



**IMPACT**  
Transforming natural resource management  
Empowering communities

# Enabling **CHANGE**

STRATEGIC PLAN 2024 | 2029



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IMPACT thanks all its staff, board, and stakeholders who participated in the strategic planning process. Special thanks to team members Brahim Bakayoko, Jean Paul Lonema, Joanne Lebert, Lynn Citu, and Zuzia Danielski for their contributions and leadership.

Many thanks to Pam Kapoor for shepherding IMPACT through the process including drafting the plan, as well as Nadine Mondestin for her co-facilitation expertise.



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In 2018, IMPACT embarked on our first strategic plan after launching a new name and identity in 2017. Guided by the vision of a world where resources contribute to equitable peace and development, and where communities can decide how their natural resources are managed, that strategic plan was built around the theme of *transformation*.

## FIVE YEARS LATER...

### **WE CELEBRATE OUR SUCCESSES**

while acknowledging room for improvement.

### **WE RECOMMIT TO OUR FOCUS AREAS**

and approaches while adjusting our goals to better meet the current context.

**WE WELCOME GROWTH** while undertaking the work necessary to ensure it is strategic, sustainable, and aligns with our mission and values.

**WE NAME COMMUNITIES** as our guiding star and make ENABLING CHANGE the focus of our next phase of work.



# FOREWORD



**TRANSFORMATION.** A prescient theme for our 2018 strategic plan given how the world would be forever changed by the global COVID-19 pandemic.

On top of their ongoing efforts to benefit from and lead natural resource management, communities across regions where IMPACT works have endured intense public health challenges. These challenges have in many ways shaped local and global supply chains.

Other global developments have also altered the context in regions where we work. Increasing urgency to address climate change, for one. And security concerns stemming from armed conflicts around the globe (such as Ukraine and the Sahel), for another. Many of these pressing global issues interlink to affect international resource supply chains in ways that often negatively impact people in producer communities.

Even so, the shifting reality for the communities we serve and the natural resources sector has not changed IMPACT's mission, vision, and values. In fact, it's only strengthened our resolve and purpose.

Over the last five years, IMPACT has expanded our reach, launched a social enterprise (*Knowledge for Impact*), grown our team, and advanced many projects. What a testament to the fortitude of our partners, beneficiaries, and staff.

As we have worked to strengthen resilience, shift paradigms, pave the way, and break barriers, it has never been more clear that to improve natural resource management, the COMMUNITIES at the heart of our work must be our guiding star.

**SO, THE NEXT FIVE YEARS** will be about continuing our efforts to strengthen security, development, and equality by **ENABLING CHANGE...**

**...FROM THE GROUND UP:** building capacity, investment, and spotlight with and for local actors

**...AND AT THE SYSTEMIC AND GLOBAL LEVELS:** influencing political, financial, and regulatory decision-making.

After much reflection, we have decided to stay the course, reaffirm our five focus areas, and use this new strategic plan to:

- enable communities to lead
- enable systemic change
- enable global connections
- enable organizational development

As ever, our Board of Directors, whose diversity of expertise and experience enriches IMPACT's work and impact, deserves tremendous recognition.

To our funders, partners, allies, and supporters—thank you. IMPACT owes any success in huge part to you.

And of course, heartfelt appreciation to the growing IMPACT team—itsself a community worthy of investment and focus. Thank you for your engagement in the strategic planning process and your collaborative efforts to operationalize and achieve this plan.

A key goal over the next five years is to advance internal systems to help our people thrive, while ensuring our workplace culture continues to reflect our organization's values. This will include exploring ways to decolonize IMPACT and address power imbalances and inequity within our organizational structures to create a new foundation for subsequent strategic plans.

In the meantime, we embrace the opportunity to build on the results we have achieved together by ENABLING CHANGE, communities first.



