



Shaping practices  
Influencing policies  
Impacting lives

# 2020 Annual Report

# IMPACT

# MESSAGE FROM IMPACT'S COMM

It is difficult, if not impossible, to find the right words.

Antonin, Boubacar, Charline, Léo, Myriam, Nadifa and Stella.

On 9th August 2020, you were murdered in a cowardly attack in the Kouré National Park, in Niger.

2020 will be a pivotal year in our history, forever etched on IMPACT's heart.

Boubacar and the guide travelling with them died because they had chosen to help their country in the most challenging settings. Our national colleagues are the cornerstone of all our interventions. Their families grieve for them; we mourn them too. Their commitment and their contributions are a loss to their community, country and all those they helped.

Our six expatriate colleagues had decided to leave behind comfortable lives in Europe to serve the most vulnerable populations of one of the world's most vulnerable countries. They brought with them their commitment, their talent, their skills and their energy.

These young lives have been cut short. Their loved ones will remain forever devastated. Their future, their lives and the joys and pain to come – all were taken away in a few seconds in a barbarous and absurd way.

All of us, founders, administrators, members, supporters and partners of IMPACT and of ACTED, as well as our employees based in Niger, in all our countries of operations and in HQ, were deeply affected, to the very core of our being.

Antonin, Boubacar, Charline, Léo, Myriam, Nadifa and Stella.

You have tragically joined the ranks of the 1,500 aid workers murdered since 2005, when the international community established a world day for aid workers who have been killed or injured.

# ITTEE AND EXECUTIVE DIRECTOR

There are those in this world who would prefer there were no aid workers. People such as dictators, terrorists, and perpetrators of crimes. There are those who don't understand while some just don't want to know or look the other way. And yet, an aid worker is an individual who, in a practical and selfless way, brings to life the most noble values that are the pride of a humane society.

Antonin, Boubacar, Charline, Léo, Myriam, Nadifa and Stella.

You will not be forgotten.

Our hope is that on 9th August 2021, to mark the first anniversary of this tragedy, we will be able to lay the foundation stones of a school in Niamey. Its classes will be dedicated to each and every one of you.


For IMPACT and ACTED, 9th August will, from now on, be a 'day of remembrance' that will mark this tragedy wherever we have a presence. It will be a tribute to you. It will honour the memory of those in all the countries where we work whose action to help the most vulnerable cost them their lives.

In an individualistic, materialistic, and often selfish world, aid work must remain the practical embodiment of human solidarity for children, women and men who have lost everything.

This is vital.

For us, it's a categorical imperative and a ray of hope, allowing us to come together so that, one day, there may be light where now there is darkness.

We must and will pursue our work, wherever we can, for the benefit of all those we can support.



**Marie-Pierre Caley**  
President



**Luca Pupulin**  
Executive Director



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## OUR AIM

IMPACT Initiatives (IMPACT) is a leading Geneva-based think-and-do tank created in 2010. IMPACT aims to shape practices and influence policies in humanitarian and development settings in order to positively impact the lives of people and their communities.

### VISION

SHAPING PRACTICES  
INFLUENCING POLICIES  
IMPACTING LIVES

To act as a **catalyst of change** for aid practices and policies in order to sustainably impact individuals and their communities.

### MISSION

To shape practices and influence policies in humanitarian and development settings in order to positively impact individuals and communities. We, as a think and do-tank, **enable better and more effective decision-making by generating and promoting knowledge, tools and best-practices for humanitarian and development stakeholders.** We believe that by understanding settlements through the lens of community dynamics, governance structures and socio-economic relationships, we can positively impact the lives of people, improve communities' development pathways and contribute to a fairer world.

# WHERE WE WORK

## IMPACT Shaping practices Influencing policies Impacting lives

AFGHANISTAN

ARMENIA & AZERBAIJAN

BANGLADESH

BURKINA FASO

CENTRAL AFRICAN REPUBLIC

COLOMBIA

DEMOCRATIC REPUBLIC OF CONGO

ETHIOPIA

HAITI

IRAQ

JORDAN

KENYA

LIBYA

MALI

NIGER

NIGERIA

SOMALIA

SOUTH SUDAN

SUDAN

SYRIA

UKRAINE

UGANDA

VENEZUELA

YEMEN



A set of common data standards would be needed to ensure a degree of consistency and comparability across communities and subnational hubs, and between different crisis response plans. The REACH Initiative's effort to establish a common "multisector needs index" illustrates how this might be achieved. ”

Konyndyk et al, October 2020 Policy Paper on  
[Inclusive Coordination: Building an Area-based Humanitarian Coordination Model](#)

# AGORA

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AFGHANISTAN  
CENTRAL AFRICAN REPUBLIC  
NIGER  
NIGERIA  
UKRAINE

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# PANDA

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HAITI	NIGERIA
IRAQ	SOMALIA
JORDAN	SYRIA
KENYA	UGANDA
LIBYA	UKRAINE

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# REACH

Informing more effective humanitarian action

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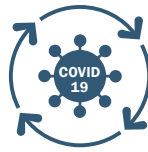
AFGHANISTAN	HAITI	SOMALIA
ARMENIA & AZERBAIJAN	IRAQ	SOUTH SUDAN
BANGLADESH	JORDAN	SUDAN
BURKINA FASO	KENYA	SYRIA
CENTRAL AFRICAN REPUBLIC	LIBYA	UKRAINE
COLOMBIA	MALI	UGANDA
DEMOCRATIC REPUBLIC OF CONGO	NIGER	VENEZUELA
ETHIOPIA	NIGERIA	YEMEN

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# IMPACT IN NUMBERS



**347**  
RESEARCH CYCLES  
IMPLEMENTED



**60+**  
RESEARCH CYCLES  
WITH A KEY FOCUS ON COVID-19



**700+**  
ORGANISATIONS ENGAGED  
IN DIFFERENT CAPACITIES



**4,425**  
INFORMATION PRODUCTS  
PUBLISHED ACROSS 434 DIFFERENT  
RESEARCH CYCLES:



**203,343**  
HOUSEHOLDS INTERVIEWED



- 137 Brieves
- 7 Executive Summaries
- 3,320 Factsheets
- 2 Pre-presentation
- 4 Online Dashboard Update
- 90 Presentations
- 84 Reports
- 174 Situation Overviews
- 7 Written summaries for dashboards
- 600 standalone Maps



