



Summary of responses to the market consultation on the actions and landscape of impact management

**Conducted by Partners of the
Impact Management Platform**

November 2022

**IMPACT
MANAGEMENT
PLATFORM**

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1. Profile of respondents
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Participants were primarily practitioners, but also included responses from Key Liaisons, Market Builders and external experts

- **Practitioners**

Representatives of organisations, investors and financial institutions that were invited to participate via social media, newsletters and/or direct requests

- **Market Builders** (response rate = 21%)

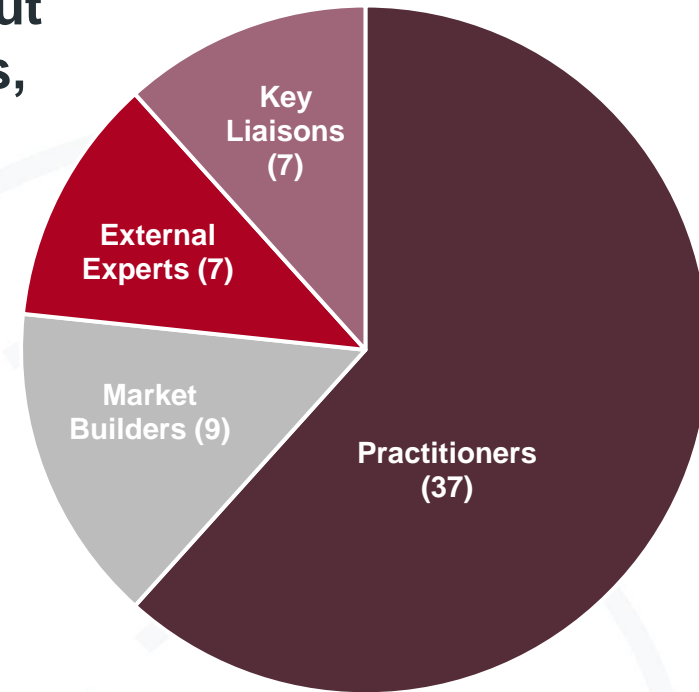
Industry associations, think tanks, academic institutions and service providers that strive towards alignment and improved uptake of best practices in impact management

- **Key Liaisons** (response rate = 41%)

Technical representatives of the Platform Partners, who are directly involved with the Platform's collaborative efforts

- **External experts**

Organisations identified by the Platform with specialist knowledge of a particular sector, issue or geography and in direct relation to the practice of impact management. This group also includes colleagues of Key Liaisons who were invited to participate on behalf of their Partner organisations.



Total respondents: 60

What did we ask?

Participants were requested to respond on three key elements related to the actions and landscape of impact management



Awareness

How did participants learn about the Platform?

How good is the awareness of the Platform across organisations?



Current usage

How are the actions and landscape used for individual/organisational work?

How useful do participants find specific elements of the actions and landscape?

How much do the actions and landscape align with other external resources?



Future development

In which areas should the Partners provide further guidance?

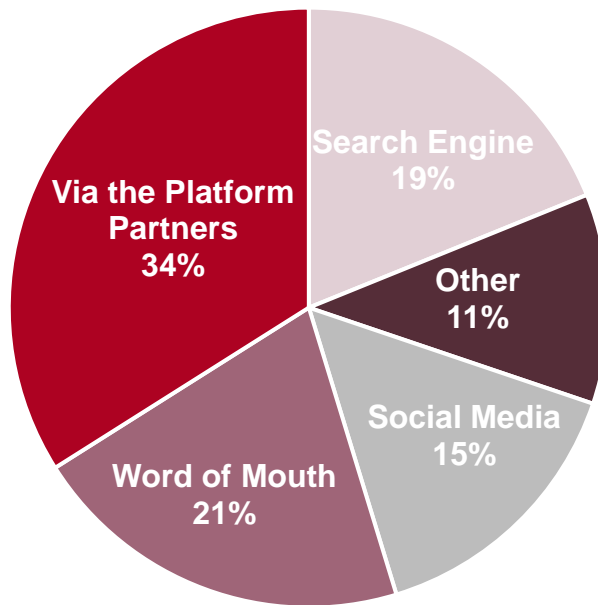
Which areas of development should be prioritised?