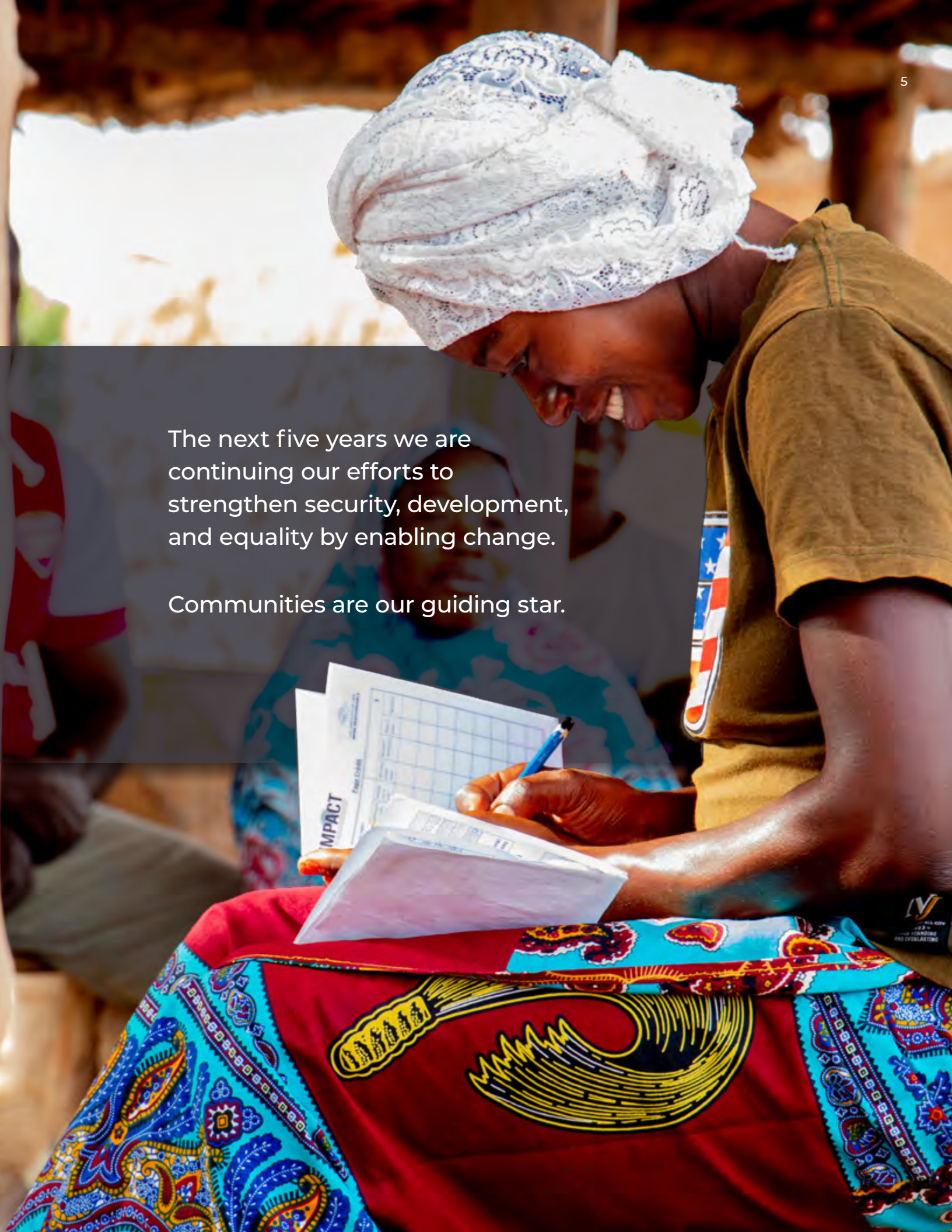
**Joanne Lebert**  
Executive Director



**Nicole Piggott**  
Board President

The next five years we are continuing our efforts to strengthen security, development, and equality by enabling change.

Communities are our guiding star.



# REFLECTION

Over five years of pursuing transformations, as directed by our last strategic plan, IMPACT has achieved many of the stated goals and five-year vision.

## AT THE END OF 2023:

IMPACT is more recognized than ever as a leading actor in global efforts to transform natural resource management systems in areas where security and human rights are at risk, particularly among governments, international policymakers, actors in the supply chain, and civil society.

Our engagement with actors at all levels has increased, as demonstrated by the many successful multi-stakeholder projects and partnerships IMPACT has led and collaborated on.

Artisanal and small-scale miners, along with our partners on the ground, including many women and women-led community-based organizations, have greater desire and capacity to improve natural resource management.

We have increased our presence in areas where we work to offer more targeted, effective response to the needs identified by communities.



