

TRANSFORMATION

2018 Strategic Plan
2023



IMPACT
Transforming natural resource management
Empowering communities



OUR MISSION

IMPACT transforms how natural resources are managed in areas where security and human rights are at risk.

We investigate and develop approaches for natural resources to improve security, development, and equality. We are an independent non-profit, collaborating with local partners for lasting change.

BOLD TRANSFORMATIONS: INSIDE AND OUT

LAST YEAR IN 2017,
WE MARKED A NEW
CHAPTER AT IMPACT.

After 30 years as Partnership Africa Canada, we were thrilled to present our new name and visual identity. It was a major transformation but it allowed us to emerge with a sharper mission, vision, and more clearly defined approach to natural resource management.

Transformation: 2018-2023 establishes our priorities for the next five years. Our Strategic Plan, global in scope, will be the first to address how we will integrate these elements while remaining committed to the groundbreaking research and local partnerships that have defined our work.

Over the past three decades we've been at the forefront of developing innovative approaches to break the link between conflict and the trade of high-value minerals. We're committed to addressing the gendered implications of natural resource management, while promoting a bottom-up approach. We focus on empowering local actors, while ensuring women are recognized and supported as equal economic and political actors in their communities.

The demand for natural resources—especially from countries where there is risk for insecurity or human rights violations—is increasing. Climate change promises to have a multiplier effect on conflict linked to the mismanagement of natural resources. Women stand to be the most negatively affected by these changes to their environment. At the same time, consumers are demanding ethical sourcing, transparency and due diligence in the supply chain, while ensuring benefits of these resources promote sustainable development.

There is a need for a system-wide transformation in how policymakers, industry, and even we as civil society approach the complex issue of natural resource management. It calls for innovation, creativity, and thinking outside of the box—including special attention to gender—otherwise the cycle of insecurity and conflict will continue.

Our role as civil society is to support our local partners, communities, and stakeholders in joining us to step outside of this box, by providing them with the information and technical skills to be able to challenge and to transform how natural resources are managed.

Over the next five years, our strategy focuses in laying the foundation for system-wide transformation. We're growing our network, working with old and new partners, while strengthening our team's expertise and technical knowledge on new threats to natural resource management. We're committed to sharing this expertise and skills with our local partners and communities to support their capacity for lasting change.

Importantly, we're investing in transformation internally—in order to support our team to reach our full potential. We know that by looking inwards and strengthening our internal capacity, we'll be able to more effectively support the important work our partners are doing in areas where security and human rights are at risk.

Together, we're achieving bold transformations—so that natural resources can contribute to equitable peace and development.

JOANNE LEBERT
Executive Director

OUR VISION

We envision a world where resources contribute to equitable peace and development, and where communities are empowered to decide how their natural resources are managed.

INTRODUCING IMPACT

In **1986**, Partnership Africa Canada (PAC) was launched to support grassroots African organizations and address the root causes of poverty.

In **2017**, after strategic reflection and consultations with staff, past and present Board Members, partners and various stakeholders, we refined our identity—our mission, vision, and how our approach to natural resource management guides our work. We also launched a new name—IMPACT—reflecting the active change we’re making on the ground and international scope we’ve undertaken over the years. Three decades of expertise, partnerships, and research shaped PAC into IMPACT.



OUR VISION FOR THE NEXT FIVE YEARS

We are recognized as a leading actor in global efforts to transform natural resource management systems in areas where security and human rights are at risk. Our focus is consistently about supporting local actors to successfully mobilize, invest in, defend, and take ownership over their resources—irrespective of the commodity and scale of production or trade—that will result in benefits for men, women, and children.

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STRATEGY ONE:
INVEST IN PARTNERSHIPS

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STRATEGY TWO:
RESPOND TO EMERGING SYSTEM-
LEVEL THREATS AND DRIVERS

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STRATEGY THREE:
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STRATEGY FOUR:
TRANSFORM INTERNAL SYSTEMS

OUR THEORY OF CHANGE

We are guided by the core belief and principle that lasting and transformative change in the natural resource sector will come by providing capacity, investment, and spotlight to local actors. Our work focuses on supporting those who suffer the effects and injustice of weak systems—to mobilize and challenge how their resources are being managed.

