

ACTION GUIDE

The GSG Annual State of Play Report

**RESEARCH &
KNOWLEDGE
DEVELOPMENT**
— TOOLKIT —

The GSG Annual State of Play Report

NAB Action Guide from
The Global Steering Group for Impact Investment

With the rapid growth of the global network of National Advisory Boards (NABs), we are accelerating the impact revolution within and across national boundaries. With rapid growth come growing pains but also exciting opportunities to launch and drive shared campaigns and initiatives.

The GSG Annual State of Play Report provides an annual stock take of our progress across the global network and important insights into the challenges and opportunities facing NABs and the global network as a whole.

1. Introduction

In 2019 the GSG introduced a self-assessment survey instrument across the global NAB network. Eighteen NABs completed that survey in the first quarter of 2019. By aggregating the data gathered through this survey instrument, the GSG and NAB leaders have gained valuable insights into the state of play of the GSG and the global NAB network. These include:

- ▲ The current self-assessed performance of NABs across a number of key performance dimensions and indicators;
- ▲ The wide range of NAB structures and approaches, including membership composition across the five pillars of the impact economy;
- ▲ The sources and uses of funds being deployed by NABs to underpin their programmatic efforts at a national level; and
- ▲ The number and nature of human resources supporting each NAB's efforts.

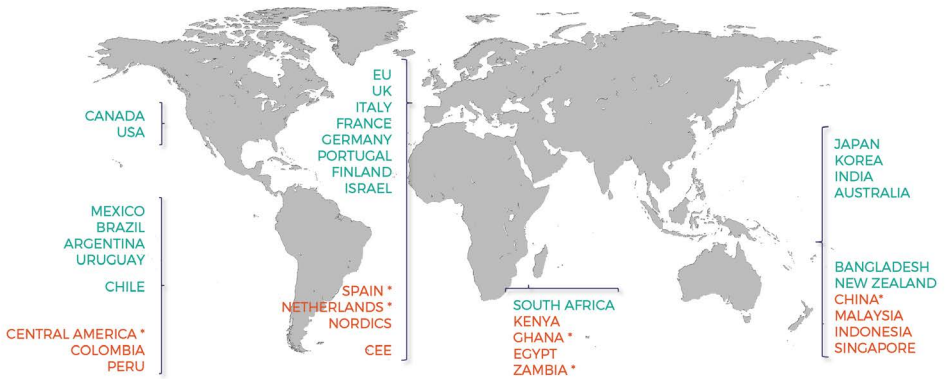
- ▲ The progress the country is making towards an impact economy.

These insights are invaluable for guiding the GSG's efforts to better support NABs and enable their future success by learning from past experience within each NAB and across the global network. Based on the insights derived from the 2019 survey, the GSG's leadership team have:

- ▲ Adjusted the GSG's own activities to better support NABs;
- ▲ Better customized GSG support to each NAB depending on its particular needs and priorities; and
- ▲ More effectively drawn on the experience of one NAB to support another in overcoming a similar challenge or seizing an opportunity in their national market place.

From 2020 onwards, the self-assessment tool will be accompanied by a document outlining the transition each NAB country is making towards the impact economy.

The Global NAB Network



COUNTRY * = Joining in 2019

From 2020, the GSG will publish the aggregate findings and key insights from the self-assessment survey results into a report to benefit the GSG's own strategy and development priorities as well as those of all NAB leadership teams.

This report will help NABs to:

- ▲ Reflect on their own self-assessed performance over the previous year;
- ▲ Compare and contrast their performance against the overall performance of the network as they seek to make further adjustments and improvements as part of their pursuit of becoming a high-performance NAB (see the *Building a High Performance NAB Action Guide*); and
- ▲ Learn from, and be inspired by, the organizational and programmatic approaches used by other NABs.

For the GSG leadership team, the annual survey will continue to be a

The Annual State of Play Report provides an opportunity at both the global and national level to assess, reflect and adjust our strategies, capabilities and programmatic activities in the pursuit of maximizing our collective positive effect on the impact revolution.

valuable opportunity to solicit candid feedback from across the global network about its own performance and areas for its own adjustments and improvements.

As part of the annual survey, the GSG leadership team request data from the NABs on the state of their market. This information is used to complete a country profile on all NAB countries. The NABs are required to update their own country profiles yearly to ensure up-to-date information is available for each country.