**By facilitating** research and knowledge exchange, IMPACT is helping local actors, including many young leaders and women, connect and benefit from each other's unique experiences in natural resource management; and giving more stakeholders the opportunity to test and adopt new models for improved systems of natural resource management, like mercury-free technologies.



**By reaching** across geographies, commodities, and issue areas, IMPACT is increasing the number and diversity of our beneficiaries and stakeholders while helping to deepen their understanding of key issues related to natural resource management and how they can effect positive change in and for their communities.

**By supporting** local communities to implement such approaches to improving natural resource management outcomes as the OECD Due Diligence Guidance<sup>1</sup> and gender impact assessments, IMPACT is helping improve the understanding and adoption of international standards and gender equality.

**By improving** our own capacity and consistency in monitoring, evaluation, and reporting with such innovations as *Bloom by IMPACT*, IMPACT is supporting global partners, other civil society organizations, intergovernmental organizations, and public and private sector actors to do the same.

We know our work is having a positive impact by how often it gets cited, lauded, and emulated. IMPACT is increasingly sought for consultation and collaboration. From gender equality in artisanal and small-scale mining (ASM) to fiscal transparency, from data to supply chain transparency and environmental stewardship, IMPACT is making a tangible difference in the current and future state of natural resource management.

## WE RECOGNIZE THE NEED FOR IMPACT TO DO MORE TO:

- make the expertise, experiences, and value of partners and communities on the ground better known to global audiences and consumer markets
- increase the visibility of our efforts and successes of our beneficiaries in regions where we work, locally in Africa as well as in Canada
- increase appreciation and adoption of evidence-based due diligence and social impact reporting
- help increase access to information, tools, and expertise, particularly where weak institutional governance frameworks and corruption create gaps in natural resource management
- ensure that IMPACT and its collaborators are generating improvements in communities that are sustainable
- measure and report on our impact on communities (people's lives), policies (country-level, regional, international such as the UN Sustainable Development Goals), and practices (industry)
- promote the use of our results/impact by governments in country and globally in the development of policies and standards



<sup>1</sup> OECD, *OECD Due Diligence Guidance for Minerals Supply Chains of Minerals from Conflict-Affected and High-Risk Areas*, 2016, <https://www.oecd.org/daf/inv/mne/OECD-Due-Diligence-Guidance-Minerals-Edition3.pdf>.

# PREMISE


The context that has motivated IMPACT since our founding in 1986 persists today:

- Mismanagement of natural resources continues to fuel and sustain insecurity around the world.
- Local communities continue to not benefit from natural resources in their communities.
- Competition over minerals, timber, wildlife, and water continues to be heightened by climate change, geopolitical considerations, trade, security, and in recent years, the COVID-19 pandemic.
- Corruption and weak political systems continue to increase the risk of human rights violations.
- Change is essential to ensuring safe and equitable futures for ASM communities, however slow and incremental it may seem.
- Political, geopolitical, economic, and social dynamics in countries and regions where we work affect the stability and effectiveness of civil society organizations like IMPACT.
- Inter-regional tensions in countries and regions where we work continue to pose challenges for civil society and community-based initiatives, particularly where minerals straddle borders.
- Financial transactions are increasingly electronic which can improve transparency but is not accessible to everyone.
- Human rights violations such as child labour and gender-based violence persist in mines and across supply chains.

## SOME CURRENT REALITIES

we have identified as relevant to our next phase of work:

- Progress varies between countries and regions where we work in terms of formalizing ASM, bringing small-scale producers, many of whom are women, to market, and legislating/regulating improvements to natural resource management that improve outcomes for ASM communities.
- Progress on women's rights and equality, including access to decision-making and finance, varies across regions.
- Ongoing impacts of such factors as armed conflict, humanitarian crises, and COVID-19 hinder delivery and uptake of IMPACT efforts.
- Awareness of climate change impacts and mitigation/adaptation measures tends to be low and remains to be explored by IMPACT and local partners.



The need has never been greater for analysis and design of approaches to natural resource management that employ a triple perspective of strengthening security, development, and equality to help enable communities to thrive.

# POSITION

Developing this strategic plan was an opportunity to revisit and reaffirm IMPACT's *raison d'être*.

## What we do: Our mission

We transform 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.