Awareness of the Platform is largely due to promotional efforts by the Partners.

Word of mouth has also been an effective mechanism.

Digital media marketing has been somewhat effective, but there is room for improvement.

How did you become aware of the Platform and its work (in particular, the actions and landscape)?
Question specifically for practitioners and Market Builders



- Other responses include:
- Involved in the creation of the Platform (4)
 - An event (OECD GFI Forum 2022) (1)
 - Referred by a colleague (1)



Partners see the Platform's purpose as to develop and convey a consensus-view of impact management, and to help practitioners make sense of the landscape. This contrasts with practitioners' expectations, which are mostly geared towards implementation guidance.

What do **Partners** see as the main purpose(s) of the actions and landscape of impact management?



Do you use the actions and landscape of impact management for organisations and/or investors and financial institutions in your own work?

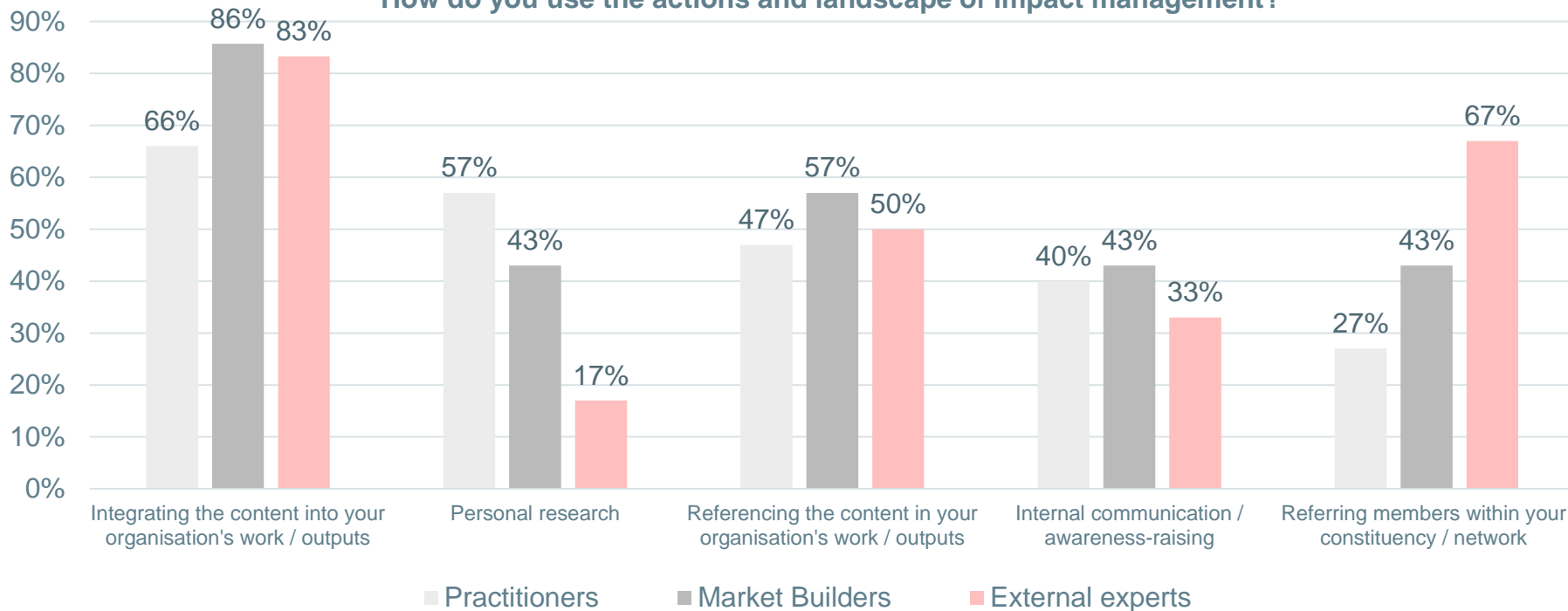
The majority of responses use the actions and landscape of impact management for organisations and investors / financial institutions



Responses were aggregated due to similar responses across all stakeholder groups.