1.1 OUR METHODOLOGY

The Annual State of Play Report is based on:

- ▲ An annual survey instrument sent to all NABs in Q1 ahead of the Global Leadership Meeting (GLM).
- ▲ The updated country profile completed by the NABs annually

The annual survey has three sections:

1 An organizational self-assessment section for NABs to assess their own performance during the preceding year against dimensions (a) Structure; (b) Conduct; and (c) Performance (consistent with the NAB performance dimensions outlined in *The NAB Handbook*).

Data from this section can be used by the NAB to form a short annual impact assessment of their previous years' activities.¹

2 A market self-assessment whereby NABs provide a quantitative and qualitative assessment of growth in the size and maturity of their national impact economy over the past year; and

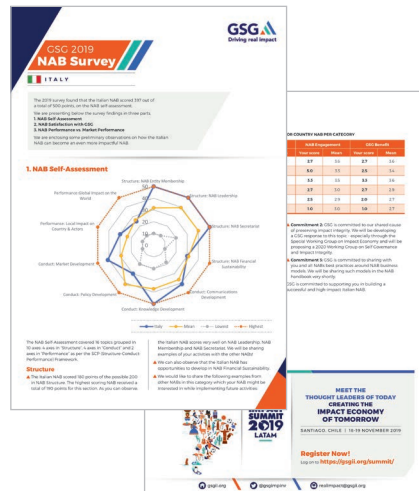
3 An assessment of the GSG's performance in supporting each NAB over the previous 12 months across six major dimensions of the activities undertaken by the GSG to support NABs.

The full set of survey questions is attached at Appendix 1.

1.2 REPORTING FORMAT

The results are compiled by the GSG team and shared in two ways:

▲ **Individual NAB Self-Assessment Reports** are prepared by the GSG and provided to the Chair of each NAB. These NAB-specific report cards provide the basis for annual planning meetings between the GSG and the NAB and amongst the NAB's own leadership team.



NABs are only privy to the self-assessed scores for their own NAB and not others.

▲ **An aggregate report** is prepared by the GSG Market Development team and presented to the GSG Board of Trustees and the NAB chairs at a NAB chairs' meeting.

▲ **Publication** of the NAB's country profile at the Annual GSG Summit

Highlights of the aggregate report from 2019 presented to the GSG Board of Trustees and NAB Chairs is on the next page:

Highlights from the 2019 Survey Results



Self Assessment Categories	Average
Policy Development	41.11
NAB Secretariat	40.00
NAB Leadership	39.44
Communications Development	38.41
Knowledge Development	37.22
NAB Entity Membership	32.78
NAB Financial Sustainability	31.11
Market Development	29.06
Global Impact on the World	26.39
Local Impact on Country & Actors	23.61

Diversity of NAB Capabilities

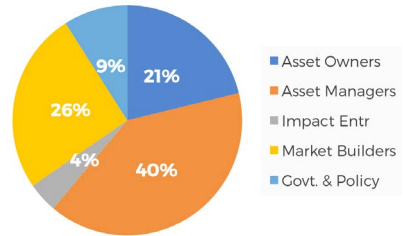


Average age of NABs



Coalition of Actors.
(4 NABs with existing separate legal entities)

Average Membership Composition



Average budget for 2019 (from USD \$0 to USD \$1.5M) mainly from grants.



Average membership size (from 0 to >100)



Average board size (from 6 to 21)



Average FTE in NAB Secretariat (from 0 to 5)

The 2019 survey revealed some key insights on several topics including:

- ▲ The unequal representation of NABs along the ecosystem building blocks

- ▲ The numerous different focus areas of NAB activities aligned to the GSC strategic areas

- ▲ The diversity of funding models and sustainability of the NABs

2. Expected Benefits

With over 25 NABs now in the global network, the publication of *The Annual State of Play Report* from 2020 onwards will allow the GSG and individual NABs to assess:

- ▲ The overall **evolution of the global NAB network** including its resilience in terms of governance, finances and core capabilities;
- ▲ **Common challenges and pain points** such as common knowledge or capability gaps that the GSG leadership team can look to address;
- ▲ **The representativeness of NABs** across the five pillars of the impact economy; and
- ▲ **Ways and means to boost the impact of NABs** based on shared learnings and insights across the global network.
- ▲ The **state of the market** in each NAB country

Benefits from an Annual State of Play Report



National Advisory Board

- ▲ Insights into current performance, areas for improvement and priorities for the forthcoming year.
- ▲ Snapshot of the impact economy maturity in their market



National Impact Economy

- ▲ A stronger, more effective NAB to drive national campaigns and programs to empower the impact economy.
- ▲ A document to share with stakeholders which provides up-to-date information of their country and others,



Global Impact Movement

- ▲ Feedback for the GSG on current performance, areas for improvement and priorities for delivering better services and coordination to the global NAB network.
- ▲ Acceleration in the impact revolution as a result of higher-performing NABs and a better performing global network.