## How we do it



**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.

## Why we do it: Our vision & values

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

With COMMUNITIES as our guiding star, our values include:

- human rights
- respect
- dignity
- integrity
- innovation
- transformative approaches
- social justice
- inclusion
- equality
- equity

We prioritize health, safety, peace, and security for ourselves, the communities we serve, and the mining sector.



## What we stand for

- Natural resources should benefit local communities and all genders and peoples equally.
- Security, peace, and gender equality are essential to equitable development.
- Transforming natural resource management systems will generate more equitable benefits for local communities while decreasing conflict.
- Local communities know their contexts best.
- Local communities must challenge, change, and ultimately, lead how their natural resources are being managed and used.

To do that, they need support to access capital, appropriate technologies and tools, and skills.

- Political will is required to ensure transformation of natural resource management is sustainable.

## Who we are

IMPACT is a globally distributed team with headquarters in Canada and offices in Burkina Faso, Burundi, Côte d'Ivoire, Democratic Republic of Congo, and Uganda. With partnerships and relationships an integral part of our work, IMPACT collaborates with all levels of civil society organizations, academic institutions, governments and regional institutions, and the private sector. IMPACT is an active member of several inter-governmental bodies and civil society coalitions that work on standards, justice, and equality in natural resource management. IMPACT's beneficiaries include miners' groups, artisanal mining operators, women's associations, local governments, and national authorities.



## Our approach

### PARTNERSHIPS

We favour partnerships as a critical path to multi-stakeholder dialogue, knowledge sharing, and collaborative solutions.

### INTEGRATION

We ensure issues like gender equality and environmental protection are addressed across our work.

### CULTURAL CONSIDERATION

We strive to be attentive to the knowledge, needs, and concerns of Indigenous peoples and communities in areas targeted by mineral exploitation.

### INNOVATION

We push boundaries by identifying, testing, and sharing bold, new models.

### DATA

We believe in the power of data informed by evidence-based research and evaluation.

### SUSTAINABILITY

We prioritize long-term strategies for capacity, investment, and attention for local actors.

### PEACEBUILDING

We promote and practice non-violence.

We recommit to pursuing  
IMPACT's mission across  
the following  
**FIVE FOCUS AREAS.**



## 1 | REGULATORY AND LEGAL REFORM – because transforming natural resources requires policies, laws, and enforcement that make transparency, including public reporting, a legal requirement.



Laws and policies continue to enable, not reduce, the mismanagement of natural resources. Regulations to ensure equal access to natural resources either do not exist or exist but are ignored.

We advocate for legislation, regulations, and policies to strengthen supply chain transparency, end illicit trade and

financing, support gender equality, allow informal actors to access formal markets, and ensure environment protection.

Much advocacy remains to be done to:

- ensure support for producer communities and small traders is equitable
- create policies and laws that are adapted to local needs so as not to create expectations and conditions that are only attainable for a few
- develop laws that cannot be used to criminalize informal actors and (unintentionally) make it more difficult to formalize the sector

## 2 | SUPPLY CHAIN TRANSPARENCY

– because supply chain actors, including consumers, need to be aware of the impact of their actions and purchases on producers and communities.

Transparency and due diligence shine light on such social, environmental, and governance problems as forced labour, child labour, environmental degradation, and corruption, and require public disclosure by entities in the supply chain of how such risks are mitigated and remediated.

We believe in the power of data to inform governments, industry, and civil society about who is doing what and how along supply chains. Data helps keep actors accountable.



IMPACT pursues collaborative tools that include:

- harmonizing and analyzing key data linked to material and financial flows
- reporting on progress toward adherence to standards and regulations
- tracking community-level impact data
- empowering communities through analysis that enriches local planning and decision making

## 3 | ILLICIT TRADE AND FINANCING

– because smuggling and corruption, including tax evasion and money laundering, is the enemy of justice and equity for communities.



Illicit trade of natural resources increases the risk of human rights violations and prevents communities from benefiting from their local resources. Understanding what drives and sustains illicit trade helps us develop innovative approaches to natural resource management systems that put communities first.

## 4 | ENVIRONMENTAL STEWARDSHIP – because mineral extraction and processing severely damage the environment.

Extraction and processing of natural resources can have a profound effect on ecosystems, often resulting in pollution and harmful impacts on human and environmental health. Further, climate change is heightening competition over natural resources and decreasing time for meaningful engagement, processes, and development-security outcomes. When local communities lead prevention and mitigation of environmental degradation, they are more likely to enjoy safe and equitable futures.



