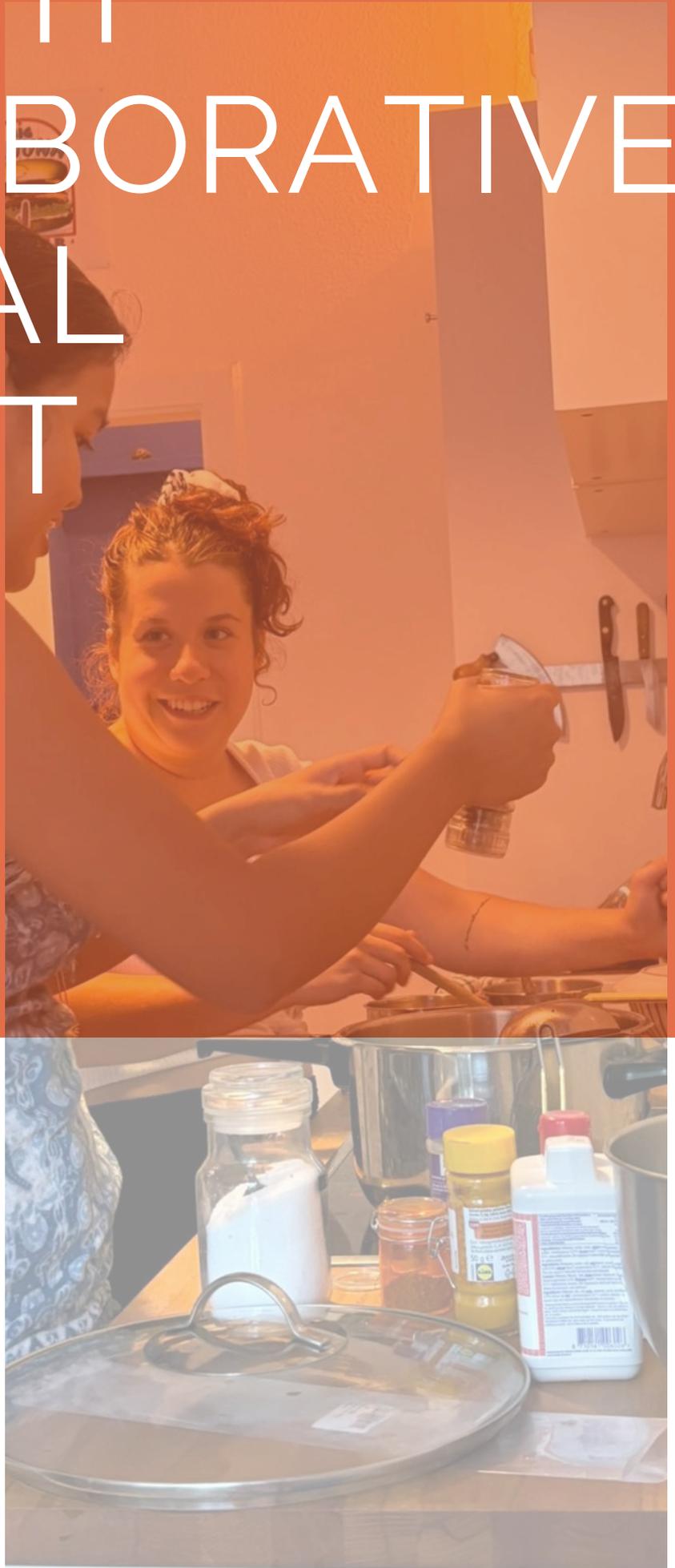


IN-SIGHT COLLABORATIVE ANNUAL REPORT 2025



LETTER FROM THE EXECUTIVE DIRECTOR

What a year. While it is tempting to dwell on all of the immense hardships and challenges that plagued the humanitarian sector and the wider world in 2025, we wanted to dedicate this report to the abundance we were able to embrace as a collective this year. Many of our noteworthy highlights of 2025 will be shared in great detail in this report. I want to take a few paragraphs here to talk about my personal favorite moments of 2025 that I think truly embody abundance mindsets

