

**IMPACT**  
MANAGEMENT  
PROJECT

# Project overview

February 2017

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# RATIONALE

STANDARDS AGENCIES ADVISORS  
EVALUATORS SOCIAL ENTERPRISES  
HIGH NET WORTH INDIVIDUALS

MULTILATERALS  
BUSINESSES  
FOUNDATIONS  
CUSTOMERS  
CORPORATIONS

INSTITUTIONAL INVESTORS  
ACADEMICS INVESTMENT MANAGERS  
GOVERNMENTS FAMILY BUSINESSES  
WEALTH MANAGERS CHARITIES  
SOCIAL SCIENTISTS

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Stakeholders

Understanding each other's  
impact expectations enables  
us to work together and agree  
on how best to measure and  
manage performance

THE POSITIVE CHANGE WE EXPECT

THE RISK WE ARE WILLING TO TAKE

OUR FINANCIAL  
GOALS

THE ROLE WE PLAY

OUR STRATEGY

THE INFORMATION WE NEED TO  
MAKE DECISIONS

HOW WE COLLECT,  
USE AND SHARE INFORMATION

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Expectations

Principles for understanding impact expectations + Norms for attempting to meet those expectations

## A shared convention

## Illustrated through case studies

## Linked to measurement techniques

Facilitate the co-creation of a convention for understanding each other's impact expectations

BY MAY 2017

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

BY JUNE 2017

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

BY JULY 2017

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# 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.

*If you have a suggestion, expertise or know of somebody that should shape the conversation, [get in touch](#).*

## 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.

*If you want to become a partner, [get in touch](#).*

# STAKEHOLDERS

## PARTNERS

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

FOUNDATIONS CUSTOMERS  
STANDARDS AGENCIES  
EVALUATORS SOCIAL ENTERPRISES  
HIGH NET WORTH INDIVIDUALS  
MULTILATERALS ADVISORS  
BUSINESSES SOCIAL SCIENTISTS  
MULTINATIONAL CORPORATIONS  
INSTITUTIONAL INVESTORS  
ACADEMICS INVESTMENT MANAGERS  
FAMILY BUSINESSES CHARITIES

## SUPPORTERS & 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

### FACILITATED BY:



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# GET INVOLVED

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Step 1: Initial 'huddles' >

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Step 2: Convention development >

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Step 3: Feedback period >

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# GET INVOLVED

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## Step 1: Initial 'huddles'

These huddles virtually convened organisations that have developed shareable frameworks/expertise on a specific topic.

They looked for consensus about the expectations that are important to define.

- ✓ Architecture of a convention
- ✓ Societal issues, outcomes, demographics
- ✓ Unintended consequences
- ✓ System change
- ✓ Additionality
- ✓ Impact risk
- ✓ Interrelationship of impact and financial goals

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## Step 2: Convention development

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## Step 3: Feedback period



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# GET INVOLVED

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## Step 1: Initial 'huddles'



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## Step 2: Convention development



Organisations from a wide array of disciplines and geographies will participate to build a shared convention that works for them. See slides 11-12 for the upcoming session schedule.

### 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 + mission-led businesses
- ✓ Corporations
- ✓ Asset owners
- ✓ Investment managers

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## Step 3: Feedback period



# GET INVOLVED

## Step 1: Initial 'huddles'



## Step 2: Convention development



## Step 3: Feedback period



Insights from huddles and a draft convention will be 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

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# CONVENTION DEVELOPMENT SESSIONS

- *Drop us a note to confirm which sessions you would like to join.*
- *Timings subject to change. Refer to calendar invitations for most updated information.*
- *Please nominate one representative per affiliation.*

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## SHARING EXPECTATIONS ABOUT...

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### THE IMPACT WE EXPECT, BASED ON THE INFORMATION WE KNOW

- Outcomes
- Demographics of individuals / households / communities
- Materiality of contribution
- System change
- Additionality and attribution
- Use of existing evidence

February 15 at 0800 GMT  
March 16 at 1500 GMT

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### THE RISK WE TAKE

- Probability that performance will be different than expected

March 14 at 0800 GMT  
May 2 at 1500 GMT

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### THE INFORMATION WE NEED AND HOW WE COLLECT AND USE IT

- Meaningful indicators and metrics
- Measurement techniques
- Decision-making

February 16 at 1500 GMT  
March 2 at 1530 GMT

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# 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 impact goals and financial goals
- Market analysis
- Norms for portfolio construction

February 21 at 1500 GMT  
April 25 at 1530 GMT

### USER JOURNEY – CORPORATES

March 7 at 1400 GMT

### USER JOURNEY – CUSTOMERS

March 28 at 1500 GMT

### USER JOURNEY – CHARITIES, SOCIAL ENTERPRISES AND MISSION-LED BUSINESSES

May 4 at 1600 GMT

### USER JOURNEY – ASSET OWNERS

May 9 at 1530 GMT

### USER JOURNEY – INVESTMENT MANAGERS

May 18 at 1600 GMT

**Thank you.**