## 5 | GENDER EQUALITY – because advancing women’s rights strengthens communities.

Mismanagement of natural resources highlights and fuels inequality, which in turn fuels insecurity and human rights violations. Ensuring natural resource management systems support – not hinder – gender equality is key to sustainable transformation of natural resource management systems.





Local communities know their contexts best.

Our goal is to enable them to challenge, change, and ultimately, lead how their natural resources are being managed and used.



# STRATEGIC PRIORITIES 2024-2029

## A: Enable COMMUNITIES to lead

Communities have been the heart of IMPACT's work since we began. Supporting them to build capacity and skills where needed and to share knowledge with others is key to creating conditions for sustainable peace and development on the ground.

IMPACT renews our goal to equip local actors in communities affected by natural resource mismanagement with what they determine they need to challenge and change how their resources are managed and to take the lead on natural resources management,



including ownership, decision-making, and distribution of value from these resources.

### HOW:

- **SHARE** technical excellence (research, models, lessons learned, planning, or monitoring, evaluation, accountability, and learning known as MEAL), and policy guidance
- **FACILITATE** knowledge exchange between communities, sectors, regions, countries, governments
- **DEEPEN** the capacity and expertise of communities to advocate for, test, and implement sustainable solutions

With climate mitigation/adaptation measures such as *green technologies* increasing demand for critical minerals, metals, and other raw commodities that are often sourced from high-risk areas, vulnerable to climate change, IMPACT will support those communities by:

- striving to increase communities' resilience to impacts of both climate change and the intensifying resource extraction spurred by the move to *green technologies*
- increasing awareness among global actors and governments of the impact on already vulnerable communities of increasing demand for materials required for *green technologies*
- expanding our focus on climate change to explore the implications for communities of such issues as the just energy transition



## B: Enable SYSTEMIC change

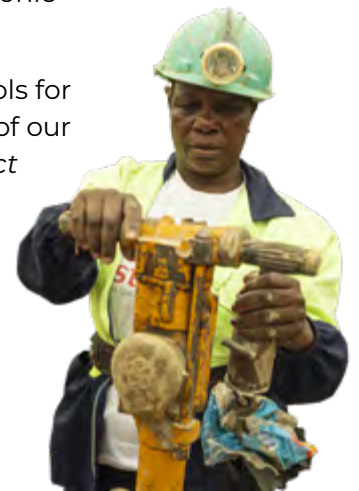


Lack of will to change the status quo by those who benefit from it is one of the leading reasons why mismanagement of natural resources persists. Another is a lack of knowledge among key stakeholders about the impacts of that mismanagement on local communities, their legal and human rights entitlements, and evidence-based solutions.

IMPACT renews our commitment to research and reveal what drives the mismanagement of natural resources. Be they political or financial or regulatory, (inadequate) systems in their current state are not conducive to equitable, community-led development. Systems transformation is needed for communities to benefit from lasting solutions and changes in natural resource management.

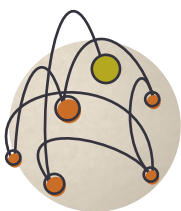
### HOW:

- **ENGAGE AND EXPAND** our strategic alliances for deeper collaboration on increasing political will
- **AMPLIFY** the evidence, expertise, experiences, and value of local partners and communities to demonstrate proof of concept
- **INCREASE** IMPACT's profile and leadership
- **CONTINUE** to create tools for stakeholders as part of our *Knowledge for Impact* social enterprise



## C: Enable GLOBAL connections

Given the global nature of supply chains and shared challenges of managing natural resources in areas where security and human rights are at risk, there is a growing demand for IMPACT's expertise in other geographic contexts. We know illicit trade of natural resources often occurs alongside other commodities that share similar drivers and trading patterns.



IMPACT will expand our efforts to enable change and put communities first by developing and testing system improvements in different regions.

