Project overview

IMPACT MANAGEMENT PROJECT

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February 2017

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- A. Rationale
- **B.** Scope
- **C.** Approach
- **D. Stakeholders**
- E. Get involved

RATIONALE

STANDARDS AGENCIES	ADVISORS		
EVALUATORS SO	CIAL ENTERPRISES		
HIGH NET WORTH INDIVIDUALS			
MULTILATERALS	We need to understand each other's impact expectations to work together + agree on how best to measure and manage performance		THE INTERPLAY OF
BUSINESSES			OUR IMPACT AND FINANCIAL GOALS
FOUNDATIONS			
SOCIAL SCIENTISTS			
CORPORATIONS			
INSTITUTIONAL INVESTORS CUSTOMERS			
ACADEMICS INVESTMENT MANAGERS			
GOVERNMENTS F	AMILY BUSINESSES	HOW WE COLLECT, USE AND SHARE INFORMATION	
WEALTH MANAGERS	CHARITIES		

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Stakeholders

Expectations

RATIONALE		
STANDARDS AGENCIES ADVISORS	THE POSITIVE CHANGE WE EXPECT BASED	
EVALUATORS SOCIAL ENTERPRISES	ON THE INFORMATION WE HAVE	
HIGH NET WORTH INDIVIDUALS	THE RISK WE ARE WILLING TO TAKE	
MULTILATERALSBUSINESSESFOUNDATIONSSOCIAL SCIENTISTSCORPORATIONS	expectations to + agree on how re and manageFINANCIAL GOALS THE ROLE WE PLAY	
INSTITUTIONAL INVESTORS CUSTOMERS	THE INFORMATION WE NEED TO	
ACADEMICS INVESTMENT MANAGERS	MAKE DECISIONS	
GOVERNMENTS FAMILY BUSINESSES	HOW WE COLLECT,	
WEALTH MANAGERS CHARITIES	USE AND SHARE INFORMATION	

Stakeholders

Expectations

RATIONALE

STANDARDS AGENCIES ADVISORS EVALUATORS SOCIAL ENTERPRISES HIGH NET WORTH INDIVIDUALS		THE POSITIVE CHANGE WE EXPECT BASED ON THE INFORMATION WE HAVE THE RISK WE ARE WILLING TO TAKE	
MULTILATERALS BUSINESSES FOUNDATIONS SOCIAL SCIENTISTS	We need to understand each other's impact expectations to work together + agree on how best to measure and manage		THE INTERPLAY OF OUR IMPACT AND FINANCIAL GOALS THE ROLE WE PLAY
CORPORATIONS	perform	ance	OUR STRATEGY
INSTITUTIONAL INVESTORS CUSTOMERS ACADEMICS INVESTMENT MANAGERS GOVERNMENTS FAMILY BUSINESSES WEALTH MANAGERS CHARITIES CHARITION			

Stakeholders

Expectations

Principles and procedures for understanding impact expectations Norms for attempting to meet those expectations Information we need & how we collect it



Principles and procedures for understanding impact expectations Norms for attempting to meet those expectations



Convene people from different disciplines to agree on the impact expectations we need to communicate to each other

BY MAY 2017

Illustrate impact management norms through case studies, including a series of model portfolios for investors

BY JUNE 2017

Position frameworks, standards and measurement approaches that are useful for managing different expectations

BY JULY 2017

APPROACH

A global conversation

We are facilitating virtual and in-person conversations – between people from different disciplines and worldviews – to find consensus on what we need to understand about each other's impact expectations.

Illustrated by case studies

Model portfolios will show different expectations matched to existing impactful investments. Case studies will demonstrate information exchange for better performance management.

An open, iterative approach

Anonymous insights from all workshops will be shared on the project website under a Creative Commons license. Initial consensus will be published to gather feedback and comments, which will inform the convention.

Celebrating great work

We will work with partners to link different impact expectations to different frameworks, sets of indicators and measurement and analysis approaches.





