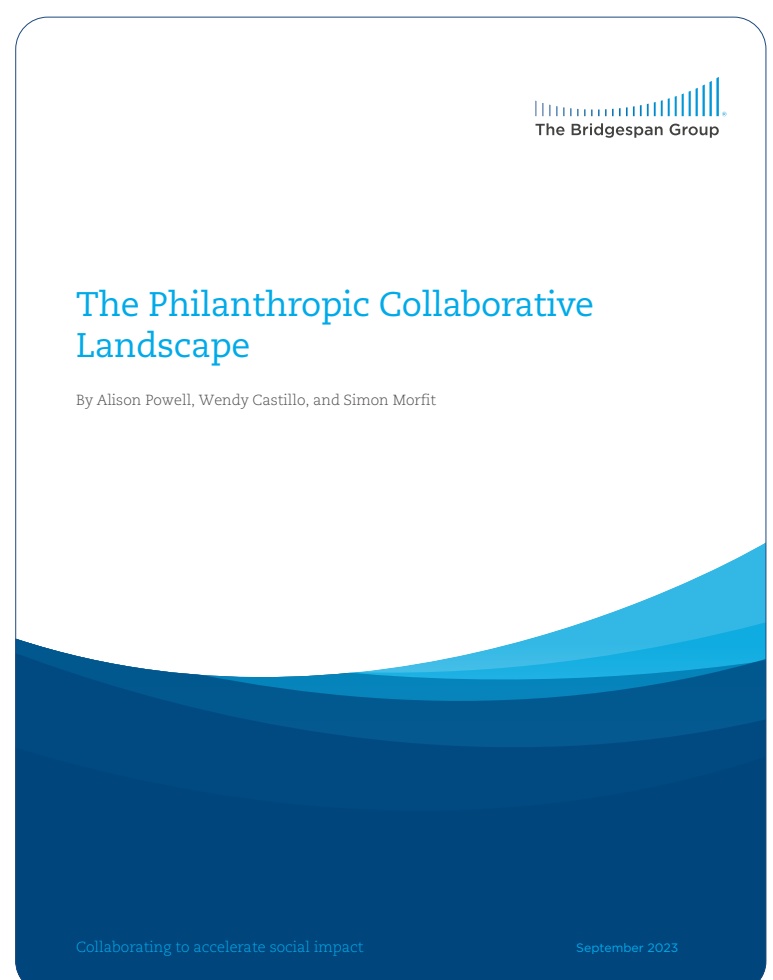
Targeted Investments Spotlight:

[The Philanthropic Collaborative Landscape](#) ('23)

The result of survey responses from nearly 200 funds, this report shines a light on the growing and evolving presence of philanthropic collaboratives

The first of what we anticipate will be an annual report characterizing the state of the field, it focuses on painting the current landscape in which the number and annual giving of collaboratives is on the rise.

It suggests directions forward for these funds and interested philanthropists to grow and strengthen their giving specific to this increasingly important segment.



Advancing Sector-Wide Impact Through Shared Insights



Foundational Knowledge:

Serve as a go-to source of knowledge and tools fundamental to building strong, results-driven nonprofits and driving highly effective philanthropy.

Foundational Knowledge Spotlight:

[How Nonprofits and NGOs Can Get Real Value from Strategic Planning](#) ('23)

Strategic planning is all about making decisions that provide clarity and alignment to best put critical resources to use to achieve a nonprofit's goals. Deceptively simple in its description, this article intends to guide organizations with their strategic planning processes by sharing four vital elements common to most approaches, as well as several common pitfalls to avoid. It is accompanied by a toolkit to set organizations up for success when it comes to gaining real value from their strategic planning process.

