

IMPACT MANAGEMENT PLATFORM

Strategy and Modus Operandi for the Impact Management Platform 2025-2027 (Phase II)

This document has been drafted based on the discussions during the June LC meeting and subsequent polling and bilateral discussions and is intended to supplant both the previous working documents (Phase II Concept Note and related iterations), and the current/Phase I Impact Management Platform [Terms of Reference](#) ("ToR"). The main adjustments relative to the working documents are:

- Restatement of vision and mission in addition to spelling out the overall strategy and theory of change (the initial document did not include the vision and mission components)
- Outline of activities and modus operandi as opposed to outlining a work programme - specific activities (outreach or research) can emerge from peer exchange
- Success indicators have been included vis-a-vis the activities
- Governance has been streamlined via the removal of the "Forum" layer
- Specific expectations and time commitments of participating persons have been detailed in an annex
- Finally, remaining items from the current Platform ToR, namely as regards use of logos and IP, have been carried forward in an annex



Taskforce on Nature-related Financial Disclosures



Department of Economic and Social Affairs



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Strategy and Modus Operandi for the Impact Management Platform: 2025-2027 (Phase II)

Achieving the UN Sustainable Development Goals (SDGs) requires all market actors to understand, act on and communicate their impacts on people and the natural environment. This process, known as impact management, enables businesses, investors and financial institutions to reduce negative impacts, increase positive impacts, and ultimately achieve sustainability and increase well-being in line with international policy agreements such as the SDGs, the Paris Agreements, and others.

Impact management will only become a mainstream practice if a system of accessible, appropriate, complementary and interoperable resources is available to support market actors. In today's multi-polar yet interconnected world this includes the availability of resources that respond to a spectrum of policy and regulatory approaches and ideologies.

The current landscape of sustainability-related standards, frameworks, guidance and other resources presents a number of gaps and overlaps which are not conducive to the mainstreaming of impact management.

1. Vision and Mission

At the request of LC representatives, this Section aims to clarify the vision and mission of the Platform so that the ultimate aims are clear to all.

The Impact Management Platform (“Platform”) is a gathering of leading international providers of sustainability-focused standards, frameworks and guidance, hereafter referred to as the Platform Partners, or simply the “Partners”.

The Platform Partners’ **vision** is for impact management to become a mainstream practice within business and finance.

The Platform’s **mission** is to cultivate an ecosystem of sustainability-related standards, frameworks, guidance and other resources that enables businesses, investors and financial institutions to manage their impacts on people and the natural environment, in adequation with the specific belief system or policy environment they operate in.

2. Strategy

We have tried to articulate a strategy and Theory of Change in succinct and simple terms, in a way that makes it clear that the Platform’s main levers are peer exchange and peer collaboration, but that still acknowledges an improved ecosystem as a stepping stone to the mainstreaming of impact management.

In doing so, we have tried to frame Peer exchange as the Platform’s main lever, with collaboration stemming organically from that, and we have tried to avoid common Platform deliverables as an objective in its own right.