**2,542**  
FOCUS-GROUP DISCUSSIONS HELD



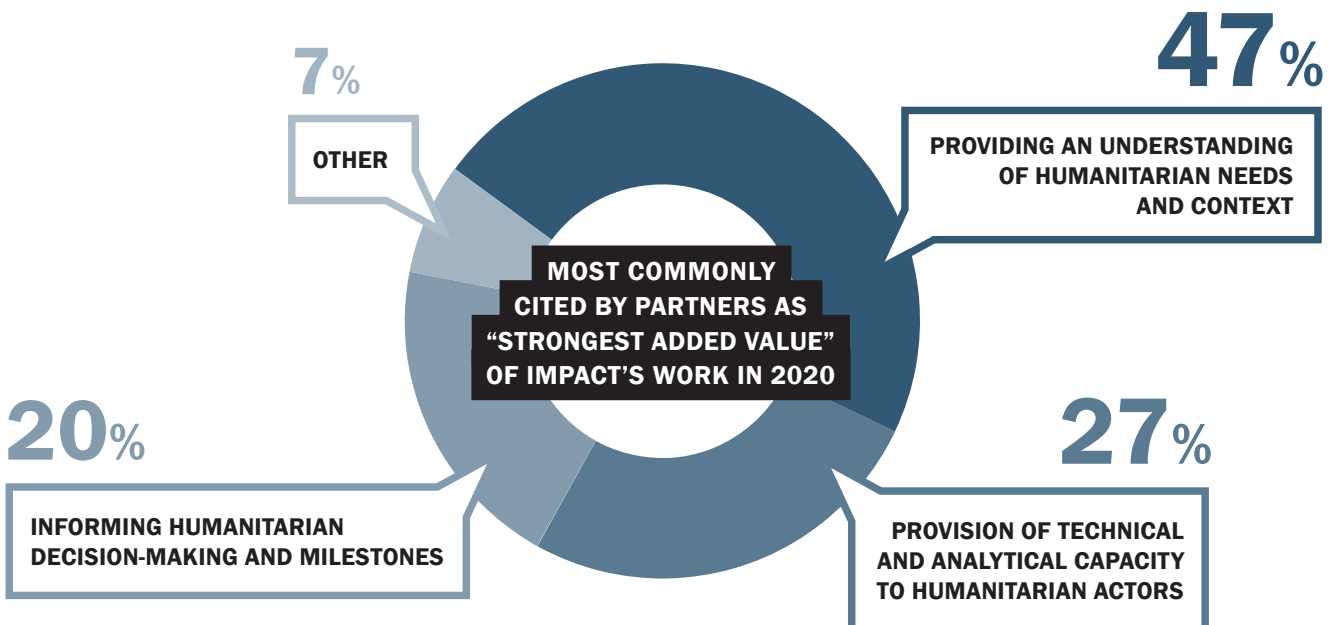
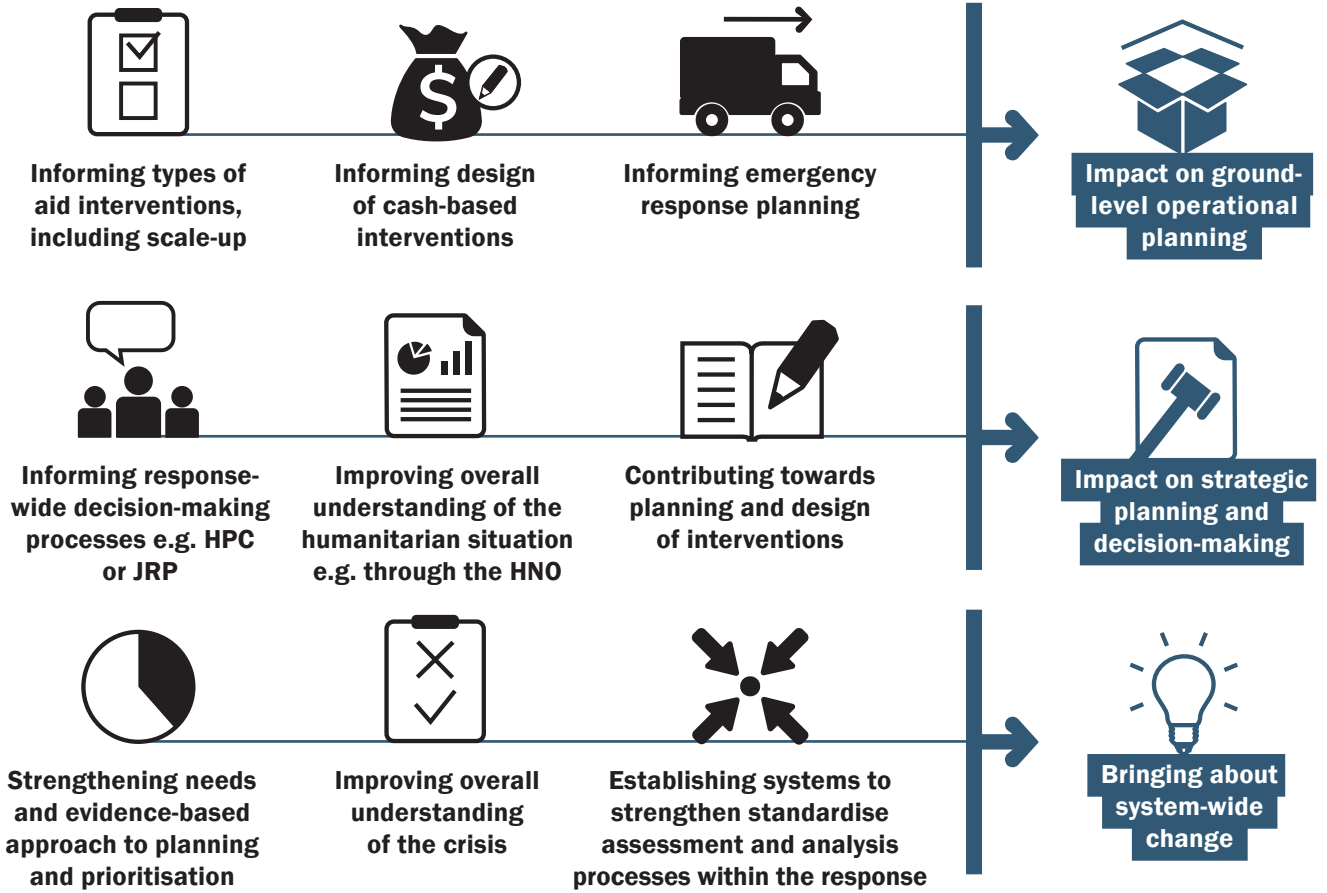
**220,740**  
KEY INFORMANTS INTERVIEWED