The mismanagement of natural resources fuels and sustains crisis around the world. Local populations are failing to benefit from resources in their communities, while climate change has heightened competition over minerals, oil, timber, wildlife, and water—contributing to violence. Corruption and weak political systems increase the risk of human rights violations.

Natural resource management systems must be transformed for natural resources to stop fueling or exacerbating conflict, to generate more equitable benefits for local communities—including women, men, girls, and boys, to promote and support environmental stewardship, and contribute to responsible economic development at the local, national, and regional levels.

We believe that inadequate and harmful natural resource management systems are sustained by a number of factors, led by a lack of will to change the status quo by those in power who are benefiting from the system. Other factors include a lack of capital, appropriate technologies and tools, as well skills to change the system. Key stakeholders also lack evidence-based information about the socio-economic and environmental impacts linked to weak management systems and they may not know that marginalized individuals and communities are legally entitled to their human rights and security.

During our more than 30 years of research and developing new approaches, we've found that a transformation of natural resource management systems can only be sustained when there is



political will. That's why our approach focuses on supporting local actors who suffer or witness the effects and injustices of weak natural resource management systems to mobilize and challenge how their resources are being managed.

HOW WE DRIVE CHANGE

REVEAL

We investigate, monitor, and analyze how natural resources are managed and how these systems can be improved.

INNOVATE

We develop, test, and deliver improved systems for the management of natural resources through technical assistance, information sharing, and capacity building.

ENGAGE

We advance constructive dialogue with stakeholders including civil society, policymakers, industry, and communities to improve how natural resources are managed.

WE WORK THROUGH FIVE FOCUS AREAS



REGULATORY AND LEGAL REFORM

In many contexts, current laws and policies contribute to new or existing systems that enable natural resource mismanagement. In some cases, regulations that ensure equal access to natural resources while upholding environmentally sustainable practices don't exist at all.

Transforming how natural resources are managed starts with ensuring the right policies and laws are in place. We want to ensure laws are developed that strengthen supply chain transparency, end illicit trade and financing, and provide for gender equality and responsible environmental stewardship.



SUPPLY CHAIN TRANSPARENCY

We believe in the power of data.

To understand who ultimately benefits from natural resources, governments, industry, and civil society need to know who is involved at all points of the supply chain. They also require scientific and market data, such as volumes, pricing, and trade routes. Consumers also need to have information about where the natural resources they use come from, such as the minerals used in their jewellery and electronics.

Information allows us to identify possible cases of natural resource mismanagement or human rights violations and becomes a powerful tool in our efforts to transform management systems.



ILLICIT TRADE AND FINANCING

Lasting transformation of natural resource management will occur only when we address the drivers of illicit trade.

The illicit trade of natural resources increases the risk of human rights violations and prevents local populations from benefiting from the resources in their communities. By understanding what is driving illicit trade, we can develop innovative approaches to the systemic problems that fuel and sustain the mismanagement of our natural resources.



GENDER EQUALITY

Our vision is for natural resources to benefit all genders equally.

The mismanagement of natural resources highlights and, in many cases, fuels inequality. In turn, gender inequality fuels insecurity and human rights violations. We aim to understand how gender discrimination occurs in natural resource management systems and the opportunities for transformation and empowerment in areas where security and human rights are at risk.



ENVIRONMENTAL STEWARDSHIP

A future where resources contribute to equitable peace and development includes responsible and sustainable environmental practices.

Yet, the extraction and production of natural resources often results in pollution and harmful environmental impacts. Further, climate change is heightening competition over natural resources and contributing to a risk of violence. It is our responsibility to ensure that any transformation of natural resource management includes practices that minimize negative impacts on the environment and highlights our role as custodians of the earth.

OUR PILLARS

•• HOLISTIC

integrating gender equality and environmental protection across our work.

•• MULTI-STAKEHOLDER

embracing dialogue while partnering with civil society.

•• INNOVATIVE

pushing the boundaries by testing bold, new models.

•• FACTUAL

basing our work on evidence-based research and evaluation.

•• SUSTAINABILITY

providing capacity, investment, and spotlight to local actors.

•• PEACEBUILDING

working in areas of insecurity, practicing and promoting non-violence.

