

Strengthening Impact Management



A participatory cohort-based program to support investors in establishing or improving their own practice of impact management and fully integrate impact into their investment frameworks, processes, and systems.



Impact Frontiers and the Center for the Advancement of Social Entrepreneurship (CASE) at Duke University’s Fuqua School of Business are partnering to offer a program in which participants will develop and strengthen impact management approaches for use by their own organizations. The program unifies the well-regarded [Impact Measurement and Management for SDGs](#) online course with Impact Frontiers’ advanced curriculum on integrating impact into investment decision-making.

The program will include monthly meetings over a twelve-month period, with workshops, case examples and exercises, structured peer sharing and feedback, guest expert sessions, and coaching. As part of the program, each participant will develop robust and right-sized impact management practices tailored to their organization’s context, strategy, and goals.

For:

 <p>Private & Public Debt</p>	 <p>Private Equity & Venture Capital</p>	 <p>Foundations</p>	 <p>Fund-of-funds</p>
 <p>Family Offices & Individuals</p>	 <p>Public Equity</p>	 <p>Endowments & Pensions</p>	 <p>Associations, Institutions</p>

Benefits:

Improve your practices and performance

- Build an integrated approach that breaks down silos across frameworks & tools
- Use your own data to create your own impact tools, working on the timeframe that suits your organization
- Integrate impact management into investment decision-making and portfolio construction to drive increased impact performance

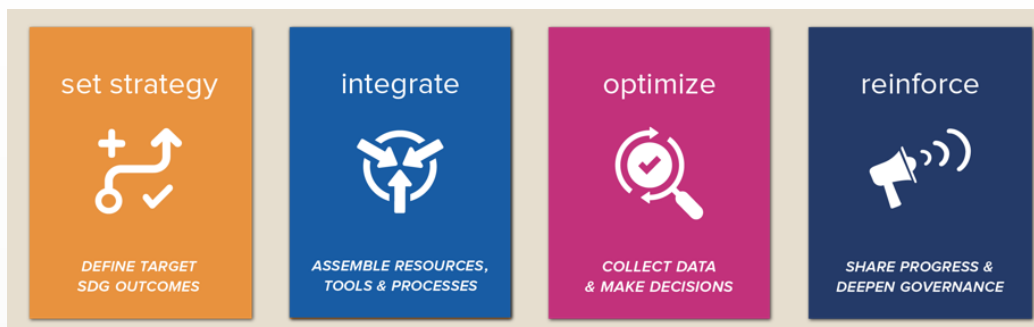
Elevate the field

- Respond to the growing demand for impact measurement
- Make the case for impact
- Attract new capital and allocate capital to impact more effectively and efficiently
- Raise the bar through peer sharing and feedback

Program Overview (First Six Months)

Launching May 2022

The first six months of the twelve-month program build on the [Impact Measurement and Management for SDGs](#) created by CASE, while laying the groundwork for investors to participate in Impact Frontiers' more advanced curriculum in the second six months.