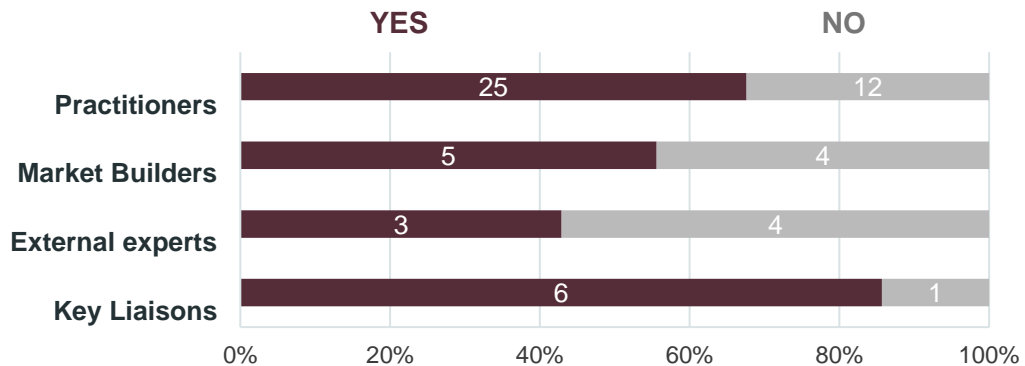
The actions and landscape of impact management are primarily used for integration into all stakeholders' own work and outputs.

How do you use the actions and landscape of impact management?

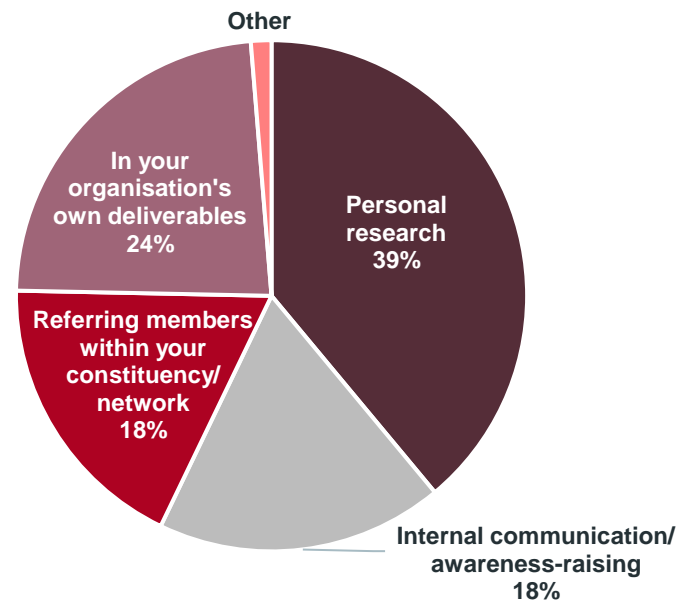


The Resource List is widely used

Do you use the Resource List?



How do you use it?



Respondents broadly found the description of actions the most useful, closely followed by the portrayal of impact management via the “wheels”. More could be done to improve the usefulness of the Resource list.