Our Humanitarian Leadership Program (formerly the Mentorship Program) took on a whole new role in the cultivation of future humanitarian leaders as USAID cuts turned the sector upside down after the inauguration of Trump in January. People came to this space seeking - connection, community, a new way forward, and hope. In their focus group discussions, our inspiring guest speakers, and the constantly evolving curriculum, many people found the solace they were seeking during a distressing and uncertain time. While the aid cuts were devastating, the crumbling of the sector and its aftermath has given us a chance to reflect and commit to building a better system than the one that was torn down. This is a pivotal moment ripe for the picking. We are abundant in our collective wisdom and our shared hope for a better future.

In 2025, we also took over the humanitarian wellness network from our friends at Indigo Volunteers as they sunsetted after nearly a decade of providing incredible grassroots support and organizing to small NGOs and solidarity groups all over Europe. As a humanitarian who personally experienced clinical burnout, I am most passionate about the wellness elements of the work that we do. Many of these resources we have created stem from the things myself and other burnt out sector specialists wish we had known before becoming humanitarians. We inherited a network of dedicated professionals volunteering their time and services to support people on the frontlines. It is a beautiful act of mutual aid and solidarity. Our love and care for each other is abundant.

Lastly, we feel truly fortunate for the large number of people who contributed so much to our work this year. Our team remains abundant and generous in their offerings of time, knowledge, and care that far exceeds any amount we could ever pay them. Our donors have walked alongside us this year and poured in lots of love and solidarity along with their financial support of our work. Our network partners never hesitate to share links to grant applications, sit in hours worth of meetings just to make people feel supported and heard, ask difficult questions, and constantly push us to be the best versions of ourselves that we can be. This is abundance and it is the highest form of love. We are so deeply thankful to everyone who has walked alongside us this year. We know that what lies ahead is going to be challenging, but we are also hopeful for the new world that so many people are working to usher into being.

With love and solidarity,
Madi

LETTER FROM THE BOARD

Dear Friends and Community,

As I reflect on 2025 from the Board's vantage point, I see a lot of how we have endured in times of global upheaval and built on our strengths together. This was a year of disruption across the humanitarian sector – funding structures shifted, institutions faltered, and many professionals were forced to rethink their paths. But within this instability, In-Sight Collaborative demonstrated the extraordinary ability to respond with clarity, care and imagination.

My first spotlight will be on the Humanitarian Leadership program (previously known as Mentorship Program) that evolved over the years and became a space for collective sense-making and renewal. Participants not only acquired knowledge but also rebuilt confidence, relationships and purpose at a time when many felt unmoored. Through the winter and summer cohorts, the organization exhibited what adaptive leadership looks like in practice.

We are equally proud of our wellness undertakings, namely the monthly wellness and journaling sessions that were provided completely free of cost to our global community. Burnout is no longer an individual issue; it is a structural one. The continuation of this network represents a powerful act of mutual aid: professionals showing up for one another with generosity, skill, and compassion. This, too, is abundance – the kind rooted in solidarity and shared humanity.

I want to acknowledge the people who make this organization what it is. Our staff and volunteers continue to lead with generosity, integrity, and deep commitment. Our donors and partners have remained engaged collaborators rather than distant supporters, helping us think strategically while staying rooted in values. As a Board, we see daily evidence that this organization's strength lies not in scale, but in trust.

Looking ahead, we know the work will not get easier. But we also know that the systems we are helping to reimagine – leadership development, wellness, solidarity, and care – are exactly what this moment demands. The Board remains deeply committed to stewarding this organization with accountability, courage, and long-term vision.

Thank you for believing in this work, investing in this community, and walking alongside us through a year of transformation. The future may be uncertain, but together, we are building something resilient, humane, and worth sustaining.

With gratitude,

Priyanka Shertukde
Board Chair

EXECUTIVE SUMMARY

2025 was a challenging year that required us to dig deep.