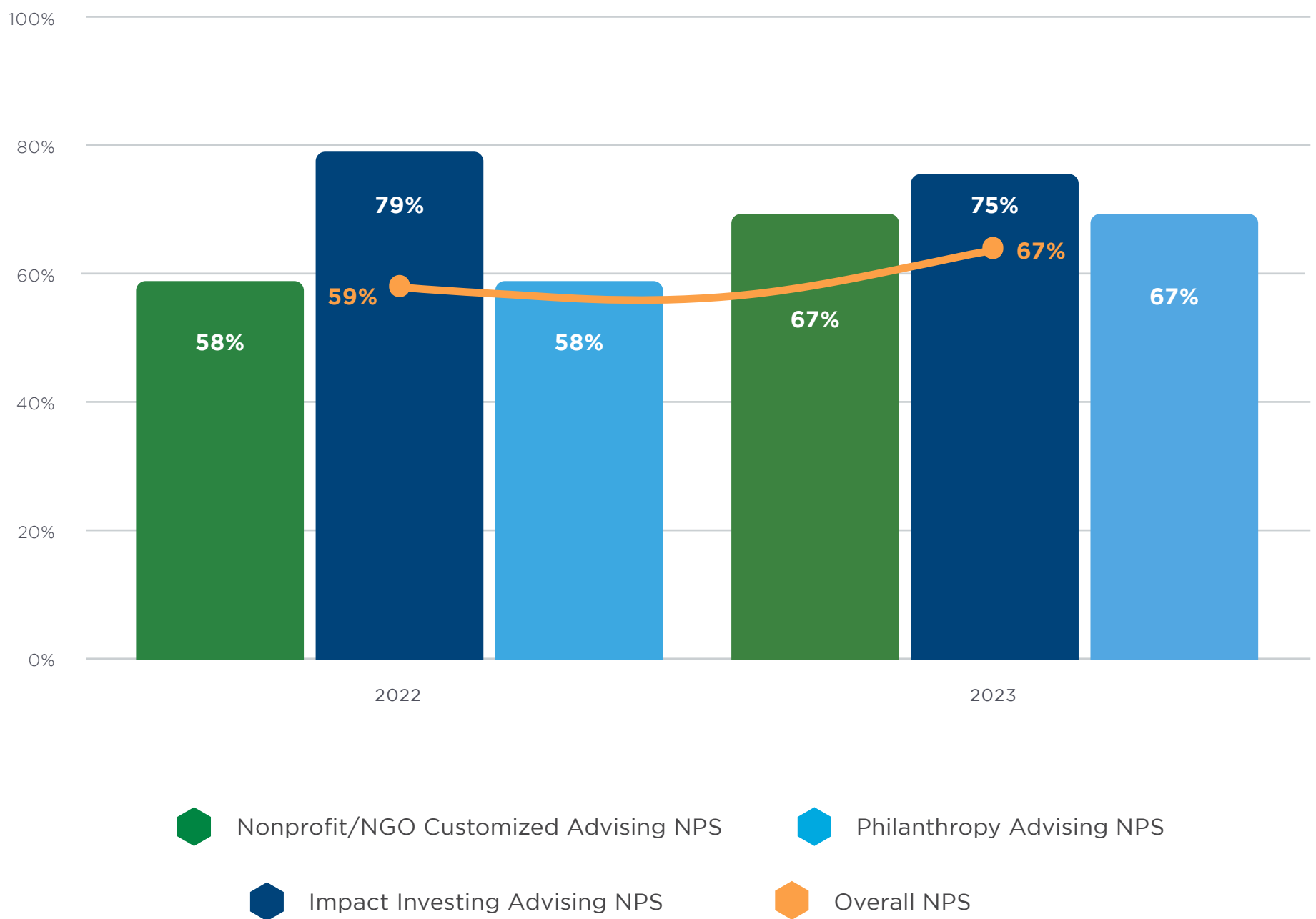


Appendix

Net Promoter Scores

Bridgespan uses the Net Promoter Score (NPS) to measure client satisfaction after engagements. This metric is calculated by asking clients how likely they are to recommend Bridgespan to a friend or colleague on a scale from 0 (not likely) to 10 (extremely likely). The final score is calculated by subtracting the number of detractors (0-6) from the number of promoters (9-10) resulting in an index ranging from -100 to 100.

According to Bain & Company, the creators of NPS, a score above 0 is good, above 20 is favorable, above 50 is excellent, and above 80 is world-class.



Publications List

NONPROFIT/NGO - MYI

[Field Catalyst Origin Stories: Lessons For Systems-Change Leaders](#) ('23)

[Dreaming in Color: Creating New Narratives in Leadership \(Season 2\)](#) ('23)

NONPROFIT/NGO - FOUNDATIONAL

[How Nonprofits Can Incorporate Equity Into Their Measurement, Evaluation, and Learning](#) ('22)

[5 Ways Nonprofits Can Make Decision Making More Inclusive & Effective](#) ('22) + [The RAPID Decision-Making Tool for Nonprofits](#)

[How Nonprofit Leadership Development Sustains Organizations & Their Teams](#) ('23) + [Nonprofit Leadership Development Toolkit](#) + [Competency Bank](#)