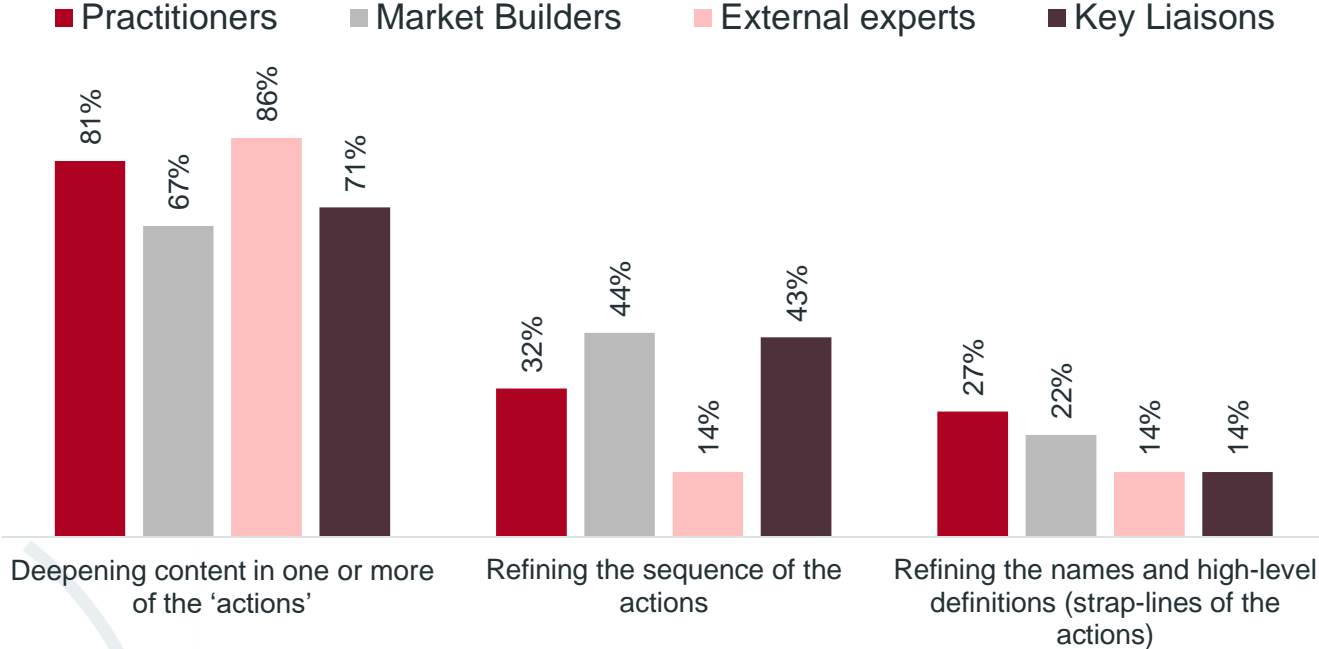
How useful/effective do you find...?

	Portrayal of impact management via the “wheels”	Description of actions	Resource List	Actions and Landscape of impact management in...
Practitioners	7.1	7.5	6.9	7.2
Market Builders	7.3	7.4	5.8	6.2
External Experts	7.1	8	6.9	6.9

1. building and conveying a consensus view of impact management
2. helping practitioners make sense of the ecosystem and find the relevant resources
3. ultimately promoting and improving the implementation of impact management globally

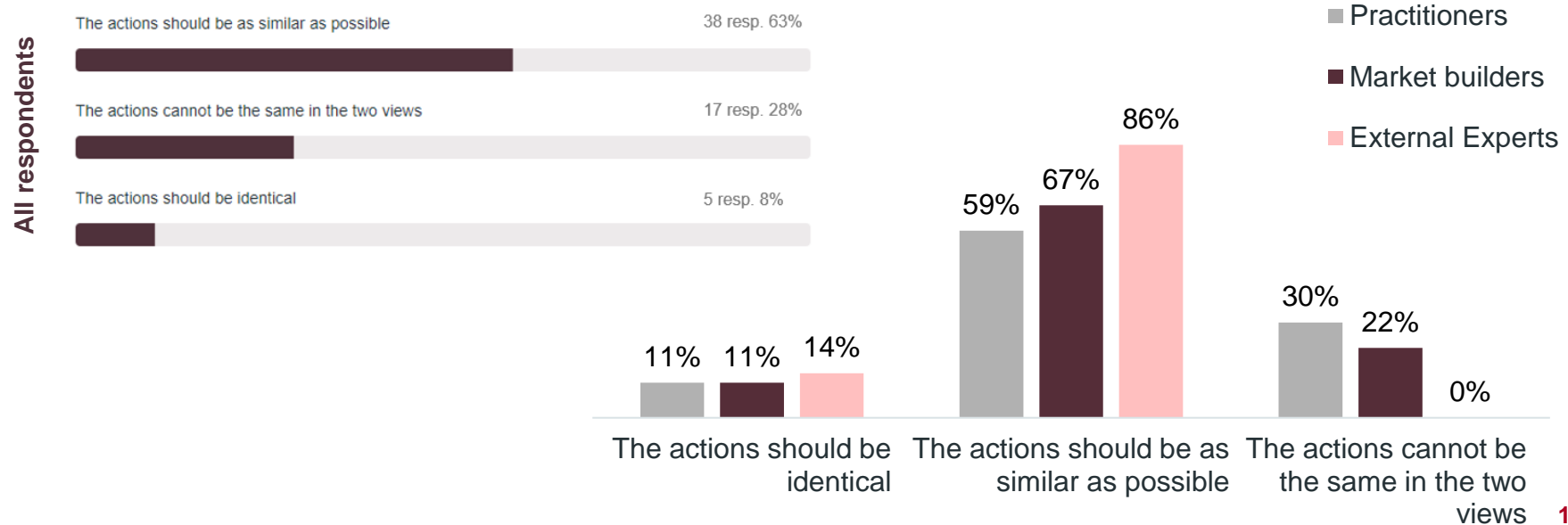
All stakeholder groups prioritise the deepening of content in one or more of the actions of impact management.

