



RESOURCES: Integrate into Investor Operations

Find below resources mentioned in our course materials, as well as other resources that may help your organization integrate impact management into operations.

Step 1: Integrate Impact into Investment Cycle

The Alpha of Impact: How operating with an impact objective can add financial value for investors, Tideline

Includes a chart showing potential ways for investors to add impact considerations along the investment process.

https://tideline.com/wp-content/uploads/2020/11/Tideline-ICM_Alpha_in_Impact.pdf

The 9 Impact Principles, Operating Principles for Impact Management

The Impact Principles are intended to be a framework for investors for the design and implementation of their impact management systems, ensuring that impact considerations are integrated throughout the investment lifecycle. They may be implemented through different types of systems, each of which can be designed to fit the needs of an individual institution.

<https://www.impactprinciples.org/9-principles>

The Corporate Racial Equity Tracker, Just Capital

Tracker designed to incentivize companies to take meaningful steps to advance racial equity. The first iteration offers an in-depth accounting of the state of disclosure by the 100 largest U.S. employers, through 23 data points across six specific dimensions of racial equity.

<https://justcapital.com/reports/corporate-racial-equity-tracker/>

Impact-Financial Integration: A Handbook for Investors, Impact Frontiers

Covers impact-financial integration and methods to use integrated data and analysis to inform investment decision-making and set goals and measure performance.

https://impactfrontiers.org/investor_handbook.pdf

Managing a Portfolio for Impact: IDB Invest's Impact Management Framework, IDB Invest

Shares the Impact Management Framework that IDB Invest uses to integrate impact into the complete project lifecycle and portfolio management of their investments.

<https://idbinvest.org/en/download/10821>

Step 2: Select Investments Through Impact Diligence

The Impact Due Diligence Guide, Pacific Community Ventures

Practical guidance for investors seeking to systematically assess investments' anticipated impact. Includes impact due diligence approaches.

https://docs.google.com/viewerng/viewer?url=http://www.pacificcommunityventures.org/wp-content/uploads/sites/6/FINAL_PCV_ImpactDueDiligenceGuide_web.pdf&hl=en

Impact Investing Due Diligence Guide Part 1, J.W. McConnell Family Foundation

Guide based on the foundation's internal due-diligence process. It offers a framework to assess impact and financial risk and return of potential investment opportunities.

<https://mcconnellfoundation.ca/wp-content/uploads/2017/08/Impact-investing-Due-Diligence-Guide-Final.pdf>

Toward the Efficient Impact Frontier, Stanford Social Innovation Review article by Michael McCreless

An Efficient Impact Frontier model means constructing a quantitative model that helps you assess where your portfolio delivers maximum impact for a given level of financial return.

https://rootcapital.org/wp-content/uploads/2018/01/Winter_17_Toward_the_Efficient_Impact_Frontier.pdf

CASE Smart Impact Capital, CASE at Duke University

Online toolkit for raising impact investing capital. One module focuses on due diligence and impact terms.

<https://casesmartimpact.com/capital/>

Impact Terms

Database of impact deal terms and sample deal language that investors have used.

<https://www.impactterms.org/>

Impact Due Diligence: Emerging Best Practices, Pacific Community Ventures

A synthesis of due diligence practices employed by leading impact investors who systematically assess investments' anticipated impact.

<http://www.pacificcommunityventures.org/wp-content/uploads/sites/6/Impact-Due-Diligence-Emerging-Best-Practices.pdf>

Mapping a portfolio with its effects on people and the planet, Phenix Digital Impact Symposium

Calvert Impact Capital CEO Jennifer Pryce shares how they use their internal impact scorecard in due diligence to systemically assess the expected impact of every investment they consider.

https://www.youtube.com/watch?v=_whiLXiJ4eg&t=2s

Step 3: Prepare to Monitor

How Should We Measure Impact? We Asked Our Investees, Ceniarth in Next Billion

Ceniarth shares how they surveyed their investees to understand their impact monitoring practices and what they did with those insights.

<https://nextbillion.net/impact-measurement-investing/>

RSF Social Finance's Social Enterprise Lending Program, Impact Investing 2.0

RSF Social Finance uses the B impact Assessment to benchmark its borrowers scores against a larger pool of for-profit social enterprises.

https://www.pacificcommunityventures.org/wp-content/uploads/sites/6/2016/03/casestudy_RSF_v5.pdf

Impact Based Incentive Structures, The GIIN

Guide to aligning fund manager compensation with social and environmental performance.

<https://thegiin.org/assets/documents/pub/impact-based-incentive-structures-aligning-fund-manager-comp.pdf>

Nudging the Investment Ecosystem by Incentivizing Impact, Intellectap

Details opportunities to incentivize impact along the investment chain when financing small and growing businesses in developing and emerging markets.

https://www.intellecap.com/wp-content/uploads/2018/06/Incentivizing-Impact_final_online-version.pdf

Impact Investing - Fund Mechanisms to Incentivize Impact, Morrison Foerster

Advises certain key concepts that could be drafted into legal documents to incentivize impact in fund formation.

<https://impact.mofo.com/measuring/impact-investing-fund-mechanisms-to-incentivize-impact/>

Impact Measurement for Complex Portfolios, Global Endowment Management

Primer for applying the Impact Management Project framework to a globally diversified, multi-manager portfolio.

https://assets.website-files.com/5a0c829357d91c000164892b/5ece7f959ba7d884107fb886_Impact%20Measurement%20for%20Complex%20Portfolios.pdf

SJF Ventures Maps the Market: Impact Measurement and Management (IMM)

Platforms, SJF Ventures

This case study documents SJF's search for a new IMM technology solution and offers tools and resources for others pursuing next steps in their impact journeys.

<https://sjfventures.com/case-study/sjf-ventures-maps-the-market-impact-measurement-and-management-imm-platforms/>

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