[How Nonprofits & NGOs Can Get Real Value from Strategic Planning](#) ('23) + [Useful Tools for Nonprofit Strategic Planning](#) + [Practical Questions Your Board & Team Might Ask About Strategic Planning](#)

[Reimagining Global Operating Models: Steps Multi-Country Organizations Are Taking to Advance Equity And Shift Power Locally](#) ('23) + [Reimagining Global Operating Models: Choice Points & Key Equity Considerations](#)

PHILANTHROPY & NONPROFIT/NGO - MYI

[Powered by the People: Community-Driven Change in Urban Informal Settlements](#) ('22)

[Bridging the Gap on Funding the True Costs of NGOs in India](#) ('22)

[What Everyone Can Learn From Leaders of Color](#) + [Podcast: Dreaming in Color](#) ('22)

PHILANTHROPY - MYI

[Making the Case: Philanthropy's Role in the Movement to Reimagine Criminal Justice](#) ('22)

[Unlocking Social Progress by Addressing Structural Racism](#) ('22)

[Equitable Systems Change: Funding Field Catalysts from Origins to Revolutionizing the World](#) ('23)

[Philanthropy's Role in Reparations & Building a Culture of Racial Repair](#) ('23) + [Reparations Movement Profiles](#)

[Equitable Philanthropy Case Study: The 1954 Project Approach](#) ('23)

[Funder Practices that Strengthen Nonprofits' Resilience: Lessons from India](#) ('23)

PHILANTHROPY - TARGETED INVESTMENT

[Pathways to Greater Social Mobility for India's Dalit and Adivasi Communities](#) ('22)

[The Future of Domestic Philanthropy in India](#) ('22)

[Lighting the Way: A Report for Philanthropy on the Power And Promise of Feminist Movements](#) ('22)

[Four Mindsets for Funding Economic Mobility in the Black Rural South](#) ('23)

[The Philanthropic Collaborative Landscape](#) ('23)

[Winning on Climate Change: How Philanthropy Can Spur Major Progress over the Next Decade](#) ('23)

[The Philanthropic Potential of Asia's Rising Wealth](#) ('23) + [How Asian Philanthropists Work with Governments](#)

[Promoting Equitable and Inclusive Green Job Growth in Southeast Asia](#) ('23)

PHILANTHROPY - FOUNDATIONAL

[Philanthropic Sourcing, Diligence, and Decision Making: An Equity-Oriented Approach](#) ('22)