What are the priorities for the further development of the actions and landscape of impact management?



Most respondents across all stakeholder groups believe that the actions and their sequencing should be as aligned as possible.

How aligned should the names of the actions and the sequence of actions be?



The majority of responses didn't see the need for further changes to the website.
Around a third of respondents provided detailed and insightful suggestions.

Should anything be changed on the website to improve the user experience?

More user-specific guidance (9%)

- “...Banks and other FIs should have a separate system so that this one can hit it out of the park for investors.” (Market Builder)

More updates required (2%)

- “Regular updates on main changes to standards and regulations.” (Practitioner)

Too many resources (2%)

- “...it's overwhelming to know which to choose and how to use each one. The actions are well defined but it's difficult to make an impact management roadmap with so much information.” (Market Builder)

Improved structure (5%)

- “Clear, numbered step-by-step process, even if iterative” (Market Builder)
- “Consider adding more detail under resource to help readers determine relevance.” (Key Liaison)

Other (12%)

- “...You still have to do a lot of research to get to a practical example, per framework. If that could be solved through the website, I think it would improve the user experience.” (Practitioner)
- “Could list case studies as a resource.” (External Expert)
- “Needs to be made clear that the content is purposefully high-level and is not intended to be implementation-level. Consider ways to better link to relevant resources within the texts.” (Key Liaison)

No (63%)

More visuals (7%)

- “Animations, diagrams, videos, roadmaps would all improve the UX. The top line headings can also be done away with as this creates extra unnecessary clicks.” (Practitioner)
- “More infographics and illustrations to simplify concepts” (Practitioner)
- “Perhaps adding a video of how to make the most of it would be helpful.” (Market Builder)

Final comments or improvement suggestions from respondents

- *“Really like the latest update page! ...more updates on work being done to consolidate Partner content would be awesome.”*
- *“Keep up the good work. The market is asking for direction here.”*
- *“More content around global regulations and standards.”*
- *“More real-world examples of the actions in practice in the main body of the website would be fantastic.”*
- *“Create some tailored navigation experience.”*
- *“This is an excellent resource that more people should be aware of.”*
- *“Consider adding more detail under resource to help readers determine relevance.”*
- *“Needs to be made clear that the content is purposefully high-level and is not intended to be implementation-level. Consider ways to better link to relevant resources within the texts.”*

Key themes from responses

Key positives

1. **Almost all respondents could identify with the actions and landscape of impact management**, with the majority working to integrate this guidance into their own work and outputs.

Further work needed:

2. **Clarity on the boundaries of what the actions and landscape do and don't provide.** Several respondents were calling for improved implementation guidance, despite this not being a priority for the Partners.
3. **Clarity on the system of impact management resources**, and how they differ, and further simplification of that system.
4. **Content refinement across the actions and landscape.** This includes providing more information on each resource, further harmonising of the two wheels, and more practitioner-specific information (e.g. for SMEs).
5. **Improving the awareness of the Platform**, both externally and within Partner organisations

Next steps for the *actions and landscape* content iterations