# OUR IMPACT

## MOST COMMONLY REPORTED TYPES OF IMPACT FOR 2020 ACTIVITIES



# OUR INITIATIVES

## REACH

REACH aims to enable crisis-affected populations to receive the assistance they need, when they need it, how they need it. Implemented in partnership with ACTED and UNOSAT, REACH in 2020 contributed to ensuring that the most vulnerable are prioritized for assistance based on their needs, rather than convenience or other interests through four key streams of work:

### **1. ENABLING EVIDENCE-BASED RESPONSE PLANNING AND COORDINATION AT CRISIS LEVEL**

To inform the 2020 annual humanitarian planning cycle REACH, together with its partners, conducted Multi Sector Needs Assessments (MSNAs) in 12 countries. Covid-19 required a large-scale adaption in REACH data collection approaches, with country teams rapidly redesigning methods to enable remote data collection for most MSNAs. REACH continued its support for the development and roll out of the Joint Intersectoral Analytical Framework (JIAG), a key analytical framework designed to support crisis-level prioritization through support to the guidance working group and the aggregation working group and provided strategic guidance as a member of the global steering committee.

### **2. ENABLING NEEDS-BASED PRIORITIZATION WITHIN AND ACROSS CRISES**

To enable prioritization of sector and inter-sectoral responses, REACH has been working to support in the establishment or continuation of key sectoral needs classification systems. In 10 countries, REACH supported the Integrated Phase Classification (IPC) for Acute Food Insecurity, either through the provision of data or by participating in the analysis workshops. REACH, together with UNICEF, have launched the WASH Severity Classification (WSC) system, designed to measure and classify the severity of WASH needs of populations affected by crises. In 2020, the WSC was piloted in two countries and the first version of the analytical framework was approved for use.

### **3. IDENTIFYING EMERGING CRISES AND INFORMING SUDDEN ONSET AND RAPID RESPONSES**

To track changing needs and displacement over time, REACH conducted humanitarian situation monitoring in 12 countries. REACH South Sudan humanitarian situation monitoring and the emergency needs analysis system (the Needs Analysis Working group and Integrated Needs Tracking system) were identified as a best practice in a Tufts University study on real time monitoring systems. In 2021 REACH will conduct a "lessons learned" exercise to try to improve and build more effective real-time monitoring and analysis systems to inform emergency humanitarian response in countries.

### **4. ENABLING PEOPLE-CENTERED ASSISTANCE**

To monitor the efficacy of cash assistance, support in identifying appropriate transfer values and assess when cash is feasible, REACH has scaled up cash assessments to 20 countries, with the joint market monitoring initiative becoming a key workstream globally. In addition to this, REACH has piloted indicators to enhance humanitarian's accountability to affected populations in our MSNAs in 9 countries. In 2021, REACH will pilot further initiatives with the aim of enhance populations' voice and ability to engage in decision-making processes.

## PANDA

Through PANDA (Project Assessment and Appraisals), IMPACT directly supports key aid actors in improving the effectiveness, efficiency, and efficacy of their programmes. Throughout 2020, despite the COVID-19 pandemic, PANDA was able to continue supporting our partners through an agile pivot towards remote monitoring approaches, complemented by COVID-smart in-person data collection. This enabled PANDA to expand its repertoire of services, its portfolio and donor-base. The continuation of implementation of key activities such as UNHCR's Post-Distribution Monitoring (PDM) in Iraq, as well as the Third-Party Monitoring (TPM) and support to FCDO's programming in Jordan, Libya, Mali, Nigeria and Uganda, ensured the provision of continued independent verification of critical life-saving humanitarian activities.

## AGORA

AGORA aims at promoting localised and multi-sectoral aid action in support of the recovery and stabilisation of crisis-affected communities. Through its growing AGORA portfolio and in partnership with ACTED, IMPACT contributed to the direct implementation of settlement and community-based programming in 7 countries in 2020.

In these contexts, AGORA is providing a model that enables both humanitarian and development actors to work more effectively with local stakeholders through four activities: i) implementation of local multi-sector needs assessment and recovery plans, ii) strengthening civil society engagement, iii) improving coordination and iv) supporting implementation of local recovery plans.

## OTHER WORKSTREAMS

### PEOPLE MOBILITY AND MIGRATIONS

IMPACT delivers innovative programs that improve practices and policies on global people mobility and migrations. In 2020, IMPACT focused on understanding the impact of COVID on mixed migrations in Niger (Agadez region), on transit migrants in Mali, as well the culture of migration in the Kayes region in Mali. Our research also looked into the role of diasporas in influencing migration-related decision making along the European Central route. Those researches were implemented in close collaboration with various partners, including the Mixed Migration Centre.

### CLIMATE AND DISASTER RESILIENCE

In 2020, IMPACT continued to develop its climate and disaster resilience portfolio to increase understanding of disaster risk and inform climate change adaptation in line with the Sendai Framework and Paris Agreement commitments. In 7 countries (Bangladesh, Syria, Somalia, Central African Republic, Sahel, Ukraine, South Sudan), IMPACT used standard risk evaluation methodologies in which risk is a factor of hazard, exposure, and vulnerability to improve risk awareness at national, regional, and community level - notably through geospatial analysis.

## AFGHANISTAN



INITIATIVE: **REACH AGORA**

SUPPORTED BY:



Norwegian Ministry of Foreign Affairs

European Union Civil Protection and Humanitarian Aid



### EXAMPLE OF IMPACT: BRINGING ABOUT SYSTEM-WIDE CHANGE

Through the Informal Settlements assessment (ISETs) and engagement with OCHA, the REACH team highlighted the need to include populations in informal settlements in the 2020 HRP mid-year review in light of their heightened risk to the COVID-19 pandemic. Since then, ISETs have become a standard part of the needs response conversation.

**38**  
STAFF WORKING IN OUR PROGRAMS

**19**  
RESEARCH CYCLES IMPLEMENTED DURING 2020

**419**  
INFORMATION PRODUCTS PUBLISHED

**34,285**  
HOUSEHOLDS INTERVIEWED

**174**  
FOCUS-GROUP DISCUSSIONS HELD

**15,462**  
KEY INFORMANTS INTERVIEWED

” REACH has made an outstanding contribution to humanitarian response [...] by providing high quality contextual analysis, quantitative and qualitative data and support. This information [...] informed decision making regarding prioritization of beneficiaries. ”

Humanitarian Partner, Afghanistan

## ARMENIA & AZERBAIJAN



INITIATIVE: **REACH**

**5**  
STAFF WORKING IN OUR PROGRAMS

**2**  
RESEARCH CYCLES IMPLEMENTED DURING 2020

**3**  
INFORMATION PRODUCTS PUBLISHED

**1,360**  
HOUSEHOLDS INTERVIEWED

**8**  
KEY INFORMANTS INTERVIEWED

SUPPORTED BY:



European Union Civil Protection and Humanitarian Aid



**BANGLADESH**

INITIATIVE: **REACH**

SUPPORTED BY:



European Union  
Civil Protection and  
Humanitarian Aid



**EXAMPLE OF IMPACT:  
INFORMING STRATEGIC PLANNING AND DECISION-MAKING**

Findings from the Multisectoral Needs Assessment (MSNA), and Water, Sanitation and Hygiene (WASH) assessments were cited in the Bangladesh Joint Response Plan to highlight the severity of needs for Rohingya refugees within host communities, particularly with regard to food security and access to WASH services. This was used to advocate for service provision in host communities.

