From interesting data...

Impact Management
for Everyone

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From interesting data...

When viewed from the place of Nelson Mandela's capture by the police

Place: 29°28'06.1"S 30°10'15.7"E
Date: 5 August 1962
50 columns, built 50 years after arrest

...to evidence with meaning

Be alert to different _perspectives_

Impact is in the eye of the beholder

Fact $^{(x1)}$ + Interpretations $^{(\infty)}$ = Insights $^{(\infty)}$

Context

- **From _measuring_ impact towards _managing_ impact**

  - From counting "what" happens to understanding "why" things happen*

  - The "why" informs "what" to measure, & "how" to measure it

  - Empowered to select indicators appropriate

- **Ultimately – better judgement**

  - From compliance...
    > management information
    > strategic decision making

* OECD: Outputs measure the results of production, outcomes assess the effectiveness of decision-making in achieving goals

Content

- **Harmonise impact management according to 3 aspects:**

  1. Different **pathways**
     (6 strategies)

  2. A common **journey**
     (1 process)

  3. **Tools** & **techniques**
     (for use according to your strategy)

Different pathways

1.

Common journey - different stakeholders, different data needs

Discrete pathways for the impact management journey

Select pathway that suits your definitional framework and mandate for impact management methodology

Agnostic	**Avoid harm**	**Want good**	**Get facts**	**Explain why**	**Assess effects**	**Interpret impact**
Do not consider impact	Know what you do not want	Know what you do want	Describe what happens by enumerating outputs	Understand why outputs happen based upon specific inputs and actions	Enumerate the intended effects of actions on stakeholders	Enumerate positive and negative outcomes, intended and unintended

Incontrovertible facts $^{(x1)}$ 🌐 **Many interpretations of each fact** $^{(\infty)}$

Less intense ← Impact management methodology → **More intense**

Design of the pathways was informed by UNSIF undertaking a pilot to segment market activity (enterprises, investments, funds and portfolios).
The delineation is based upon the practicalities of discretely and unambiguously codifying attributes that are objective and independently observable.

Common journey + pathways of methodological intensity

Pathways of methodological intensity reflecting the strategy / mandate being deployed

Common stages of journey

	Agnostic	Avoid harm	Want good	Get facts	Explain why	Assess effects	Interpret impact
1							
2							
3							
4							
5							
6							
7							

Primary attributes of the pathways (cumulative)

Avoid harm	Want good	Get facts	Explain why	Assess effects	Interpret impact

Exclusion criteria (negative screening)

Inclusion criteria (positive screening/ activity filters/ goal alignment)

Principles (norms)

Labels & certifications (binary pass-fail)

Ratings & indices (absolute score/ relative ranking)

Track KPIs against targets (outputs/ primary impact)

Theory of causation

Stakeholder engagement

Deep analysis

A common journey

2.

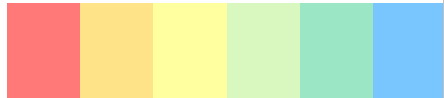| DEMING Quality Management Cycle	Industry processes					Common journey for impact management
	UNDP Programmes & Projects	Private Investment/ OTC Transactions	Public Securities/ Capital Markets	Listed Corporations	Public Policy Design & implementation	
Plan	Road Map	Introduction, Sourcing & Screening	Submit IPO Application to Exchange	Voluntary Pledges or Legislative Obligations	Problem Identification	1. Clarify intentions
	Country Analysis	Due Diligence		Select Labelling/ Reporting Regime/ Regulatory Domicile	Policy Formulation	2. Select approach
	Strategic Planning	Potential Analysis & Investment Valuation		Define Targets & Select Strategies	Policy Adoption & Implementation	3. Set targets
Do	Implementation	Investment Decision, Term Sheet & Capital Deployment	Review Application	Measure, Collect & Validate Data	Policy Evaluation	4. Do assessment
Check	Evaluation	Post-Investment Monitoring, Evaluation	Vetting/ Due Diligence for Admission	Analyse & Evaluate Data		5. Analyse data
Act	Closure		Develop Indices & Tracking Benchmarks	Reporting to Markets & Authorities	Report & Disclose Results	6. Report findings
		Value Building & Exit/ Refinance	Exchange Traded Products for Investors	Action by Exec./ Consumers/ Shareholders/ Markets	Evidence-based policy design/ re-design	7. Take action

Repeat as cycle/ continuous improvement

Tools & techniques

3.

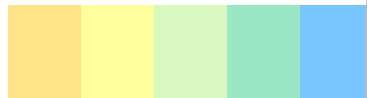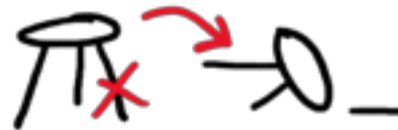| Burden of Proof/ Levels of Evidence	Labels & Certificates	Ratings & Indices	Indicators	Theory of Change/ Logic Models
Surveys	Stakeholder Engagement	Randomised Control Trials (RCTs)	Counterfactual Analysis	Monetisation of Outcomes & Cash Incentives
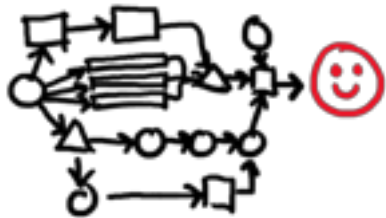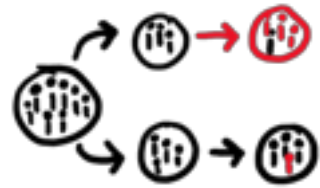
The end – thank you

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