FOUR STRATEGIES FOR THE NEXT FIVE YEARS



STRATEGY ONE: INVEST IN PARTNERSHIPS

Over thirty years ago, IMPACT was established to support civil society partners in Africa in their efforts towards sustainable peace and development.

This spirit of partnership lives on today.

Our theory of change is founded on a belief that responsible natural resource management requires local leadership and ownership in order to be lasting and meaningful. We also understand the importance and effectiveness of collaborating with allies to create or nurture political will when needed.

Strong partnerships have been at the heart of our work for over three decades. Our strategy during the next five years will prioritize these links, strengthening our long-established collaborations, as well as developing new alliances to transform natural resource management in areas where security and human rights are at risk.

● OUR GOAL:

Enhanced Local Leadership and Ownership to Transform Natural Resource Management

IMPACT will support local actors as an effective means of engaging communities affected by natural resource mismanagement, enabling these communities to drive and become owners of lasting structural change.

How will we achieve our goal?

We will revitalize long-standing partnerships with African civil society organizations working on natural resource management. We will focus on enhancing their capacity, as well as of local community-based associations—including women's groups and cooperatives—directly affected by the mismanagement of natural resources.



What will success look like?

- Local partners and community-based organizations will have an increased and enhanced capacity to improve natural resource management.
- Expertise of local partners and community-based organizations to transform their natural resource management systems will be spotlighted.

● OUR GOAL:

Strategic Alliances Strengthened to Transform Natural Resource Management

IMPACT will identify and collaborate with organizations and actors who share our vision for a world where resources contribute to equitable peace and development, and who would bring complementary expertise in order to deepen and broaden our impact when addressing highly complex resource management challenges in areas where security and human rights are at risk.

How will we achieve our goal?

We will form strategic alliances with likeminded organizations and actors, who bring complementary expertise.



What will success look like?

- Our team and partners will have a deeper understanding of natural resource management, including our five focus areas.
- The number and diversity of our beneficiaries will increase.
- The number and diversity of the stakeholders we engage, including decision-makers, will increase.



STRATEGY TWO: RESPOND TO EMERGING SYSTEM-LEVEL THREATS AND DRIVERS

Due to the global nature of supply chains and the shared challenges of managing natural resources in areas where security and human rights are at risk, IMPACT will further deepen the international scope of our work and contribute to improved natural resource management efforts, worldwide.

There is a growing recognition of the applicability of—and call for—our expertise in other geographic contexts. Additionally, developing and testing improved systems for the management of natural resources in diverse regions—outside of Africa—will further enrich our approaches and those of our African partners to improve natural resource management where security and human rights are at risk.

In our experience, the illicit trade of natural resources often occurs alongside other commodities. They often share similar drivers and trading patterns. We will seek to understand the linkages between natural resources, as well as other commodities, in order to adopt a more comprehensive and effective approach to resource management.

Our investigations on the mismanagement of natural resources have allowed us to identify challenges that threaten to undermine security and human rights—and develop approaches to

generate system-wide changes. Our strategy over the next five years will be to further identify and leverage regional, global, and cross-commodity linkages to better understand the drivers of natural resource management and how to transform the system.

● OUR GOAL:

Linkages, Knowledge, and Expertise Across Natural Resources, Deepened and Shared Globally

IMPACT will explore linkages between the mineral sector and other natural resources, as well as other commodities in order to identify and address similar risks that render local populations vulnerable to insecurity and human rights violations. The global nature of supply chains and the shared challenges of managing natural resources in areas where security and human rights are at risk will also continue to extend our work to new geographic contexts.

How will we achieve our goal?

We will undertake research and analysis, as well as engage across stakeholders to explore the transferability of our expertise from the mineral sector to non-mineral natural resources and other commodities, as well as to geographic contexts outside of Africa.

What will success look like?

- The scope of our reach will increase, with a deepened understanding of natural resource management and links to security and human rights across commodities in geographic contexts beyond Africa.
- The exposure of local, national, and regional partners to lessons learned from other geographic and cultural contexts will increase and deepen understanding on transforming natural resource management.
- A deeper understanding of the global dimensions of natural resource management, such as international markets and supply chains, will be developed.