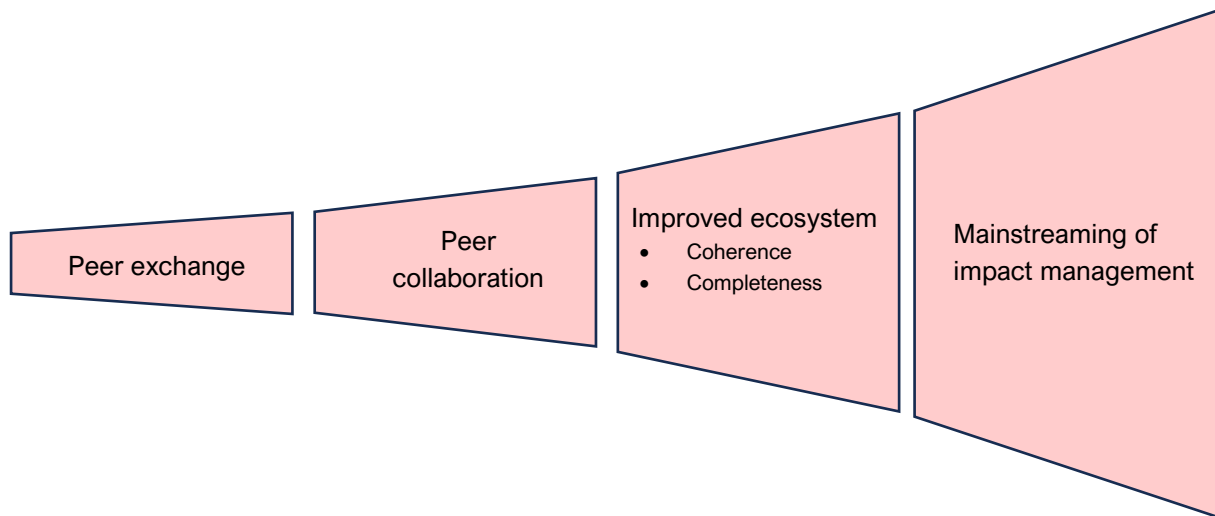
To fulfil its mission, the Impact Management Platform provides a convening space for peer exchange between the Platform Partners, the leading providers of sustainability standards, frameworks and guidance,

as well as with other players in the field. This serves to increase the flow of information and knowledge across Partners and beyond.

As a result of access to peer information and enhanced knowledge, the Partners (as well as other sustainability players) can coordinate their activities where relevant, identify opportunities for collaboration, address gaps and contribute to strengthening the system of sustainability-related standards, frameworks, guidance and other resources. Such collaboration can serve to provide clarity on impact management and how it applies in different policy contexts, to achieve greater complementarity and interoperability between resources, and to conduct shared research and development on specific aspects, challenges and gaps in the overall system. This can take place between all, or a subset of Partners, as well as with players outside the Platform.

Facilitating peer exchange and enabling collaboration contributes to greater coherence and completeness of the system of resources, which is necessary for market players to be able to readily engage with the practice of impact management and for this practice to be mainstreamed, as outlined in Figure 1 below.

Fig. 1 Platform Theory of Change



3. Modus Operandi

3.1 Parties to the Platform

3.1.1 Partners

The content below has been drawn from the current IMP ToRs

The Partners are leading providers of sustainability-related standards, frameworks, tools and guidance with:

- i. specific impact management expertise across one or more aspects of and approaches to impact management
- ii. a track record of developing public good standards, frameworks, tools and guidance for managing sustainability impacts

- iii. a diverse stakeholder consultation process in relation to the resources they produce
- iv. a demonstrable pursuit of global applicability
- v. existing (or potential for) wide reach and influence.

Partners are expected to be represented by:

- i. a senior leadership representative
- ii. a Key Liaisons (ideally with a technical/methodological profile)
- iii. additional liaisons as relevant (e.g. policy, outreach)
- iv. a communications liaison.

The specific expectations from and level of engagement of Partner representatives is outlined in Annex 1.

3.1.2 Observers

The proposal here is to use the Observer status more directly to target standard-setters such as the IFRS Foundation and EFRAG, and for other organisations to be in an external category (see next section).

The Partners of the Platform will give standard-setting entities that contribute to the development of sustainability-related policy and regulation observer status as a means for collective exchange with the community of voluntary standards and frameworks. Observers have access to all meetings and activities but do not have decision-making power or voting rights.

As with the Partners, Observers are expected to be represented by:

- i. a senior leadership representative
- ii. a Key Liaisons (ideally with a technical/methodological profile)
- iii. additional liaisons as relevant (e.g. policy, outreach)
- iv. a communications liaison.

3.1.3 Friends of the Platform

This section has been added to be more explicit about the Platform's relationship with external organisations, acknowledging Partner comments to the effect that there are numerous further players.