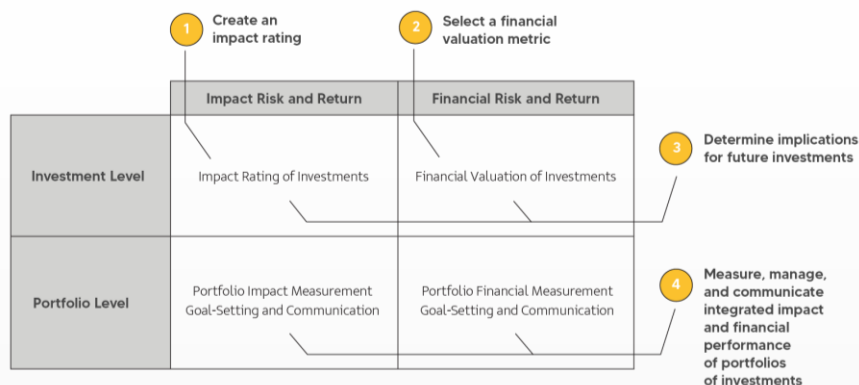


	Level-setting Course Content	Cohort Application & Feedback
Month 1: Introduction to Impact Management	Introduction to the four universal steps of impact measurement and how they can be applied across the investment value chain to simplify ESG and impact practices.	Participants conduct a self-diagnostic of their current impact management practice and set goals for themselves to achieve during the program.
Month 2: Impact for Decision-Making	Introduction to Impact Frontiers' approach to integrating impact into decision-making; creating expected impact ratings; and selecting measures of expected risk-adjusted financial return.	Participants become familiar with the Impact Frontier approach through examples from alumni, and select the measures of financial performance they will use for the y-axis of their integrated scatterplots.
Month 3: Set Strategy	How to evaluate the material issues most relevant to stakeholders and then define target SDG outcomes in ways that align with their overall business or investment objectives.	Participants consider the priorities of their key stakeholders to create an impact thesis for key target positive impacts and the material negative impacts they wish to avoid or reduce. They also draft an investment policy statement that integrates impact goals.
Month 4: Integrate	How to put into place the resources, tools, and processes that will allow investors to measure their impact. This involves integrating impact management processes into every step of the investment process, from due diligence through exit.	Participants draft pipeline screening and prioritization criteria for both positive and negative impacts and begin to construct the impact rating system they will use for the x-axis of their integrated portfolio scatterplots.
Month 5: Optimize	Use impact data to inform decision-making and improve impact on an ongoing basis.	Participants evaluate impact goals for individual investments as well as for the portfolio as a whole and explore how to improve performance over time.
Month 6: Reinforce	How to utilize governance and accountability processes to strengthen impact, including disclosure and third-party verification.	Participants develop impact monitoring and reporting templates, and governance structures for impact management.

Program Overview (Second Six Months)

Launching May 2022

During the second six months of the program, participants will undertake Impact Frontiers' four steps toward impact-financial integration






	Level-setting Course Content	Cohort Application & Feedback
Month 8: Advanced IM for Companies (Part 1)	How to articulate outcomes in terms of the 5 Dimensions of Impact and the 15 Impact Data Categories, classify outcomes and companies using the ABC framework by identifying relevant thresholds, and how to evaluate impact risks and identify risk mitigation strategies	Participants identify a portfolio company and engage with a series of impact management exercises from the company's perspective that apply the focus concepts to impact management decision-making scenarios
Month 9: Advanced IM for Companies (Part 2)	How to use different evidence-gathering methods to evaluate enterprise contribution, utilize impact valuation techniques to make decisions and communicate to stakeholders, and use different forms of benchmarking to make decisions	Participants continue to engage with impact management exercises that apply focus concepts to impact management decision-making scenarios using from the perspective of their chosen portfolio company
Month 10: Advanced IM for Investors	How to implement investor contribution strategies, articulate goals for investor contribution, aggregate impacts at the portfolio level, and measure, articulate, and disclose portfolio-level impact goals	Participants engage with impact management exercises that apply focus concepts to their own organization's investment strategy and decision-making processes
Month 11: Investment Level Decision- Making	How to interpret integrated impact-financial portfolio scatterplots and use them to inform investment decision-making going forward	Participants review methods that alumni investors have integrated impact into investment decision-making, and develop an approach suitable for their organization
Month 12: Portfolio Level Decision- Making	How to create integrated impact-portfolio dashboards, set integrated impact-financial portfolio goals, and communicate integrated goals internally and externally	Participants construct impact-financial performance dashboards for their portfolios, workshop them with cohort peers, and draft integrated impact-financial portfolio performance goals for the upcoming year

Capstone Presentations (Months 13-18)

Following the program's conclusion, participants will have a six-month window to present and receive feedback from peers and facilitators on the impact management approaches that they develop.

2021 Update

In 2021, Impact Frontiers launched six investor cohorts. Whenever possible, Impact Frontiers co-convenes cohorts with industry associations and networks, to build their capacity to support investors on impact management more independently in the future.

	Asia	Canada	US VC/PE
Co-led with partner	8 Institutions 17 participants 	9 Institutions 25 participants 	30 Institutions 40 participants 
Impact Frontiers-led	Early Stage 9 Institutions 12 participants	CDFI 11 Institutions 29 participants	Multi-asset class 13 Institutions 22 participants

Recently-Added Program Features

In addition to the core workshops, cohort members now get access to:

- Cohort websites where participants can find all of the presentations, worksheets, session videos, and links to external resources relevant to their cohort
- Dropbox folder of templates and tools shared by other Impact Frontiers participants
- Networking and cross-cohort collaboration opportunities
- Lifetime access to all future Impact Frontiers resources, guest expert sessions, networking events and workshops

Guest Expert Speaker Series

In 2021 we initiated a guest speaker series (~1 month) open to all cohort members and alumni. Recent speakers have included:

- Tom Adams, co-CEO, 60 Decibels
- Sarah Gelfand, Managing Director, Bluemark
- Tynesia Boyea-Robinson, President & CEO, CapEQ, and Mahlet Getachew, Managing Director, PolicyLink
- Jonathan Harris, Total Portfolio Project
- Erika Seth Davies, founder, Racial Equity Asset Lab
- Jane Reisman, founder, ORS Impact
- Rob Zochowski, Program Director, Impact-Weighted Accounts Initiative, Harvard Business School

Examples of Exercises and Participant-Generated Results

Month 3 - Set Strategy:

- Read a short profile from an anonymous family foundation about what they want to accomplish with their impact investing and selecting the most important terms from a list to create a draft investment policy statement for them in small groups. Compare your choices with those of others in the group to determine which terms were most salient and why

Month 5 - Optimize:

- Review a sample quarterly report from a portfolio company and use it to diagnose which of the 15 data categories they are currently using to support their impact thesis and goals and what recommendations you as the investor could make for improvements. Explore implications and trade-offs at both deal and portfolios levels.
- Brainstorm choices you have to optimize performance with the sample company to practice engaging with investee funds or companies.

Month 4 - Integrate:

- Practice helping a sample investor improve their due diligence framework so that it would help them both select investments and monitor and improve performance over time

Month 6 - Reinforce:

- Compare an existing fund's impact report with its public IFC disclosure statement and verifier report. Identify the most compelling or important elements in each.
- Select or share a public impact report and have each evaluate the strengths and weaknesses of someone else's report using a common template. Share and discuss as a group what the most important elements are by purpose and stakeholder group, and why.

Month 10 - Build Integrated Portfolio Chart:

Example



Month 11 - Develop Integrated Portfolio Dashboard:

Example



Program Facilitators



CASE



IMPACT FRONTIERS

[CASE](#) is an award-winning research and education center based at Duke University's Fuqua School of Business. Since 2002, CASE has been a leader in the field of social impact and impact investing, serving as a hub for research, teaching, and practitioner training.

CASE has worked with thousands of impact organizations, funders, and field-builders to connect theory to practice. CASE specializes in developing practitioner-friendly training and tools to equip impact leaders to succeed and scale their impact. [CASE Smart Impact Capital](#) is a professional impact investing program that has been in continuous use since 2016 by over 95 accelerator, fund, and university cohorts. CASE partnered with the UN Development Programme to launch a [Coursera course](#) that trains enterprises and investors to enhance their practices around Impact Measurement and Management for the SDGs

[Impact Frontiers](#) is a peer learning and market-building collaboration, developed with and for asset managers, asset owners and industry associations. It creates practical tools and peer-learning communities that support investors in building their capabilities for managing impact, and integrating impact with financial data, analysis, frameworks, and processes.

Impact Frontiers also facilitates further consensus-building in areas of practice where standards and guidance do not yet exist, using practitioner experience to jump-start the conversations.

Impact Frontiers originated at Root Capital, migrated to the Impact Management Project in 2019, and is now continuing as an independent non-profit initiative of the Bridges group.



Cathy is Faculty Director at CASE at Duke University's Fuqua School of Business and Founding Director of the CASE i3 Initiative on Impact Investing. Cathy is globally recognized as a collaborative visionary and pioneering influencer in the fields of social entrepreneurship and impact investing. She has been named a B the Change Champion, Social Innovation Thought Leader of the Year in 2020 by the World Economic Forum, and one of 2021's top 12 Agents of impact by ImpactAlpha. Previously, Cathy was an investor at Flatiron Partners, a philanthropist at the Markle Foundation, and a policy convener at the Aspen Institute. She holds an MBA from Columbia Business School and a BA from the University of Virginia.



Mike is Founder and Executive Director of Impact Frontiers, a learning and innovation forum supporting investors to set and achieve integrated impact and financial goals. In 2020, he led the investors participating in the first Impact Frontiers cohort to co-author the article "[How Investors Can Integrate Social Impact With Financial Performance to Improve Both](#)" in the Stanford Social Innovation Review, as well as an accompanying [Investor Handbook](#). Mike previously served as a member of the management team and Head of Investor Collaboration at the Impact Management Project, and Head of Impact at Root Capital, where his article "[Toward the Efficient Impact Frontier](#)" was featured in the Winter 2017 issue of SSIR.