● OUR GOAL:

Understanding of Emerging Natural Resource Management Challenges Related to Security and Human Rights is Deepened

IMPACT will examine emerging natural resource management challenges that threaten to undermine security and human rights in order to address potential risks to resource-rich communities, as well as identify new levers to effect change. We will particularly focus on climate change, as adaptation measures such as “green technology” are increasing demands for select minerals, metals, and commodities. These are often sourced from areas where security is unstable, and the risk for conflict is high.

How will we achieve our goal?

We will continue to respond when emerging threats challenge the transformation of natural resources to improve security, development, and equality. Through research and analysis, we will identify and begin responding to various threats, as they relate to weak natural resource management systems, and particularly those posed by climate change.

What will success look like?

- Our team and local partners will have an increased understanding of new threats to natural resource management, including those posed by climate change.
- Our team and local partners will have an increased capacity to propose evidence-based risk mitigation measures to the emerging threats to natural resource management.
- Our stakeholders will have an increased awareness of new threats to natural resource management—and the risk mitigation measures proposed by our team and local partners.

● OUR GOAL:

Drivers of Natural Resource Mismanagement Addressed and Incentives to Effect System-Wide Changes Leveraged

IMPACT will enhance our efforts to address the drivers of natural resource management in order to reveal and address important contributors to insecurity and human rights violations in resource-rich communities.

How will we achieve our goal?

Through our research we will reveal these drivers, and through engagement, leverage regional and global actors, and interests, that have the potential to effect system-wide changes.

What will success look like?

- Our team, partners, and stakeholders will have a deeper understanding of the drivers of natural resource mismanagement, including the role of global and regional trading hubs.
- We will deepen engagement with national, regional, and global actors, particularly those newly identified with leverage to address drivers and to effect system-wide change, which may extend to the global financial sector and green technology end users.

Our research and analysis lays the foundation of our technical expertise, as well as provides the groundwork for our innovative approaches to natural resource management.

We are committed to continuing to deliver technical excellence, both in the form of research, as well as the approaches we develop. And importantly, to engage with stakeholders about our findings, as well as lessons learned, sharing our knowledge with local partners to strengthen their technical capacity.

Over the next five years, our strategy will spotlight not only the highest quality of work from our team and our partners, but specifically focus on knowledge exchange. This includes transferring the knowledge we have gained from research and the testing of approaches to natural resource management to local actors, and learning from them in turn. This will be coupled with building local actors' technical capacity to test and deliver new approaches to natural resource management in areas where security and human rights are at risk.

● OUR GOAL:

Technical Skills Improved

IMPACT will provide technical capacity building and policy guidance to local actors to deepen their expertise on natural resource management, supporting them to achieve our shared objective of natural resources contributing to equitable peace and development.



STRATEGY THREE: DELIVER TECHNICAL EXCELLENCE

As a fundamental core of our work for the past three decades, we have provided capacity building to our partners in Africa to further their knowledge and skills towards building the conditions for sustainable peace and development.

How we will achieve our goal?

As part of our efforts to improve systems for natural resource management, we will respond to local needs and support local actors with value-added technical training and policy guidance to deepen local expertise.

What will success look like?

- Local actors will have deepened technical expertise and policy experience on natural resource management.

● OUR GOAL:

Knowledge on Research and Tested Approaches Deepened and Shared

IMPACT will provide relevant stakeholders with knowledge about new research on natural resource management and tested approaches in order to deepen their understanding of the available alternatives and options for improving weak natural resource management systems.

How we will achieve our goal?

We will engage relevant stakeholders, providing them with new analysis and research as well as information about improved or alternate approaches to natural resource management. These may be approaches that have been developed by IMPACT, our partners, or others, and that have been field-tested and have demonstrated sustained, positive impact.

What will success look like?

- Stakeholders have an increased exposure to and understanding of new research and tested models to advance their efforts to improve natural resource management systems.

● OUR GOAL:

Skills and Tools to Test and Operationalize New Approaches Shared

IMPACT will provide relevant stakeholders with the necessary skills and tools to further test or operationalize effective natural resource management systems, in order to improve those that already exist or to introduce new ones.

How we will achieve our goal?

Through the development of new approaches to natural resource management, we will provide relevant stakeholders with skills training, including field-level support when required, to operationalize and further test new tools and models.



What will success look like?

- Stakeholders will have an increased capacity to operationalize and test new models of natural resource management.