The Partners engage a broader community of organisations relevant to the field of impact management. This community includes, but is not limited to, other sustainability initiatives (in particular geographically specific organisations), topic- or sector-specific resource providers, industry associations, sustainability-related service providers, academic institutions and consultancies. These organisations are invited to participate in relevant Platform activities based on a sense of shared commitment with the Partners and Observers in achieving a complete and coherent system of impact management resources.

Friends of the Platform have access to activities and meetings on invitation only. They do not have decision-making power or voting rights.

3.2 Activities

In line with the comments higher up, this section presents an overview of general, high-level activities, without specifying a work programme or projects, which we intend to see emerge organically from the Platform's peer exchange mechanisms.

In order to implement their strategy, the Platform Partners will:

A. Engage in knowledge-exchange among themselves and a wider set of international providers of impact management resources

These activities involve all Partners and are organised by the Platform Host and Co-chair/s.

We have included success indicators; another previous suggestion from LC members.

Activities	Success indicators
<p>a. Organise a Platform Annual General Meeting (AGM) to convene representatives of all levels of the Partner and Observer organisations to discuss relevant topical issues, the progress of current collaborative projects and the potential initiation of new projects, as well as any other considerations relevant to the Platform and the group of Partners.</p>	<ul style="list-style-type: none"> Partners perceive the AGM as useful, constructive and informative The AGM results in a number of areas for partner collaboration, with concrete follow-ups which are of nature to contribute to the coherence and completeness of the system of norms and resources for impact management The AGM provides an opportunity to periodically reflect on the success and progression of the Platform overall
<p>b. Arrange frequent Content Review Sessions that allow Partners, Observers and other organisations to share content in development for group feedback</p>	<ul style="list-style-type: none"> Partners perceive the content sessions are useful, constructive and informative Partners incorporate others' views in the development of their resources The Content Review sessions results in collaborations between Partners to address gaps and foster interoperability and coherence
<p>c. Host regular Policy Sessions that enable Partners and Observers to reflect on key policy processes and to coordinate and jointly channel messaging, where appropriate</p>	<ul style="list-style-type: none"> Partners cross-fertilise each other's inputs into policy processes including through joint messaging if/as relevant Partners more effectively make the case for mainstreaming impact management by cross-referencing each other's work
<p>d. Coordinate Peer Training Sessions that enable a large range of relevant technical teams within Partner organisations to gain a deeper understanding of each other's approaches, methodologies and resources and their specific role in the broader ecosystem</p>	<ul style="list-style-type: none"> Partners perceive Peer Training Sessions to be useful, constructive and informative Peer Training Sessions result in Partners better embedding and cross-referencing each other's work, and making steps towards interoperability or alignment of approaches

- e. Distribute a monthly set of updates (“**Partner Beat**”) that rounds up most relevant news from across the Partners and Observers
 - Partners are more aware of each other’s newly released resources, activities, consultations and events
 - Partners engage each other accordingly and attend each other’s events when relevant

B. Collaborate on projects that support the improvement of the system of resources and drive practitioner awareness and uptake of these resources

We have maintained the distinction between awareness / outreach / engagement oriented-work and the more technical / R&D type work – instead of reflecting these categories in the governance (we had “Fora”) they are captured in two broad project categories.

These activities can involve all or subsets of Partners on a voluntary basis and are led by participating Partners accordingly. They are conditional/pending on resources available to pursue them.

Types of projects	Success metrics
a. Projects that drive awareness of practitioners and other stakeholders , understanding and uptake of the Partners’ resources and of their collaborative efforts	<ul style="list-style-type: none"> • Number of and type of website users • Number of click-throughs from the Platform website to the Partners’ resources • Number of attendees at Platform-convened events • Number of readers of the Platform communications materials
b. Projects that help improve the system of resources , by providing clarity on impact management, achieving greater complementarity and coherence between resources, or conducting shared research and development on challenges and gaps	<ul style="list-style-type: none"> • Technical staff (e.g. linked to methodological and/or measurement work) in Platform organisations perceive the Partner’s shared work as useful in addressing gaps and fostering connections between different resources • Increased cross-fertilisation and alignment of terminology across Partner resources where applicable • Partner resources improve the articulation of their specific use in relation to other resources

Additional information on confidentiality, use of logos and intellectual property is available in Annex 3.