**30**  
STAFF WORKING IN OUR PROGRAMS

**22**  
RESEARCH CYCLES IMPLEMENTED  
DURING 2020

**50**  
INFORMATION PRODUCTS PUBLISHED

**5,700**  
HOUSEHOLDS  
INTERVIEWED

**11**  
FOCUS-GROUP  
DISCUSSIONS HELD

**121**  
KEY INFORMANTS INTERVIEWED

**EXAMPLE OF IMPACT:  
INFORMING STRATEGIC PLANNING AND DECISION-MAKING**

The IMPACT team provided training and capacity building on geographic information system (GIS) to government actors in Burkina Faso. Findings from the Area-based Assessments were reportedly used to identify priority areas and interventions in the Centre-Nord region.

**14**  
STAFF WORKING IN OUR PROGRAMS

**5**  
RESEARCH CYCLES IMPLEMENTED  
DURING 2020

**86**  
INFORMATION PRODUCTS PUBLISHED

**6,538**  
HOUSEHOLDS  
INTERVIEWED

**106**  
FOCUS-GROUP  
DISCUSSIONS HELD

**7,650**  
KEY INFORMANTS  
INTERVIEWED



**BURKINA FASO**

INITIATIVE: **REACH**

SUPPORTED BY:



European Union  
Civil Protection and  
Humanitarian Aid



INITIATIVE: **REACH**

SUPPORTED BY:



**EXAMPLE OF IMPACT:  
SHAPING OPERATIONAL PLANNING ON THE GROUND**

Rapid market assessments conducted in coordination with humanitarian partners of the Cash Working Group (CWG) showcased market access and product availability in order to inform cash programming to vulnerable populations in light of the COVID-19 outbreak.

**12**  
STAFF WORKING IN OUR PROGRAMS

**6**  
RESEARCH CYCLES IMPLEMENTED DURING 2020

**25**  
INFORMATION PRODUCTS PUBLISHED

**2,650**  
HOUSEHOLDS INTERVIEWED

**1,915**  
KEY INFORMANTS INTERVIEWED

**EXAMPLE OF IMPACT:  
INFORMING STRATEGIC PLANNING AND DECISION-MAKING**

IMPACT DRC supported the development of a COVID-19 vulnerability index that fed into the revised COVID-19 HRP by providing the response with a holistic view of which areas are likely to be worst affected, both in terms of the primary as well as secondary impacts of the pandemic. Relevant COVID-19 indicators were also incorporated into the ongoing Humanitarian Situation Monitoring exercise, providing crucial multi-sectorial analysis on the impact of COVID-19 on issues such as protection and education to the COVID multi-sectorial analysis cell led by the Ministry of Health.

**23**  
STAFF WORKING IN OUR PROGRAMS

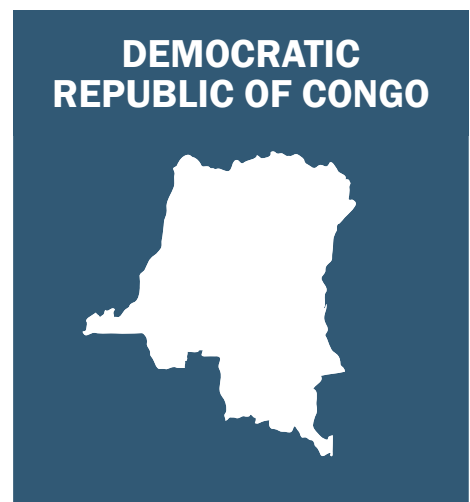
**9**  
RESEARCH CYCLES IMPLEMENTED DURING 2020

**44**  
INFORMATION PRODUCTS PUBLISHED

**1,124**  
HOUSEHOLDS INTERVIEWED

**17**  
FOCUS-GROUP DISCUSSIONS HELD

**10,712**  
KEY INFORMANTS INTERVIEWED



INITIATIVE: **REACH**

SUPPORTED BY:



## CENTRAL AFRICAN REPUBLIC



INITIATIVE: **REACH AGORA**

SUPPORTED BY:



### EXAMPLE OF IMPACT: INFORMING STRATEGIC PLANNING AND DECISION-MAKING

Findings from the Multisectoral Needs Assessments (MSNA), HSM and sectoral research cycles all fed into the HNO for 2021, highlighting priority needs, areas for intervention, and specific population groups in need. The Common Humanitarian Fund systematically used needs analysis and prioritization from MSNA data to guide funding allocation decisions. Moreover, donors repeatedly requested specific information from REACH assessments before the finalization of their respective funding strategies.

**39**  
STAFF WORKING IN OUR PROGRAMS

**17**  
RESEARCH CYCLES IMPLEMENTED DURING 2020

**166**  
INFORMATION PRODUCTS PUBLISHED

**11,723**  
HOUSEHOLDS INTERVIEWED

**339**  
FOCUS-GROUP DISCUSSIONS HELD

**8,925**  
KEY INFORMANTS INTERVIEWED

“ Findings from four REACH assessments (MSNA, HSM, JMMI and RaHFA) informed the narrative of the OCHA Humanitarian Situation Update focusing on deteriorating humanitarian conditions and evolving needs in CAR between October 2020 and March 2021. ”

**Humanitarian Situation Update in CAR (March 2021)**

## ETHIOPIA



INITIATIVE: **REACH**

SUPPORTED BY:



**1**  
STAFF WORKING IN OUR PROGRAMS

**2**  
RESEARCH CYCLES IMPLEMENTED DURING 2020

**3**  
INFORMATION PRODUCTS PUBLISHED

**571**  
KEY INFORMANTS INTERVIEWED

8

STAFF WORKING IN OUR PROGRAMS

4

RESEARCH CYCLES IMPLEMENTED DURING 2020

409

KEY INFORMANTS INTERVIEWED

HAITI



INITIATIVE: REACH PANDA

SUPPORTED BY:



IRAQ



52

STAFF WORKING IN OUR PROGRAMS

46

RESEARCH CYCLES IMPLEMENTED DURING 2020

277

INFORMATION PRODUCTS PUBLISHED

18,431

HOUSEHOLDS INTERVIEWED

17

FOCUS-GROUP DISCUSSIONS HELD

522

KEY INFORMANTS INTERVIEWED

INITIATIVE: REACH PANDA

SUPPORTED BY:

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH



THE WORLD BANK





## JORDAN



**6**  
STAFF WORKING IN OUR PROGRAMS

**13**  
RESEARCH CYCLES IMPLEMENTED DURING 2020

**11**  
INFORMATION PRODUCTS PUBLISHED

**6,108**  
HOUSEHOLDS INTERVIEWED

**799**  
FOCUS-GROUP DISCUSSIONS HELD

**91**  
KEY INFORMANTS INTERVIEWED

### INITIATIVE: REACH PANDA

SUPPORTED BY:

**giz** Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH



Department for International Development



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development and Cooperation SDC

## KENYA



**6**  
STAFF WORKING IN OUR PROGRAMS

**17**  
RESEARCH CYCLES IMPLEMENTED DURING 2020

**62**  
INFORMATION PRODUCTS PUBLISHED

**2,000**  
HOUSEHOLDS INTERVIEWED

**10**  
FOCUS-GROUP DISCUSSIONS HELD

**200+**  
KEY INFORMANTS INTERVIEWED

SUPPORTED BY:



EUROPEAID



European Union  
Civil Protection and  
Humanitarian Aid



MINISTRY OF  
FOREIGN AFFAIRS  
OF DENMARK  
Danida



german  
humanitarian  
assistance  
DEUTSCHE HUMANITÄRE HILFE

### INITIATIVE: REACH PANDA





## LIBYA



### EXAMPLE OF IMPACT: SHAPING OPERATIONAL PLANNING ON THE GROUND

Joint Market Monitoring Data enabled humanitarian partners in the Cash Working Group to determine the value of cash transfers to vulnerable populations in Libya, ensuring that it is in line with the cost of living.

**37**  
STAFF WORKING IN OUR PROGRAMS

**9,772**  
HOUSEHOLDS  
INTERVIEWED

**21**  
RESEARCH CYCLES IMPLEMENTED  
DURING 2020

**29**  
FOCUS-GROUP  
DISCUSSIONS HELD

**69**  
INFORMATION PRODUCTS  
PUBLISHED

**447**  
KEY INFORMANTS INTERVIEWED

INITIATIVE: **REACH PANDA**

SUPPORTED BY:



**9**  
STAFF WORKING IN OUR PROGRAMS

**50**  
FOCUS-GROUP  
DISCUSSIONS HELD

**6**  
RESEARCH CYCLES IMPLEMENTED  
DURING 2020

**5,000**  
KEY INFORMANTS  
INTERVIEWED

**10**  
INFORMATION PRODUCTS  
PUBLISHED

## MALI



SUPPORTED BY:  **USAID**  
FROM THE AMERICAN PEOPLE



INITIATIVE: **REACH PANDA**

**EXAMPLE OF IMPACT:**

**SHAPING OPERATIONAL PLANNING ON THE GROUND**

Through the AGORA consortium, a city-level participatory hazard mapping exercise identified vulnerable communities prone to different forms of hazards. This resulted in a wider discussion with the State fire services to identify existing challenges to combatting fire, and how to address these in the future (e.g. constructing more fire stations, revamping water hydrant points, etc.)

**71**  
STAFF WORKING IN OUR PROGRAMS

**38**  
RESEARCH CYCLES IMPLEMENTED DURING 2020

**251**  
INFORMATION PRODUCTS PUBLISHED

**28,777**  
HOUSEHOLDS INTERVIEWED

**233**  
FOCUS-GROUP DISCUSSIONS HELD

**11,538**  
KEY INFORMANTS INTERVIEWED

” MSNAs can help to map the languages of crisis-affected communities, understand the needs of specific language groups through disaggregation, [...]. This has already led to more inclusive humanitarian action, notably in northeast Nigeria. ”

Translators Without Borders, March 2021 Brief on the need to collect data on languages of affected people (see [here](#))



INITIATIVE: **AGORA PANDA**  
**REACH**

SUPPORTED BY: Global Affairs Canada



**29**  
STAFF WORKING IN OUR PROGRAMS

**11**  
RESEARCH CYCLES IMPLEMENTED DURING 2020

**97**  
INFORMATION PRODUCTS PUBLISHED

**8,273**  
HOUSEHOLDS INTERVIEWED

**140**  
FOCUS-GROUP DISCUSSIONS HELD

**8,260**  
KEY INFORMANTS INTERVIEWED

INITIATIVE: **REACH AGORA**

SUPPORTED BY:



3

STAFF WORKING IN OUR PROGRAMS

1

RESEARCH CYCLE IMPLEMENTED DURING 2020

13,769

HOUSEHOLDS INTERVIEWED

SUDAN



INITIATIVE: REACH SUPPORTED BY: OCHA



SOUTH SUDAN



**EXAMPLE OF IMPACT:  
SHAPING OPERATIONAL PLANNING ON THE GROUND**

For a second year running, the IMPACT team advocated for the inclusion of Accountability on Affected Populations (AAP) into both the HNO and Humanitarian Response Plan (HRP), with REACH data being the primary source of information; all projects that are submitted to HRP pool funding must report against AAP indicators because of this input provided.

141

STAFF WORKING IN OUR PROGRAMS

728

HOUSEHOLDS INTERVIEWED

30

RESEARCH CYCLES IMPLEMENTED DURING 2020

1,190

FOCUS-GROUP DISCUSSIONS HELD

715

INFORMATION PRODUCTS PUBLISHED

28,375

KEY INFORMANTS INTERVIEWED

INITIATIVE: REACH

SUPPORTED BY:



European Union Civil Protection and Humanitarian Aid



Led by REACH, four clusters designed the Integrated Needs Tracking system to provide monthly updates through a multi-dimensional framework [...], leveraging existing data collection initiatives, and [...] emphasizing direct linkages to country-level prioritization mechanisms [...] strengthening the connections between data collection, analysis, and response, with an [...] expert judgment to flag hotspots for subsequent analysis or prioritization discussions.