January of 2025 brought the inauguration of a new U.S. president who promptly began dismantling the global aid system as we know it - the defunding of USAID had ripple effects globally and exposed the horrifying reliance on international funds and the monopolization of the sector. While we have always advocated for the abolition of harmful aid systems, this was not the way we envisioned it happening. The path of destruction did, however, expedite the inevitable reckoning that those participating in humanitarian and development work worldwide would have to face eventually: this system is not sustainable and it is rife with harm.

We were deeply moved by the reflections of participants in our 2025 programs - many of whom were grappling with this reckoning in real time and came into our discussion spaces with admirable authenticity and vulnerability. 2025 brought some of the richest collaborative learning spaces we have hosted to date, and we know that this is just the beginning.

As we head into 2026, we have our hearts set on a year of abundance. New methods of strategic planning and budgeting and new fiscal relationships have helped pave the way for the transition into a year of vitality, of hope, and of growth.



Highlights from our first annual solidarity gathering in Berlin, Germany in June 2025



Highlights from our 2025 wellness sessions and moral injury workshops

EXECUTIVE SUMMARY

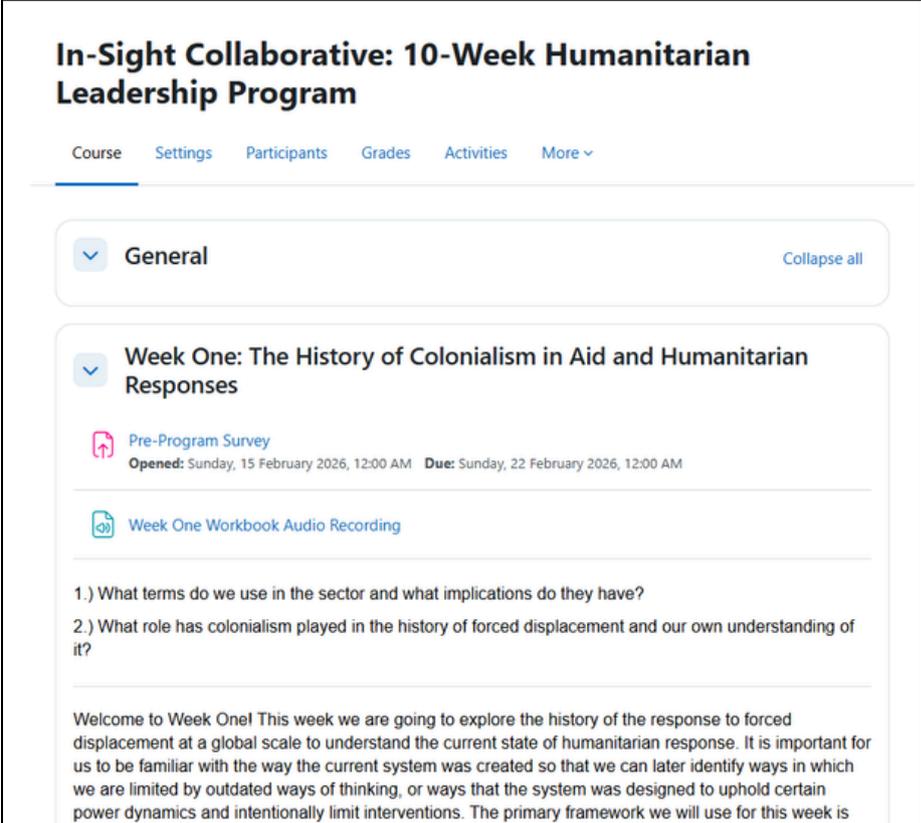
Mentorship Program Rebranding. As global humanitarian needs change, we will change, too! In-Sight Collaborative strongly believes that an organization moves in the direction of the questions it is asking. It is our job as an entity in the humanitarian space to constantly critique and assess whether or not our programs and offerings are relevant and fit for purpose, especially in the fast-changing context of humanitarian and activist spaces. This year, our team decided to reconceptualize our mentorship program into the humanitarian leadership program.