STRATEGY FOUR: TRANSFORM INTERNAL SYSTEMS

As demand for our expertise on natural resource management expands, so have our internal operations.

Just as we have invested in a new name and logo, with a crisp identity that defines our collaboration with local partners, we must invest in our internal systems to successfully fulfill our mission and vision.

Ultimately, we see ourselves as an even more professional, valued, and vibrant organization with brand recognition extending beyond beneficiaries and sector specialists to include the broader public.

To get there, over the next five years, our strategy will be to enhance our external communications, build our internal capacity to integrate gender equality and environmental considerations across our internal systems and programming, enhance

our planning, monitoring and evaluation systems, and work towards securing financial stability. By focusing on these systems, we will be able to better support our local partners in transforming natural resource management where security and human rights are at risk.

● OUR GOAL:

External Communications Enhanced to Reach Broader Audiences

IMPACT will enhance its external communications in order to better promote our efforts and achievements to transform natural resource management, as well as the efforts of our local partners. This will extend to include the documentation and dissemination of institutional knowledge, best practices, and our collective lessons learned.

How will we achieve our goal?

We will invest in human resources, systems, and staff training, in order to reach a broader audience, locally, nationally, and globally. We will also dedicate time and resources to documenting and disseminating institutional knowledge and best practices from the approaches to natural resource management that we have developed.



What will success look like?

- A broader audience, in Canada and globally, will have an increased awareness of IMPACT's efforts and achievements.
- Relevant stakeholders including funders, will have an increased awareness of the expertise and critical work of IMPACT's local partners.
- Stakeholders and others will have increased access to our institutional knowledge and best practices regarding approaches to natural resources management, as we document and disseminate these items with increased regularity.

● OUR GOAL:

Gender Equality Integrated Across Our Internal Systems and Programming

IMPACT will build the capacity of our staff and local partners to privilege gender equality, women's rights, and women's empowerment. We will look towards creating an environment that enables the meaningful integration of gender across all of our organizational systems, policies, structures, projects, practices, and beliefs.

How will we achieve our goal?

All of our staff will receive gender training as part of a broader curriculum on human rights-based approaches to natural resources management, and will be expected to increasingly apply their training and our organizational commitment to human rights and gender equality in practice.

What will success look like?

- All of our staff will have an increased capacity to undertake human rights and gender analysis as part of their activities, in support of our beneficiaries.
- The conditions for a consistent and meaningful organization-wide integration of gender will be enhanced.
- All new projects will be framed using a gender analysis or, at a minimum, will include gender considerations.

● OUR GOAL:

Our Role as Stewards of the Environment will be Understood and Put into Action

IMPACT will aim to become more environmentally conscious as an organization. Additionally, we will increasingly focus on integrating environmental considerations across all of our work, particularly as they relate to security and human rights. We will do this to minimize our own negative impact on the environment and put into practice what we strive to achieve in our work with local partners.

How will we achieve our goal?

We will adopt an environmental policy and practices to lessen our environmental footprint. At the same time, we will increasingly integrate environmental considerations across all of our work.

What will success look like?

- Our team has an increased consciousness of our organization's environmental footprint.
- Concrete actions are increasingly adopted to mitigate the organization's negative environmental footprint.
- Environmental considerations are increasingly integrated across all of our work.

● OUR GOAL:

Planning, Monitoring and Evaluation are Enhanced to Provide Evidence of Impact

IMPACT will further enhance our planning, monitoring and evaluation systems in order to provide clear and measurable evidence of our impact. We will seek to understand what is directly and indirectly attributable to our efforts over time, which is critical to the testing of replicable and scalable approaches to natural resource management, as well as the overall success of our Strategic Plan.

How will we achieve our goal?

We will further invest in expertise, skills, and capacity building to undertake internal planning, monitoring, and evaluation. We will operationalize a monitoring and evaluation framework for the organization that supports learning and adjustment.

What will success look like?

- We will have deepened internal capacity to undertake planning, monitoring, and evaluation.
- The quality of our work will be enhanced as a result of data analysis gathered from our planning, monitoring, and evaluation systems.
- External stakeholders, including beneficiaries, will increasingly recognize the value of the data and analysis generated in natural resource management systems.