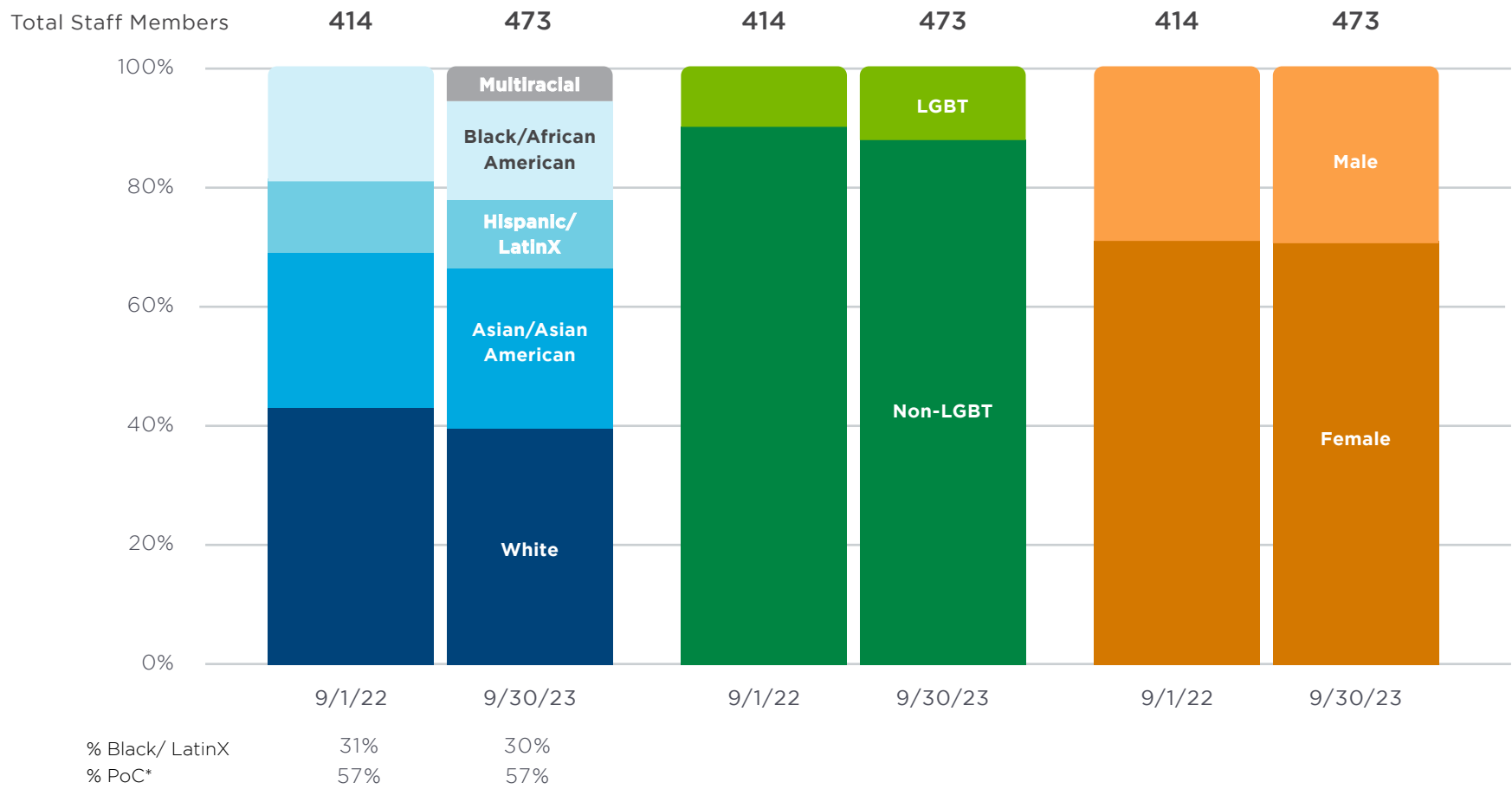
IMPACT INVESTING - TARGETED INVESTMENT

[Closing the Capital Gap on Impact Investment in Africa](#) ('23)

[Opportunities for Impact Investing to Champion Reproductive Care After Dobbs](#) ('23)