### HOW:

- **IDENTIFY AND LEVERAGE** regional, global, cross-commodity, and cross-sectoral linkages
- **ENGAGE PARTNERS** and stakeholders to explore the transferability of IMPACT's expertise from the mineral sector to non-mineral natural resources and other commodities, as well as to geographic contexts beyond Africa
- **INCREASE RECOGNITION/USE** of data and strengthening of technology as keys to transforming natural resource management
- **IDENTIFY AND RESPOND** to various threats that weaken natural resource management systems, particularly those posed by climate change

## D: Enable ORGANIZATIONAL development

As our reach, reputation, and impact grow, so too does our organization. IMPACT reiterates the need to ensure our growth is strategic, sustainable, and manageable. We will prioritize the health, safety, comfort, and capacity of our team with investments in important supports to help everyone perform at their best and thrive.



And we will undertake crucial work to ensure our workplace policies, practices, and culture continue to align with IMPACT's values as we grow.

### HOW:

- **DEVELOP** a human resources (HR) strategy that:
  - » maps smart, strategic growth that preserves the integrity of our mission, vision, and values
  - » improves the onboarding process and tools for staff and board members
  - » ensures adequate time and opportunity for staff to understand internal systems, procedures, and policies and integrate them into their work
- **DEVELOP** an internal engagement strategy that supports interdepartmental exchange and teambuilding
- **EXPLORE** actions to decolonize the organization such as:
  - » identifying and dismantling colonial structures and practices
  - » decentering Northern biases and dominance in policies and practices
  - » relocating power
  - » valuing community-based/ Indigenous knowledge and ways
- **DEVELOP** a strategy to improve diversity, equity, inclusion, and justice (DEIJ) within the organization (e.g., creating a work environment where every person feels respected, comfortable, welcome)
- **ENGAGE** in board development to:
  - » improve role clarity
  - » create ongoing opportunities to increase understanding of issues, activities, and progress
  - » empower them as spokespeople and champions



# SUMMARY

## Strategic Plan 2024-2029: Enabling Change



**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.



**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.



# 2024-2029 Strategic Priorities



## Enable COMMUNITIES to lead

**WHY** Because to lead how their natural resources are being managed and used, communities need support to access capital, appropriate technologies and tools, and skills.

- HOW**
- share technical excellence and policy guidance
  - facilitate knowledge exchange between communities, sectors, regions, countries, governments
  - deepen the capacity and expertise of communities to advocate for, test, and implement sustainable solutions



## Enable SYSTEMIC change

**WHY** Because lack of will to change the status quo by those who benefit from it and lack of knowledge among key stakeholders about its negative impacts are leading reasons why mismanagement of natural resources persists.

- HOW**
- engage and expand our strategic alliances for deeper collaboration on increasing political will
  - amplify the evidence, expertise, experiences, and value of local partners and communities to demonstrate proof of concept
  - increase IMPACT's profile and leadership
  - continue to create tools for stakeholders as part of *Knowledge for Impact*



## Enable GLOBAL connections

**WHY** Because the global nature of supply chains and shared challenges of managing natural resources in areas where security and human rights are at risk is increasing demand for IMPACT's expertise in other geographic contexts.

- HOW**
- identify and leverage regional, global, cross-commodity, and cross-sectoral linkages
  - engage partners and stakeholders to explore the transferability of IMPACT's expertise from the mineral sector to non-mineral natural resources and other commodities, as well as to geographic contexts beyond Africa
  - increase recognition/use of data and strengthening of technology as keys to transforming natural resource management
  - identify and respond to various threats that weaken natural resource management systems



## Enable ORGANIZATIONAL change

**WHY** Because we need to ensure our growth is strategic, sustainable, and manageable, and invest in supports to help our team perform at their best and thrive.

- HOW**
- develop a human resources (HR) strategy
  - explore actions to decolonize the organization
  - engage in board development
  - develop an internal engagement strategy that supports interdepartmental exchange and teambuilding
  - develop a strategy to improve diversity, equity, inclusion, and justice (DEIJ) within the organization







# Enabling change, communities FIRST.

## Photos by:

Ibrahim Biko/IMPACT,  
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Zuzia Danielski/IMPACT,  
Ituri Province DRC: 7

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[www.greencom.ca](http://www.greencom.ca)





135 Laurier Ave. W, Suite 100  
Ottawa, Ontario, K1P 5J2, Canada  
+1-613-237-6768

[www.impacttransform.org](http://www.impacttransform.org)

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    @IMPACTtransform