Tufts University publication (March 2021) on "Seeing in the Dark: Real-Time Monitoring in Humanitarian Crises"



INITIATIVE: **REACH PANDA**

**EXAMPLE OF IMPACT:  
INFORMING STRATEGIC PLANNING AND DECISION-MAKING**

Humanitarian actors in the Internally Displaced Population (IDP) Working Group estimated the new IDP number for the Humanitarian Needs Overview using findings from our Detailed Site Assessment (DSA).

**30**  
STAFF WORKING IN OUR PROGRAMS

**23**  
RESEARCH CYCLES IMPLEMENTED DURING 2020

**120**  
INFORMATION PRODUCTS PUBLISHED

**14,000+**  
HOUSEHOLDS INTERVIEWED

**40+**  
FOCUS-GROUP DISCUSSIONS HELD

**2000+**  
KEY INFORMANTS INTERVIEWED



” As in the previous year, the 2020 HNO is based on a joint multi-sectoral needs assessment conducted by REACH and a joint intersectoral analysis (core commitment 5.1) conducted by the HCT members/clusters. ”

HPG Commissioned Report, Grand Bargain Annual Independent Report 2020 (p. 43)

**EXAMPLE OF IMPACT:  
SHAPING OPERATIONAL PLANNING ON THE GROUND**

REACH Market Monitoring provides humanitarian partners with up-to-date information from local markets on a) availability and prices of key items, b) currency prevalence; and c) exchange rates. This data is then reportedly used to inform decisions around the distribution modality of humanitarian assistance (in-kind or through cash transfers).

**254**  
STAFF WORKING IN OUR PROGRAMS

**1,500**  
HOUSEHOLDS INTERVIEWED

**33**  
RESEARCH CYCLES IMPLEMENTED DURING 2020

**110,000**  
KEY INFORMANTS INTERVIEWED

**229**  
INFORMATION PRODUCTS PUBLISHED

” [...] the bi-weekly presentations [...] help us have some perspectives and overview on the priority needs and any changes in needs in NWS, certain market trends and how themes like COVID affect the humanitarian situation. This independent analysis really supported our advocacy efforts [...] in making sure we are basing our efforts off of what we know are the needs. ”

HPG Commissioned Report, Grand Bargain Annual Independent Report 2020 (p. 43)



INITIATIVE: **REACH PANDA**





## UGANDA

INITIATIVE: **REACH PANDA**

SUPPORTED BY:



European Union  
Civil Protection and  
Humanitarian Aid



Foreign &  
Commonwealth  
Office



NORWEGIAN  
REFUGEE COUNCIL

### EXAMPLE OF IMPACT:

#### INFORMING STRATEGIC PLANNING AND DECISION-MAKING

The Vulnerability and Essential Needs Assessment (VENA) encouraged the humanitarian community to take a closer look at how assistance could be better prioritised to assist the most vulnerable, and move away from current blanket distribution to a targeting based on vulnerability. Based on the VENA, discussions are ongoing on how to operationalise vulnerability/needs-based prioritisation.

**20**

STAFF WORKING IN OUR PROGRAMS

**13**

RESEARCH CYCLES IMPLEMENTED  
DURING 2020

**39**

INFORMATION PRODUCTS PUBLISHED

**1,974**

HOUSEHOLDS  
INTERVIEWED

**66**

FOCUS-GROUP  
DISCUSSIONS HELD

**330**

KEY INFORMANTS  
INTERVIEWED

### EXAMPLE OF IMPACT:

#### SHAPING OPERATIONAL PLANNING ON THE GROUND

Through the AGORA Hromada Capacity and Vulnerability Assessment, IMPACT directly informed the selection of geographical areas for two aid programs, including the UNRPP and the UHF Allocation for Nexus Programming. For both exercises, programme managers reportedly prioritized areas of interventions based on data collected by IMPACT. By developing local level vulnerability indexes, IMPACT data helped prioritise assistance in communities that were relatively worse off than others.

**40**

STAFF WORKING IN OUR PROGRAMS

**19**

RESEARCH CYCLES IMPLEMENTED  
DURING 2020

**61**

INFORMATION PRODUCTS  
PUBLISHED

**34,631**

HOUSEHOLDS  
INTERVIEWED

**23**

FOCUS-GROUP  
DISCUSSIONS HELD

**3,653**

KEY INFORMANTS INTERVIEWED



## UKRAINE

INITIATIVE: **AGORA PANDA**  
**REACH**

SUPPORTED BY:



European Union  
Civil Protection and  
Humanitarian Aid



Global Affairs  
Canada



Chemonics  
Development works here.



OCHA



UNOPS



UNDP

**2**

RESEARCH CYCLES IMPLEMENTED DURING 2020

**12**

INFORMATION PRODUCTS PUBLISHED

**6**

FOCUS-GROUP DISCUSSIONS HELD

**3,843**

KEY INFORMANTS INTERVIEWED

## VENEZUELA



INITIATIVE: **REACH**

SUPPORTED BY:



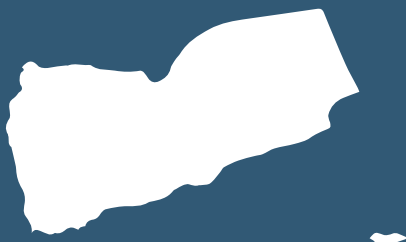
Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development and Cooperation SDC



Humanitarian Aid and Civil Protection

## YEMEN



INITIATIVE: **REACH**

### EXAMPLE OF IMPACT:

#### INFORMING STRATEGIC PLANNING AND DECISION-MAKING

Using satellite imagery in Yemen, IMPACT teams modelled the impact of seasonal flooding on different communities in the country in order to inform the response of the Shelter Cluster and its partners.

**14**

STAFF WORKING IN OUR PROGRAMS

**21**

RESEARCH CYCLES IMPLEMENTED DURING 2020

**1,395**

INFORMATION PRODUCTS PUBLISHED

SUPPORTED BY:



Department for International Development



# OUR PARTNERS

IMPACT promotes a collaborative approach and supports established inter-agency coordination mechanisms at global and country levels. In 2020, IMPACT continued to strengthen its role in the global humanitarian system, notably through its participation in several bodies of the Inter-Agency Standing Committee as well as through its active engagement in global clusters and in Grand Bargain workstreams.

## OUR SISTER ORGANISATION



ACTED and IMPACT are sister organisations. ACTED hosts and facilitates IMPACT's field operations and leads AGORA project implementation.

## MEMBER OF JOINT INITIATIVES



The United Nations Institute for Training and Research (UNITAR)'s Operational Satellite Applications Programme (UNOSAT) provides REACH with remote sensing expertise and technical support.