● OUR GOAL:

Long-Term and Sustainable Financial Stability

IMPACT will endeavor to secure financial stability in order to mitigate financial risk and to ensure uninterrupted quality programming. The organization's financial stability is critical to local partners and essential to successfully addressing complex challenges in areas where security and human rights are at risk. Additionally, financial stability provides for the opportunity for investment in research and innovation on an ongoing basis.

How will we achieve our goal?

We will proactively and creatively pursue new and diverse financial opportunities and models of financing. We will continue diversifying our funding base, while focusing on the delivery of technical excellence and the communication of a crisply articulated organizational identity.

What will success look like?

- Our funding base will be diversified.
- We will develop new financial models that can contribute to our financial stability.

A NOTE ON OUR KEY TERMS

What do we mean by natural resource management?

Natural resource management refers to how natural resources—such as minerals, oil, timber, wildlife, and water—are used, how this impacts people living nearby, and how these impacts are addressed. These impacts can be positive or negative. An important part of natural resource management is the decision-making regarding if and when to use a resource, who benefits, and how. At IMPACT, we use the terms “natural resource management” and “natural resource governance” interchangeably to support engagement among the general public and local communities, while acknowledging that good governance is more inherently about processes that effectively allow for a fairer redistribution of power.

What do we mean by regulatory and legal reform?

Regulations are policies developed by governments or institutions to help guide laws or practices. Legal reform is about examining these regulations and laws to see where they fall short, how they can be improved, and implementing changes meant to strengthen them.

What do we mean by supply chains?

A natural resource supply chain is the system and transactional network a resource will go through to be transformed into a consumer good, including extraction, transportation, and production. At IMPACT, we use the terms “supply chains” and “value chains” interchangeably.

What do we mean by transparency?

Supply chain transparency means collecting data on the natural resource, the people, and the steps involved in the full supply chain and then reporting on it, as required by regional and international legislation. This includes public reporting on weaknesses and violations in the supply chain, as well as the steps taken to address any identified risks. Ideally, transparency is conducive

to accountability. Individuals who are skilled or empowered to interpret public data effectively are more able to hold decision-makers accountable.

What do we mean by illicit trade?

Illicit trade is the extraction, production, and trade of natural resources that fails to comply with laws or regulations. This includes smuggling natural resources, falsifying or counterfeiting supporting documentation, and failing to pay taxes on natural resources.

What do we mean by illicit financing?

Illicit financing—also known as illicit financial flows—is the illegal flow of money or assets, such as diamonds or gold, between countries. This includes evading taxes, laundering money, or having smugglers carry cash across borders.

What is a driver of illicit trade?

Drivers are systemic problems that set the stage for the mismanagement of natural resources. Examples include corruption, money laundering, poor border controls, and—depending on the context—taxes on natural resources that are too high or too low.

What do we mean by gender?

While we may often speak of addressing the needs of women, girls, men, and boys—our definition of gender goes beyond the exclusive labels of “male” and “female” and includes all gender identities.

What do we mean by gender equality?

All genders will enjoy the same rights and opportunities, including the right to access, to control, and to benefit from the natural resources in their communities.

What do we mean by environmental stewardship?

Environmental stewardship is a broad term that explains how we interact with the environment to ensure protection, conservation, and sustainability.

Front Cover Photo: Tommy Trenchard/IDRC



Gorette is an artisanal gold miner in Central Uganda where IMPACT, along with partners, was researching the role of women in the sector and opportunities for their empowerment.

Photos: Sven Torfinn/IMPACT



Page 3: Jean Pierre, who is registered in the Just Gold project, leads a team of artisanal gold miners at a mine site in Democratic Republic of Congo's Ituri Province.

Page 5: An artisanal miner in Democratic Republic of Congo holds rock ore that will be crushed in hopes of finding gold.

Page 6: Artisanal gold is sold at the Just Gold project's Model Trading House in Ituri Province, Democratic Republic of Congo.

Page 9: Janot, an artisanal gold miner registered in the Just Gold project, washes ore in hopes of finding gold in Democratic Republic of Congo.

Page 10: Josephine poses for a portrait in front of her artisanal gold mine site in Ituri Province, Democratic Republic of Congo.

Back Cover: Mwinbo smiles as he finds ore that has gold. Mwinbo is registered in IMPACT's Just Gold project in Democratic Republic of Congo.



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