4. Governance

4.1 Chairing

Two Partner organisations, including one Rotating Chairs and the Hosting Partner, Co-Chair the Platform’s activities. The Co-Chairing Partners are responsible for the convening the Platform’s meetings, as well as helping to shape the agenda for the meetings and moderating discussions.

Partners Co-Chair on a voluntary basis for a two-year period. They are voted in by the Leadership Committee on a two-thirds majority basis.

4.2 Hosting

A Partner acts as the Platform’s host. This entails providing the necessary resources to:

- Host the AGM (if not hosted by the rotating chairing organisation/s)
- Coordinate with the rotating (Co-)Chair(s) to set the agenda and prepare all necessary materials for the AGM and Leadership Committee Meetings
- Coordinate with the rotating (Co-)Chair(s) teams to organise and chair Content and Policy sessions
- Prepare and distribute the Partner Beat
- Together with the rotating (Co-)Chair(s) drive and support the engagement of new Partners, Observers, Friends as relevant
- Host and maintain the Platform website

The hosting entity is responsible for efforts to raise funds for the day-to-day facilitation of the Platform. This can be supplemented by the rotating Co-Chairs.

Additional resources and funds can also be mobilised by any/all partners to fund additional and specific projects as needed (see section on decision-making).

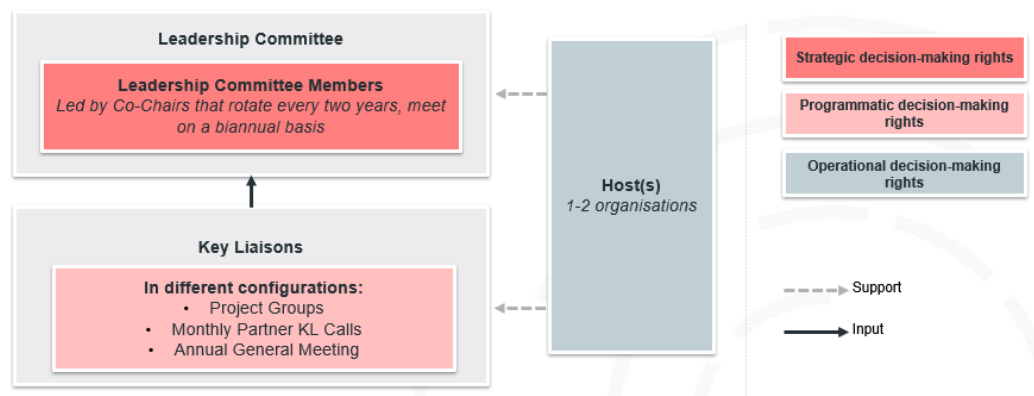
The current Platform hosting entity is UNEP FI. See Annex 2 for more information on resources.

4.3 Decision-making

The governance structure is heavily simplified from what we previously showed, with just really two layers. We have removed the “Fora” level.

Decision making rights related to the Platform’s strategy work programme and operations are made among the Partners only, through the Leadership Committee, Key Liaisons in different configurations, and Host(s), as outlined in the figure below.