## DONOR AGENCIES



European Union  
Civil Protection and  
Humanitarian Aid



EUROPEAID



german  
humanitarian  
assistance  
DEUTSCHE HUMANITÄRE HILFE



Department  
for International  
Development



Foreign &  
Commonwealth  
Office



MINISTRY OF  
FOREIGN AFFAIRS  
OF DENMARK  
Danida



EU Emergency  
Trust Fund  
for Africa



Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH



Global Affairs  
Canada



USAID  
FROM THE AMERICAN PEOPLE



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development  
and Cooperation SDC



Norwegian Ministry  
of Foreign Affairs







**GLOBAL CLUSTERS**

**Global Education Cluster**



**UN AGENCIES**



World Health Organization



THE WORLD BANK



OCHA



UNOPS

**OTHER PARTNERS**

ACF

CARE

CHEMONICS INTERNATIONAL

CONCERN

CATHOLIC RELIEF SERVICES

DANISH REFUGEE COUNCIL

ELHRA

GSMA

H2H

HELVETAS

INTEGRITY

INTERNATIONAL RESCUE COMMITTEE

JOHNS HOPKINS UNIVERSITY

MERCY CORPS

MERF (START NETWORK)

NORWEGIAN CHURCH AID

NORWEGIAN REFUGEE COUNCIL

OXFAM

OXFAM SPAIN

PEOPLE IN NEED

PLAN INTERNATIONAL

PROXIMITY

SAFERWORLD

SAVE THE CHILDREN

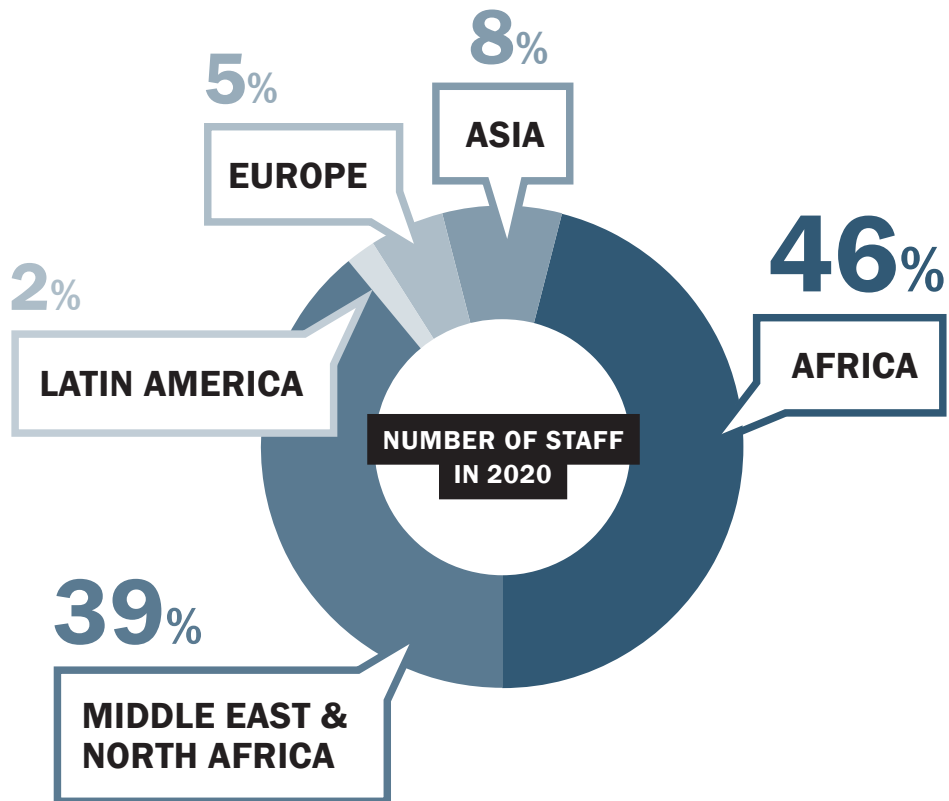
START NETWORK

TOULOUSE MÉTROPOLE

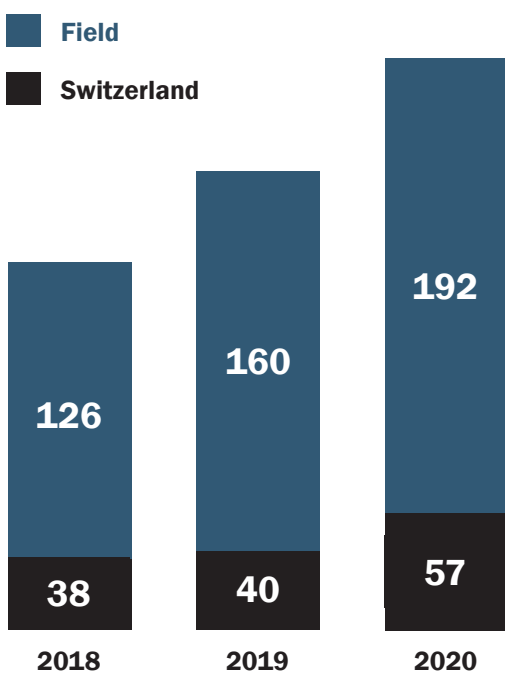
TRANSLATORS WITHOUT BORDER

# HUMAN RESOURCES

## WHERE OUR INTERNATIONAL STAFF IS BASED

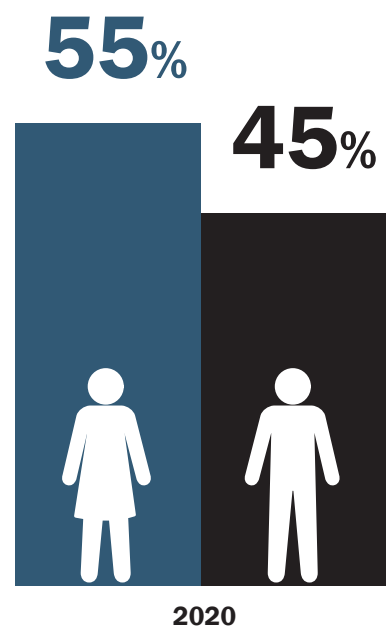


## NUMBER OF STAFF\*



\*Excludes staff employed by partners

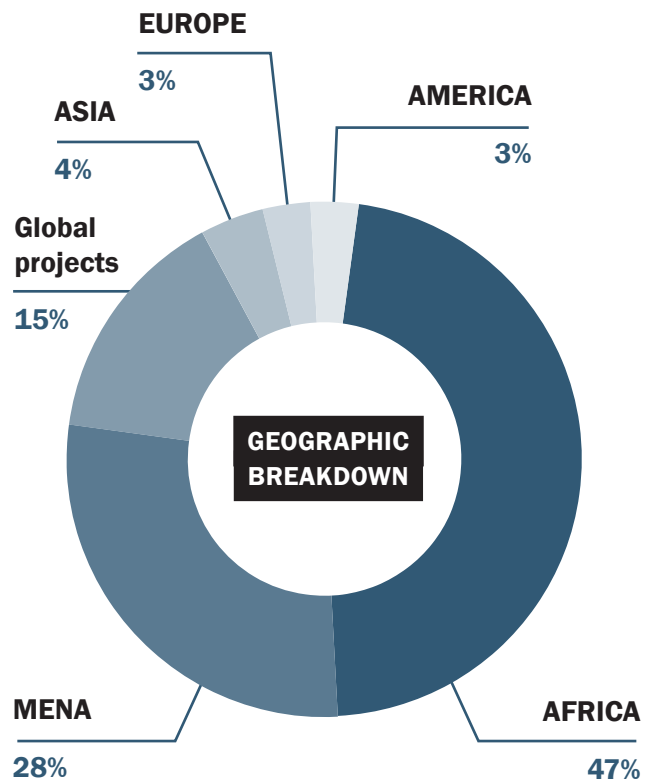
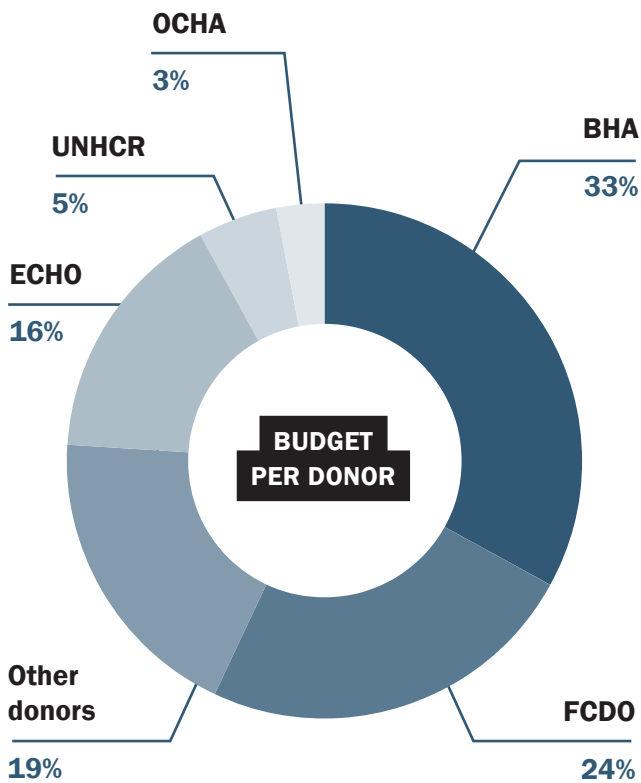