STANDARDS AGENCIES ADVISORS

EVALUATORS SOCIAL ENTERPRISES

HIGH NET WORTH INDIVIDUALS

MULTILATERALS BUSINESSES

- FOUNDATIONS SOCIAL SCIENTISTS
 - CUSTOMERS CORPORATIONS

INSTITUTIONAL INVESTORS

ACADEMICS INVESTMENT MANAGERS

GOVERNMENTS FAMILY BUSINESSES

WEALTH MANAGERS CHARITIES

PARTNERS

75+ organisations from different disciplines currently involved in co-creating the convention, developing norms and positioning measurement approaches

SUPPORTERS AND ADVISORY GROUP

This multi-stakeholder effort is enabled by a consortium of thoughtful funders, who provide strategic direction on the project scope during monthly consultations

ADVISORS INTERPRISES IDUALS IESSES





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STAKEHOLDERS

Step 1: Initial 'huddles'

Step 2: Convention development

Step 3: Feedback period

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Step 1: Initial 'huddles'

People with shareable frameworks / expertise on a specific topic joined virtual "huddles".

We looked for consensus about the expectations that are important to define, in relation to specific topics.

Architecture of a convention
Societal issues, outcomes, beneficiaries
Unintended consequences
System change
Additionality
Impact risk
Interplay of impact and financial goals

Step 2: Convention development

Step 3: Feedback period

Step 1: Initial 'huddles'

Step 2: Convention development

Organisations from a wide array of disciplines and geographies will participate to build a shared convention that works for them.

Sharing expectations about:

- The impact we expect, based on the information we know
- The risk we take
- The information we need + how we collect and use it

Implications and pathways for:

- Customers
- Charities, social enterprises + missionled businesses
- Corporations
- Asset owners
- Investment managers

Step 3: Feedback period

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12

Step 1: Initial 'huddles'

Step 2: Convention development

SESSIONS

Slides 14 and 15 (below) detail the upcoming schedule.

- Please nominate one representative per affiliation.
- We expect some practitioners will join with a depth of experience, based on respective expertise and frameworks, and others will join to listen and learn.
- Email team@impactmanagementproject.com to confirm which sessions you would like to join, and if there is a specific perspective you will be contributing, so we can facilitate appropriately.
- To accommodate as many practitioners as possible, timings subject to change - refer to calendar invitations for updated information.



Step 1: Initial 'huddles'

Step 2: Convention development

SESSIONS: SHARING EXPECTATIONS ABOUT...

THE IMPACT WE EXPECT, BASED ON THE INFORMATION WE HAVE	 Outcomes Demographics of individuals / households / communities Materiality of contribution System change Additionality and attribution Use of existing evidence 	March 16 at 1500 GMT
THE RISK WE TAKE	 Probability that performance will be different than expected 	e March 14 at 0800 GMT May 2 at 1500 GMT
THE INFORMATION WE NEED AND HOW WE COLLECT AND USE IT	 Meaningful indicators and metrics Measurement techniques Decision-making 	March 2 at 1530 GMT

14



Step 1: Initial 'huddles'

Step 2: Convention development

SESSIONS: IMPLICATIONS FOR...

THE IMPACT MANAGEMENT CYCLE	 Learning and responding across value chains 	March 7 at 0800 GMT March 14 at 1500 GMT
PORTFOLIO CONSTRUCTION (FOR INVESTORS)	 Interplay of financial and impact goals Market analysis Norms for portfolio construction 	April 25 at 1530 GMT
USER JOURNEYS	Corporates	March 7 at 1400 GMT
	Customers	March 28 at 1500 GMT
	Charities, Social Enterprises and Mission-led Businesses	May 4 at 1600 GMT
	Asset Owners	May 9 at 1530 GMT
	Investment Managers	May 18 at 1600 GMT

15

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Step 1: Initial 'huddles'

Step 2: Convention development

Step 3: Feedback period

Insights from huddles and a draft convention are shared for further feedback online and in-person, where possible.

DRAFTING THE CONVENTION

Initial consensus from all workshops are shared under a Creative Commons license on The Impact Management Project website.

ITERATING THE CONVENTION

We will invite current stakeholders and the wider market to engage and refine the convention further.

The project team, partners and funders will listen and respond to feedback during conferences in 2017. 16

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INVESTMENT FORUM

FORUM

Pertormance

SOCIAL VALUE

INTERNATIONAL

WORLD ECONOMIC FORUM

skoll

world

forum

SOCIAL IMPACT

INVESTMENT TASKFORCE