Fig. 2 Summary of decision-making



4.3.1 Strategic decision-making: Leadership Committee

The Leadership Committee comprises the senior leadership of each Partner and each Observer organisation. The Leadership Committee is responsible for strategic decision-making, which are primarily carried out during the Committee's biannual convenings. Such decisions may concern:

- Adhesion of new Partners, Observers and Allies
- Platform project pipeline
- Nomination of rotating Committee Chair/s
- Governance, hosting and funding arrangements

4.3.2 Programmatic decision-making: Key Liaisons

The Key Liaisons (and/or other participating representatives, as the case may be) are responsible for decision-making related to any Platform projects and related deliverables as developed within corresponding Project Groups. Such decisions may concern:

- Composition of Project Groups / involvement of relevant external organisations
- Agreement of Project Group lead/s
- Project steps and deliverables
- Project funding
- Sign-off of deliverables following appropriate circulation / validation (e.g. in the monthly Partner KL calls, during the AGM)

4.3.3 Operational decision-making: Host(s)

The Host(s) provide the secretariat function for the Platform to support the Partners' collaborative work and decide on the operational aspects related to the work programme, all the while providing support to the Leadership Committee Chair(s) and any Project Group Lead(s). Such decisions may concern:

- Resourcing for secretariat functions (funding and human resources)
- In-person and virtual convenings/meetings (substance and logistics)
- Website and other communications management

Annex 1 – Terms of reference for Partner representatives

This Annex contains information on expectations on the engagement of Partner representatives with the Platform (complementary to the institutional content in the body of the document).

To accomplish its mission the Platform relies on numerous representatives of different levels and disciplines within the participating organisations. This section outlines the roles and expected responsibilities of each type of representative.

Leadership Committee Member

Leadership Committee Members are responsible for strategic decision-making related to the Platform. They convene on a twice-yearly basis (one in person, at the Platform's Annual General Meeting) to decide on major work programme elements for the year ahead, as well as any other strategic decisions related to the Platform (for example, the admission of new Partners).

If the Leadership Committee member's organisation is nominated Co-Chair, he/she will participate in monthly coordination meetings with the other Co-Chairing Partner(s).

Key Liaison

Key Liaisons serve as the main focal point between the Platform and the organisation they represent. They participate in the Platform's Annual General Meeting, as well as its monthly calls. They invite other representatives from within their organisations where relevant to their colleagues' expertise to the content review, peer training and policy session. Key Liaisons also solicit inputs from across their organisations, as required, for peer exchange and any projects taking place via the Platform, as well as to provide inputs to the monthly Partner Beat. Finally, they liaise with their organisation's communication teams as needed to relay relevant Platform news.

If the Key Liaison's organisation is nominated Co-Chair, the Key Liaison will provide support to his/her Leadership Committee representative in the preparation of Leadership Committee meetings as well as participate in monthly coordination meetings the other Co-Chairing Partner's Key Liaisons.

Each Partner can be represented by up to two Key Liaisons.

Communications Liaison

Communications Liaisons support the Partners in developing and channelling Platform news across their organisations' networks. The Communications Liaisons will meet on an ad hoc basis, depending on the status and pipeline of projects and campaigns.

Other participating representatives

Other employees of the Partner organisations are invited to participate in the Platform’s activities and project work, where suitable and relevant, according to their interests and areas of expertise. This may include technical teams, policy teams, communication teams, among others.

Summary of engagement

The table below summarises the degrees of participation required of each type of Representative for all categories of Parties. Unbolded items are optional.

Parties → Representatives ↓↓	Partners	Observers	Friends of the Platform
Leadership Committee members	<ul style="list-style-type: none"> - Annual General Meeting (2 days over 3 day period) - Leadership Committee Meetings (1x 1.5hour virtual; 1 in person during AGM) - Content Review Sessions (up to once a month) and Policy Sessions (up to once a quarter) 		<ul style="list-style-type: none"> - Annual General Meeting (specific segments amounting to max 1 day, by invitation) - Content Review Sessions and Policy Sessions by invitation only - Project Group meetings (by invitation only, regularity determined directly by the Group)
Key Liaisons	<ul style="list-style-type: none"> - Annual General Meeting (2 days over 3 day period) - Content Review Sessions (up to once a month) and Policy Sessions (up to once a quarter) - Project Group meetings (regularity determined directly by the Group) - Peer training sessions (on an ad hoc basis) - Leadership Committee Meetings (1x 1.5hour virtual; 1 in person during AGM) 		
Other representatives	<ul style="list-style-type: none"> - Annual General Meeting (2 days over three day period) - Content Review Sessions (up to once a month) and Policy Sessions (up to once a quarter) - Peer training sessions (on an ad hoc basis) - Project Group meetings (regularity determined directly by the Group) 		

Annex 2 – Hosting Organisation

This Annex seeks to provide clarity / transparency on current hosting partner capacity.