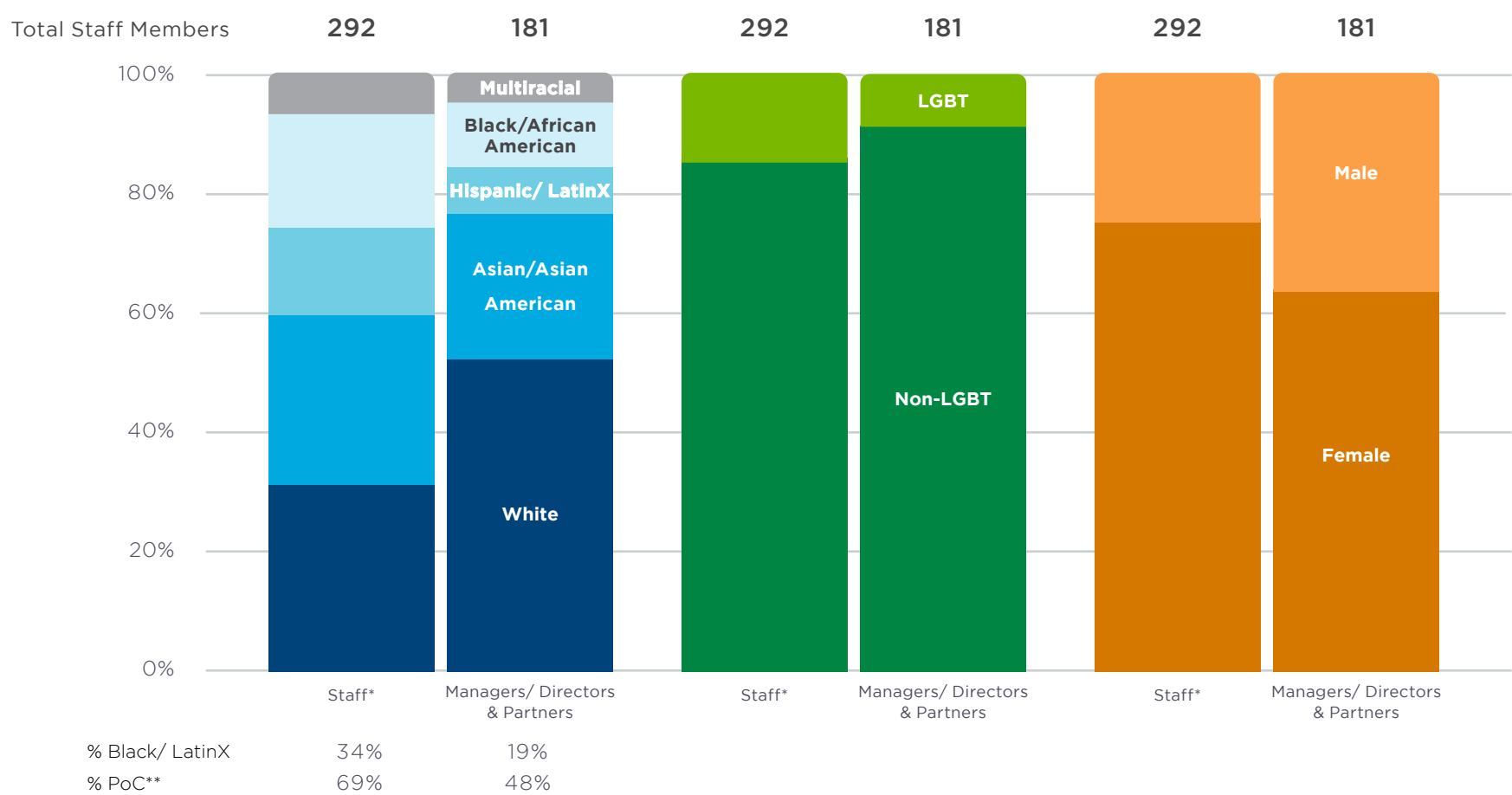
Staff Diversity

Year Over Year Comparison: All Staff



Note: Total staff members includes two Other employees in 2022 and one Other in 2023. "Other" includes employees who identify as Native American, Native Hawaiian, or Other Pacific Islander. There is also one Not Specified employee in 2023. *POC includes Asian or Asian American, Black, Latinx, Multiracial, and Other.

Comparison By Level: All Staff and Management Team



Note: *Staff category includes all other employees below Manager/Director and Partner Level, also includes one Other and one Not Specified employee; **POC includes, Asian or Asian American, Black, Latinx, Multiracial and Other. "Other" includes employees who identify as Native American, Native Hawaiian, or Other Pacific Islander. Data includes a "snapshot" of all total staff as of 9/30/23.

Board of Trustees

The following list of distinguished leaders from diverse fields in the for-profit and nonprofit sectors served on The Bridgespan Group Board of Trustees during the 2022-23 period.

Fred G. Blackwell

CEO
The San Francisco Foundation

Jeffrey Bradach

Co-founder
The Bridgespan Group

Maya Chorengel

Co-Managing Partner
The Rise Fund

Steve Denning

Chairman Emeritus
General Atlantic

John Donahoe

President & CEO
NIKE

Cheryl Dorsey

Co-chair and President
Echoing Green

William Foster

Managing Partner
The Bridgespan Group

Kara Gruver

Partner
Bain & Company

Greg Gunn

Co-founder
Lingo Ventures

Julia Lopez

Former President and CEO
College Futures Foundation

Manny Maceda

Worldwide Managing Partner CEO
and Chairman of the Board
Bain & Company

Nitin Nohria

Partner and Executive Chairman
Thrive Capital

Ndidi Okonkwo Nwuneli

Social Innovation Expert and
Entrepreneur

Rebecca Rimel

Former President and CEO
Pew Charitable Trusts

Thomas J. Tierney

Co-chair and Co-founder
The Bridgespan Group



List Of Our Funders



2022:

- American Friends of EdelGive Foundation
- Anonymous
- Bain & Company
- Barbara and Amos Hostetter
- Bill & Melinda Gates Foundation
- California Health Care Foundation (CHCF)
- ClimateWorks Foundation
- Conrad N. Hilton Foundation
- Ford Foundation
- Edna McConnell Clark Foundation
- John and Eileen Donahoe
- Menzies Foundation
- *Porticus Foundation - pending approval*
- Raikes Foundation
- Rebecca Rimel
- Skoll Foundation
- Steve and Roberta B. Denning
- The California Endowment
- The JPB Foundation
- William and Flora Hewlett Foundation
- Valhalla Foundation