The In-Sight team recognized that the language of the program did not adequately reflect the structure of the program materials or the program outcomes. "Mentorship" implies a power dynamic that is not reflective of the co-learning environment that the program fosters. While there are mentoring elements to the roles of the facilitators and educators, we believe that the program goes beyond mentoring and is more of a collaborative, non-hierarchical space where people can come to share ideas, ask questions, and gain new insights along with potential mentoring if that fits their needs.

Introduction of Pay-What-You-Can options. This year, we launched our first every pay-what-you-can cohort to cover our costs to make this program happen. This move was made to ensure our program becomes sustainable in the long term. We offer bartering options for the first time to allow applicants who are in vulnerable financial situations to participate without barriers. We continue to keep the program free for people with lived experience in forced migration to ensure equity is built into all of the program levels. In total, there were 21 paying participants and 12 non-paying participants.

Upgraded Education

Platform. With the help of the EMA Foundation, we also moved our courses into Moodle. This transition allows us to deliver communications and learning materials in one workspace rather than separate platforms. Mentees were also able to engage in asynchronous learning through the forum on Moodle and interact with one another beyond the weekly focus group discussions. The In-Sight team put a lot of effort into improving engagement and accessibility for mentees in all bandwidth settings.



The screenshot shows a Moodle course page titled "In-Sight Collaborative: 10-Week Humanitarian Leadership Program". The page has a navigation menu with "Course", "Settings", "Participants", "Grades", "Activities", and "More". Below the menu is a "General" section with a "Collapse all" link. The main content area is titled "Week One: The History of Colonialism in Aid and Humanitarian Responses". It includes a "Pre-Program Survey" with a due date of Sunday, 22 February 2026, 12:00 AM, and a "Week One Workbook Audio Recording". Below these are two discussion questions: "1.) What terms do we use in the sector and what implications do they have?" and "2.) What role has colonialism played in the history of forced displacement and our own understanding of it?". At the bottom, there is a welcome message for Week One.

Our new online Moodle classroom available offline and more accessible to participants with limited internet connectivity

EXECUTIVE SUMMARY

Launched Humanitarian Wellness Groups.

Starting from July 23rd, 2025, our education team developed a new offering for the community: monthly journaling and wellness sessions. The Humanitarian Wellness Group is a supportive space for those who are on the frontlines of change, to come together, process the world and our work, and heal. These groups are designed to create a space where individuals involved in humanitarian efforts can connect, share experiences, and process the emotional toll of their work through creative and hands-on means.

Publication of Moral Injury Research. We are proud to announce that our research into moral injury has been published in the Journal of International Humanitarian Action on January 3rd, 2026. This work was developed over several years in partnership with William and Mary University. The publication represents our commitment to evidence-based approaches in supporting displaced communities and those who serve them. As complex humanitarian emergencies become more commonplace, this research provides an evidence-based foundation for our advocacy and programming.

Our study examined moral injury, the psychological, ethical, and spiritual conflict experienced when one's basic sense of humanity is violated, as a distinct form of trauma affecting humanitarian aid workers. The findings confirm what we've witnessed firsthand: those working at borders, in detention centers, and with refugees face profound moral conflicts that threaten their mental health and wellbeing. The research revealed that moral injury is significantly linked to depression, anxiety, suicidal ideation, sleep problems, and memory issues among aid workers. Critically, we identified rumination, particularly problem-focused and repetitive thinking, as a mechanism connecting moral injury to these harmful outcomes.

This research validates the experiences of frontline workers navigating impossible ethical landscapes created by border violence and displacement. It gives legitimacy and language to the suffering we've observed in communities resisting the border industrial complex. Understanding moral injury allows us to better support those doing this vital work and to articulate the human cost of our bordered world.



Some of the 2025 wellness session activities were the co-creation of digital artwork together. Our September session on rebellious mourning and radical grief invited participants to add to a collective ofrenda in observation of Dia de los Muertos. Our October session on herbalism, witchcraft, and ritual asked participants to make a collection of images and offerings that celebrated liberation.