UNEP FI is the current hosting Chair of the Platform. Hosting is facilitated by UNEP FI's Impact & SDGs Team and supported by UNEP FI's Management Team.

The Impact & SDGs Team Lead contributes up to 50% of their time to the facilitation of the Platform, depending on specific needs and demands of the Platform.

The Team Lead is supported by two Content Managers, an Engagement Manager, and additional Associates and/or interns, each of which contribute to the Platform on a part-time basis.

The Management Team, which acts as one of the Platform's Co-chairs, supports via the regular Co-Chair meetings and the Leadership Committee meetings.

Annex 3 – Confidentiality, IP and use of logos

Rather than revising / updating the existing Platform Terms of Reference (in addition to having the present Strategy & MO document), we would like to let go of the ToR document and rely simply on the present document which de facto contains and updates almost all that was in the current Platform ToR. Those items not contained in the body of the document have been integrated in this annex. See current ToR [here](#).

The Confidentiality Section and Intellectual Property Section are taken from the section 5.1 and 5.3 of the existing Platform ToR section on knowledge sharing, with no changes made.

Confidentiality

- Partner meetings, and meetings of any working group, are held under Chatham House rules.

Intellectual Property

- Any work that (a) Partner(s) individually contribute(s) to the Platform (which may be made publicly available via an external link on the Platform's website taking the users to that Partner's website) is solely owned by the concerned Partner(s) and is not by default endorsed by the other Partners.
- Unless any co-authoring Partner objects, any joint work created by the Partners' collaborative activities expressly for contribution to the Platform is jointly owned by the co-authoring Partners, and such joint work may be made publicly available directly on the website of the Platform and licensed under Creative Commons Attribution-Non-commercial-No Derivatives 3.0 IGO. Such joint work is not by default endorsed by the other Partners.
- Any joint work, including publications and their translations, will comply with each co-authoring Partners' rules and policies.
- Each Partner will use reasonable efforts not to knowingly contribute to or make available via an external link on the Platform any content that would infringe the rights of any third party.

Use of IMP and Partner logos

We have merged and condensed current "communications" and "website" content (to avoid repetition with the main document and remove out-dated items. Removed items are underscored in the below extract from the existing ToR (Section 5.3 and Section 6).

Section 5.3 communications

- Partners may identify themselves as participants in the Impact Management Platform, and use the logo of the Impact Management Platform, on their websites or similar publications.
- All references to the "Impact Management Platform", whose description has been agreed to by all Partners, will provide a hyperlink to the Impact Management Platform website. The description of the initiative on the website will be periodically updated based on consensus at Partner meetings and with approval by all Partners.
- When referring to the Impact Management Platform, Partners will not use the logos of other Partners without consent.

Section 6 website

- The Platform website is: www.impactmanagementplatform.org. It provides one of the Platform's core deliverables: an overview of the actions of impact management and a landscape of relevant standards, frameworks, tools and guidance for impact management.

- The Platform website is co-branded with the Partners' logos, in such forms, and with such notices and disclaimers, as the Partners require.
- No content already belonging to any Partner will be on the site, and therefore this content will continue to be governed by existing licensing arrangements. Partner content will solely be accessed on the website, at the sole discretion of such Partner, via a link which will take the user directly to the Partner's own site.
- The mechanism by which Partners agree which content is linked to on the site (and any process for withdrawal) will be agreed by the Partners and shared on the website.
- Communities of practitioners will be engaged on the content through webinars, training, and other relevant activities as agreed by the Partners.
- The website and its terms of use shall comply with the privacy and information security requirements of the Co-Chairs and the website's terms of use, security and privacy policy shall be reasonably acceptable to the Partners. • Co-Chairs oversee any contractual arrangements related to the website.
- Upon a Partner's written request, co-Chairs shall provide detail on the contractual arrangements to this Partner concerning the performance, security or compliance with ToR of the website.
- Any decision to transfer the responsibility of contractual arrangements related to the website to another party will be agreed by the Steering Committee.