2023:

- American Friends of EdelGive Foundation
- Anonymous
- Bain & Company
- Barbara and Amos Hostetter
- Bill & Melinda Gates Foundation
- California Health Care Foundation
- ClimateWorks Foundation
- Co-Impact
- Conrad N. Hilton Foundation
- Equality Fund
- Fondation Chanel
- Ford Foundation
- Global Alliance for Communities
- H&M Foundation
- Humanity United
- Jessica Agnew-Blais
- John and Eileen Donahoe
- Pritzker Children's Initiative
- Rebecca Rimel
- Skoll Foundation
- Steve and Roberta B. Denning
- The California Endowment
- The David and Lucile Packard Foundation
- The JPB Foundation
- W.K. Kellogg Foundation
- William and Flora Hewlett Foundation
- Valhalla Foundation
- Veddis Foundation

Leading for Impact

2022:

LFI Detroit:

- Ralph C. Wilson Jr. Foundation
- Ballmer Group
- Ford Foundation

LFI Los Angeles:

- The Ralph M. Parsons Foundation
- Ballmer Group
- The Rose Hills Foundation
- Ahmanson Foundation

LFI Philadelphia:

- Pew Charitable Trusts
- Harris Philanthropies

2023:

LFI Los Angeles:

- Ralph C. Wilson Jr. Foundation
- Ballmer Group
- The Rose Hills Foundation
- Ahmanson Foundation

LFI Philadelphia:

- Pew Charitable Trusts
- Harris Philanthropies

LFI National:

- The Elevate Prize Foundation

Accelerator

2022:

- 1954 Fund
- Lever for Change
- Overdeck Foundation
- Packard Foundation
- Tipping Point Community

2023:

- California CASA
- Emerson Collective
- Lever for Change
- Lyda Hill Foundation / The Dallas Foundation
- Overdeck Foundation
- Packard Foundation
- Tipping Point Community
- United Way of Greater Philadelphia & Southern New Jersey



Consolidated Statements of Financial Position

ASSETS	2023	2022 As Restated
Cash and Cash Equivalents	\$ 24,146,600	\$ 119,001,688
Accounts Receivable	20,481,261	15,387,308
Grants Receivable	18,541,953	30,638,893
Prepays and Deposits	2,381,827	1,754,359
Investments	135,722,907	29,069,340
Property and Equipment, Net	3,072,069	3,731,476
Right-of-use asset	5,706,004	8,048,046
Total Assets	\$ 210,052,621	\$ 207,631,110
LIABILITIES AND NET ASSETS / MEMBER'S EQUITY		
Liabilities		
Accounts Payable and Accrued Expenses	\$ 9,359,250	\$ 6,606,637
Deferred Revenues	1,691,060	2,093,238
Deferred Compensation	13,624,861	10,490,455
Lease obligation	6,669,291	9,499,646
Total Liabilities	31,344,462	28,689,976
Net Assets / Member's Equity		
Without donor restrictions	107,213,859	109,144,224
With donor restrictions	71,494,300	69,796,910
Total net assets / member's equity	178,708,159	178,941,134
Total liabilities and net assets / member's equity	\$ 210,052,621	\$ 207,631,110

Consolidated Statement of Activities

			2023	2022 As Restated
	Without Donor Restrictions	With Donor Restrictions	Total	Total
Revenue, Grants and Other Support				
Professional fees	81,374,824	-	81,374,824	68,638,255
Grant revenue	1,038,297	7,406,941	8,445,238	39,395,629
Investment return (loss)	6,434,388	5,792,423	12,226,811	(2,223,251)
Other income	148,535	-	148,535	91,226
Net assets released from restrictions	11,501,974	(11,501,974)	-	-
Total revenue, gains and other support	100,498,018	1,697,390	102,195,408	105,901,859
Expenses				
Program services	86,887,741	-	86,887,741	66,945,644
Management and general	14,739,207	-	14,739,207	11,005,745
Fundraising	819,902	-	819,902	723,786
Total Expenses	102,446,850	-	102,446,850	78,675,175
Change in net assets / member's equity	(1,948,832)	1,697,390	(251,442)	27,226,684
Net assets / member's equity, beginning of year	109,144,224	69,796,910	178,941,134	151,782,779
Gain (loss) on translation adjustments	18,467	-	18,467	(68,329)
Net assets / member's equity, end of year	107,213,859	71,494,300	178,708,159	178,941,134

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