3. Pre-requisites for Success

▲ Survey completion by NABs:

Completion of the annual self-assessment survey by NABs is essential to generate insights of value on current performance, near-term priorities and capability building needs at a national and

global level. The GSG encourages the NAB members to be fully involved in providing data for the NAB survey.

- ▲ **Country Profile Feedback:** Each NAB is encouraged to remove obsolete and add new information to their country profiles.

4. Activities, Roles & Responsibilities

Annual State of Play Report

	Degree of GSG Support	Complexity	Estimated Time Commitment
1 Survey completion and country profile update	● ○ ○	● ● ● ● ○	30 days
2 Data collection and analysis	● ● ●	○ ○ ○ ○ ○	30 days
3 Report preparation & drafting	● ● ●	● ○ ○ ○ ○	30-45 days

4.1 SELF ASSESSMENT SURVEY AND COUNTRY PROFILE UPDATE

The GSG leadership team will distribute the self-assessment survey by email to NAB Chairs in Q1. NABs are asked to return the completed survey within 30 days, to enable for the timely collection and analysis of the survey results. The country profile is updated by the GSG leadership team and returned to the NAB ahead of the annual summit.

4.2 DATA COLLECTION AND ANALYSIS

Leadership team will review the submitted data and follow up with

NABs as needed on any data gaps or irregularities.

4.3 REPORT PREPARATION AND DRAFTING

The GSG leadership team will review all data submitted as well as comments and suggestions provided to draft *The Annual State of Play report*. This process includes:

- ▲ Preparing summary conclusions and recommendations;
- ▲ Data visualization to highlight key findings; and
- ▲ Working with NABs to describe short

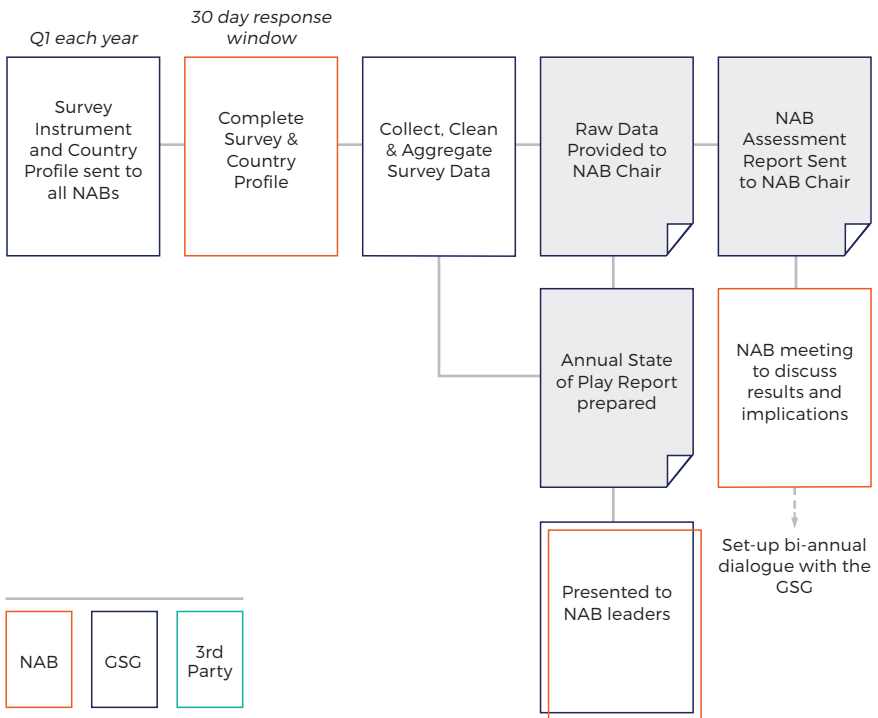
illustrative examples of best practice from the past year in order to help make the report's recommendations practical and actionable.