- Partners may identify themselves as participants in the Impact Management Platform, and use the logo of the Impact Management Platform, on their websites or similar publications.
- All references to the "Impact Management Platform", whose description has been agreed to by all Partners, will provide a hyperlink to the Impact Management Platform website. The description of the initiative on the website will be periodically updated based on consensus at Partner meetings and with approval by all Partners.
- When referring to the Impact Management Platform, Partners will not use the logos of other Partners without consent.
- The Platform website is: www.impactmanagementplatform.org. The Platform website is co-branded with the Partners' logos, in such forms, and with such notices and disclaimers, as the Partners require.
- No content already belonging to any Partner will be on the site, and therefore this content will continue to be governed by existing licensing arrangements. Partner content will solely be accessed on the website, at the sole discretion of such Partner, via a link which will take the user directly to the Partner's own site.
- The website and its terms of use shall comply with the privacy and information security requirements of the Hosting Co-Chair(s) and the website's terms of use, security and privacy policy shall be reasonably acceptable to the Partners.

Disclaimers

No changes made to this section relative to the original document.

The Platform is a voluntary initiative. It is not organised as a separate legal entity, nor are there any related legal obligations for Partners. All Partners participate in the Platform subject to and in line with their mandates, programmes or work, Board and management approval, and any other relevant rules, procedures and requirements that may apply from time to time.

- Nothing in these ToR, and no activity by any Partner in relation to the Platform, shall constitute or be deemed to constitute a partnership or joint venture between the Partners or the Steering Committee, or constitute or be deemed to constitute any Partner the agent or employee of another

Partner for any purpose whatsoever. No Partner shall have authority or power to bind another or to contract in the name of, or create a liability against, the Platform or any other Partner, in any way or for any purpose.

- Unless otherwise agreed by the Parties in writing, any work or other contribution provided by the Partners in connection with the Platform is provided without any warranty, representation, undertaking or recommendation of any kind with respect to the accuracy or completeness of any such work or its adequacy for any purpose.
- The Partners acknowledge that other Partners may have entered into, and may in the future enter into, financial, advisory or other arrangements or collaborations with governments, associations or private entities engaged in impact activities similar to the Platform.
- Nothing in these ToR shall be deemed to waive or modify any immunity or privilege to which a Partner may be entitled under its constitutive documents, international convention or applicable law.
- For any dispute between the Partners arising out of or relating to the Platform or these ToR, or any matter contemplated herein, the relevant Partners will attempt in good faith to resolve the dispute amicably within sixty (60) days from the date on which written notice of a dispute is received. In the event that an amicable resolution is not achieved in that time, the dispute shall be finally settled under the Rules of Arbitration of UNCITRAL then in effect by one (1) sole arbitrator and the appointing authority shall be the Secretary-General of the Permanent Court of Arbitration. The seat of arbitration shall be Paris, France; it being specified that the proceedings may take place virtually. The language to be used in the arbitral proceedings shall be English. The Partners expressly renounce their right to seek the annulment or setting-aside of any award rendered by the arbitral tribunal.
- Nothing in these ToR, express or implied, is intended to or shall confer upon any natural or juridical person other than the Partners any legal or equitable right, benefit or remedy of any nature under or by reason of the Platform or these Terms of Reference. Without limiting the foregoing, a natural or juridical person who is not a Partner has no right to enforce or enjoy the benefit of any term of these Terms of Reference.
- Any Partner may resign from the Platform upon thirty (30) days' prior written notice to the Cochairs.