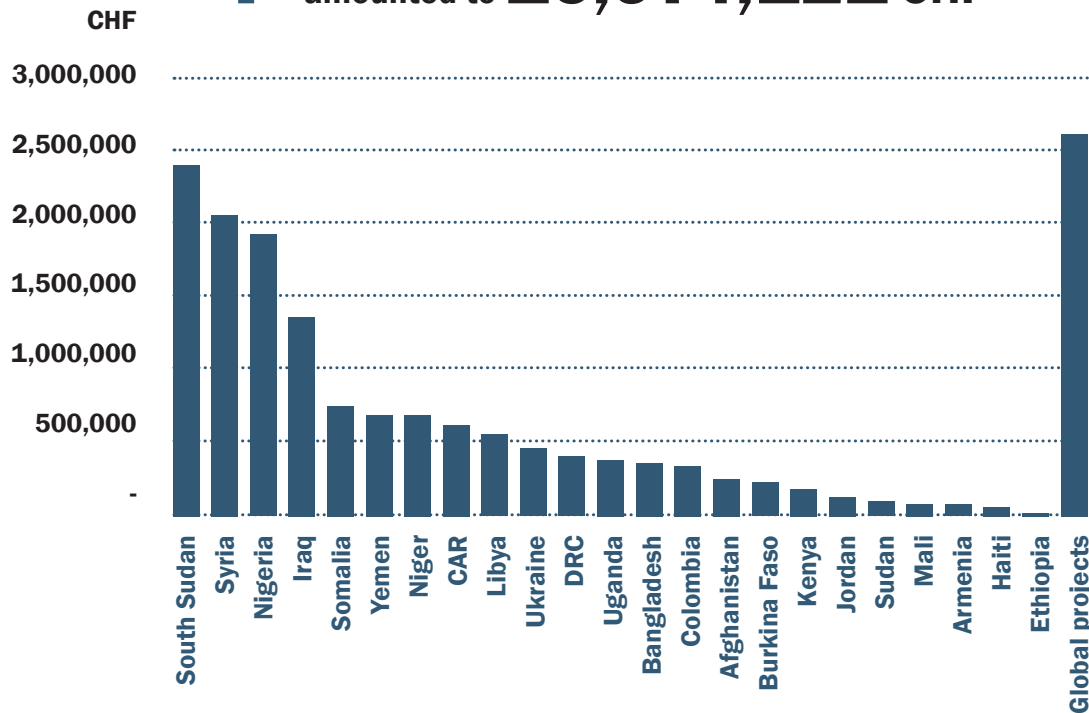
## IMPACT STAFF PER GENDER



# FINANCE

In 2020, IMPACT annual budget

amounted to **16,974,121 CHF**



\* Projects implemented from HQ with potentially short term deployment in different countries

# GOVERNANCE

The association of IMPACT Initiatives is governed by a General Assembly composed of six members, of whom five make up the Committee.

**THE GENERAL ASSEMBLY** is composed of six members and meets at least yearly as an Ordinary General Assembly. Extraordinary General Assemblies can be called by the Committee. The General Assembly approves the yearly Report and Accounts as well as the provisional budget of the Association. In addition to this, it decides any modification to the statutes.

**THE COMMITTEE** is composed of administrators who are elected by the General Assembly for a period of three years. It includes five administrators, of whom one or two are renewed during the annual ordinary General Assembly. The Committee elects a President, a Secretary and Treasurer when necessary.







[www.impact-initiatives.org](http://www.impact-initiatives.org)  
[www.reach-initiative.org](http://www.reach-initiative.org)  
[www.reachresourcecentre.org](http://www.reachresourcecentre.org)



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@REACH\_info



@IMPACT Initiatives



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Switzerland



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Shaping practices  
Influencing policies  
Impacting lives

# IMPACT