Date of Session: February 19, 2019
Title of Session: Unpacking Impact
Session Description: *This session will explore the consensus of the Impact Management Project – an initiative by over 2,000 practitioners to agree on norms for impact measurement and management since 2016. Through an interactive exercise, all participants will explore their own impact goals – and reflect on their current approaches to measuring and assessing impact performance.*

Speakers:

- Amanda Feldman, Impact Management Project

Session Objectives:

The objective of this session is to explore the Impact Management Project (IMP) methodology and current consensus on measuring impact. Attendees will leave with a practical understanding of how to use the IMP in their own practice.

Lead Discussants' Remarks:

Amanda explained that IMP provides a forum for organizations across the value chain (investors, capacity builders, entrepreneurs, foundations, etc.) that use an iterative process to access impact.

She explained the methodology, which is based on the five dimensions of impact:

- **What:** What outcomes do enterprises and investors contribute to? How do they know if the outcomes achieved are 'good enough'?
- **Who:** Who do enterprises affect? How underserved are they in relation to the outcomes delivered by enterprises?
- **How much:** How significant are the outcomes delivered by enterprises — across scale, depth and duration?
- **Contribution**: Did the enterprise's activities contribute to the outcome achieved? What would have likely been the outcome had the enterprise not done what it did?
- **Risk**: What risks do enterprises and investors face in seeking to create impact? How can they evaluate and mitigate these impact risks?

She detailed the questions that guide data collection for each of those dimensions and explained that assessment of data across the five dimensions can tell us if an impact is "acting to avoid harm", "benefiting stakeholders" or "contributing to solutions", providing a higher-level classification for comparison, called "the ABC of impact performance".

She presented the 4 strategies used by investors to contribute to impact: signal that measurable impact matters; engage actively; grow new or undersupplied capital markets; and provide flexible capital.

Amanda then presented a matrix relating the ABC classification with the investor strategies. She mentioned that, on the project website, there is a catalog where investors classify themselves

and, at the end, she proposed an exercise for the participants to share how they would classify themselves using the methodology.

Key Takeaways:

- Measurement is a necessary but insufficient part of impact management- it is only useful it helps to shape better decision-making.

Links/Resources mentioned or discussed during session:

- Impact Management Project (IMP)