Based on this timeline, the GSC leadership team will look to have the self-assessment results finalized

before the Global Leadership Meeting each year. The country profiles will be updated and returned to the NAB ahead of the GSG annual summit.

The process for completing the annual self-assessment and *The Annual State of Play Report* process each year is summarized below:

The Annual State of Play Report: Timeline



5. Anticipating implementation challenges and risk factors

The only significant risk factor to *The Annual State of Play Report* is a lack of data from NABs each year.

6. Measurements for success (i.e. KPIs)

As outlined above, a network-wide annual process of self-assessment and a state of play report from the GSG to NABs is a very powerful tool for reflecting on the progress we have made, the challenges we face and the opportunities for continuous improvement before us. The benefits to the network of time series data after several years of completing the annual survey process will be hugely beneficial to the GSG at the center and to the network as a whole. It will be a body of knowledge used for strategic decision making for the GSG leadership team and the NABs.

The quantitative and qualitative assessments incorporated into the annual survey instrument will allow NABs and the GSG to assess:

- ▲ The growth in market size of the

impact economy within and across member countries over time;

- ▲ Growing maturity and sophistication of the impact economy across the five pillars;
- ▲ Improvements in NAB performance over time and comparatively across the network;
- ▲ Improvements in the GSG's performance as the hub of the global network; and
- ▲ Progress against our mission of driving an impact revolution for the global economy.

The annually updated country profiles provide each NAB with a document outlining the progress the country has made towards an impact economy. Each NAB has access to others NABs' country profiles for ease of comparison.

7. Additional and Related Information Resources

Further information related to the GSG Support Services outlined in this Service Guide include:

- ▲ Appendix 1: The NAB self-assessment survey instrument
- ▲ Appendix 2: Country profile template sections

8. Contact

GSG Market Development Team

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Appendix 1

NAB Self-Assessment Questions

Structure	NAB Entity Membership	Is the NAB inclusive? Does it have a wide membership? Is it diverse? Does it represent all 5 ecosystem pillars (incl. actors such as Government as observers)? Are 3 of the top 10 actors in >3 pillars part of the NAB?
Structure	NAB Leadership	Is the NAB leadership influential? Is it democratic? Are there high standards of Governance (including periodic rotation of the Chair)?
Structure	NAB Secretariat	Does the NAB have an independent or dedicated Secretariat? Is it appropriately staffed? Does it have the right capacity and capability?
Structure	NAB Financial Sustainability	Does the NAB have a financial plan? A budget? Is it sustainable? Are its sources of income diverse?
Conduct	Communications Development	Annual/Biennial Event or other eminent Convening
Conduct		News & Stakeholder Communications for Awareness and Field Development
Conduct		Communications Campaign to build Movement
Performance	Knowledge Development	Market Sizing Efforts, Return Benchmarking Research, Thematic Knowledge Development, etc.
Performance	Policy Development	Active Agenda-based Advocacy, Regular Government Interface, Policy Analysis & Recommendations
Performance	Market Development	Funds Development: Unlocking supply of impact capital to fill market gaps
Performance		Intermediary Development: Improving intermediation of impact capital to fill market gaps
Performance		Entrepreneur Development: Supporting & galvanizing demand for impact capital
Performance	Local Impact on Country & Actors	Measurable impact on national ecosystem development
Performance		Annual Country Impact report
Performance	Global Impact on the World	Measurable impact on global ecosystem development
Performance		Active participation in and contribution to global research, WGs and field development

Appendix 2

Country Profile Outline

Country Name:

MARKET OVERVIEW

Impact Investment Highlights

- ▲ Supply of Impact Capital
- ▲ Intermediation of Impact Capital
- ▲ Demand for Impact Capital
- ▲ Government and Regulation
- ▲ Market Builders

Indicators

- ▲ GDP PPP (USD, billions)
- ▲ Total population (millions)
- ▲ GINI Index
- ▲ HDI
- ▲ MPI
- ▲ EPI

Key Players

- ▲ Asset Owners
- ▲ Asset Managers
- ▲ Impact Entrepreneurs

Spotlight Deals

- ▲ Company
- ▲ Total Funding
- ▲ Investor
- ▲ Sector

ABC OF THE IMPACT ECONOMY

SDG DASHBOARD AND TRENDS

KEY INITIATIVES

ROAD TO IMPACT ECONOMY

Path to Tipping Point 2020

Transition to Impact Economy 2030