EXECUTIVE SUMMARY

Where We Rise Campaign. In response to a rising tide of violence against humanitarian workers and the militarization of Europe's migration policies, we joined 29 grassroots humanitarian organisations to launch *Where We Rise*, a bold and unapologetic solidarity campaign to raise €1M from July to September 2025. This fund will support urgent frontline care and build empathetic systems for community-led humanitarian responses. The campaign was a rare show of unity in the sector where funds are scarce and competition is the norm, signalling trust, credibility, and solidarity. The coalition itself expanded everyone's audience, strengthening many relationships within the humanitarian ecosystem. Collaboration created a strong sense of sector goodwill. Framing of "more than a charity, but a movement" positioned the campaign beyond transactional giving, connecting advocacy, solidarity, and fundraising. There was strong synergy between advocacy and fundraising, linking values to action.

However, the fundraising goal was not reached. There was an imbalance of engagement across the 30 organizations, some contributed heavily, others minimally. Coordination suffered from over-reliance on ad hoc communication (Signal groups, scattered tasking). Lack of clarity on roles, ownership, and expectations; insufficient follow-through and deadline discipline. Many participants with time, resources and capacity did not contribute to them. It was the first experiment to launch a joint fundraising campaign with this many grassroots organizations. Nonetheless, over €10,859.29 was raised and distributed evenly across the 30 organisations. It was an ambitious goal and we gave it our all.

Film Festival Planning. This year, our team has been working alongside EMA to organize *Loving Across Borders*, a groundbreaking immersive film festival that challenges audiences to confront the human cost of our bordered world through the lens of love, sacrifice, and displacement. It is set to be held on March 7th, 2026 at the Lynwood Theatre on Bainbridge Island. In an era of rising xenophobia and anti-migrant sentiment, this one-day event creates a transformative space where empathy transcends borders. Through carefully curated films and interactive programming, participants explore urgent questions: Can love survive displacement? Who gets to love, and who doesn't? What does it mean to love through detention, deportation, and violence?

By combining the visceral power of cinema with reflective programming, we offer tangible understanding of migration's motivations, dangers, and intricacies. All profits benefit partner organizations working directly with migrant communities, such as Kitsap Immigration Assistance Center and Refugee, Biriyani, and Bananas, ensuring this experience creates tangible support beyond awareness.



In-Sight's Madi Williamson with Dave Feiferis of EMA Foundation and Kevin Lynch, the manager of the Lynwood Theater

INTRODUCTION

As we begin another year, over 239 million people remain in need of urgent humanitarian assistance amidst conflicts more violent and protracted than any time since World War Two. According to the 2026 Global Humanitarian Overview, there are currently two main drivers of humanitarian needs globally, both of which are man-made and could be reversed with collective action: **conflict and climate change**.

The humanitarian sector experienced unprecedented challenges in 2025. Cuts in international humanitarian funding by many top government donors in 2024 marked the biggest drop ever recorded, with further reductions announced in 2025 for an estimated reduction of 34-45% compared to 2023 levels. The sector's funding collapsed to 2016 levels even as needs soared. Against a need of over \$45 billion, only \$18.64 billion was mobilized, which is less than 1% of global military expenditure. This represents a fundamental crisis of priorities.

The impact has been devastating. Many humanitarian organizations had to severely reduce delivery to people in crisis. Programs were shut down, offices closed, and thousands of staff laid off. In Mali, at least 45% of life-saving programs implemented by local NGOs were disrupted. Sudanese refugees in Uganda received only 60% of their standard food ration. Health services for 52.6 million people were reduced, increasing the risk of preventable death. In addition, humanitarians also faced heightened risks through the criminalization of aid work.

Yet amid these cuts, local and national actors remained at the forefront of crisis response, often in near-impossible circumstances. Communities provided the first line of support during crises, despite funding constraints and being more likely to be attacked. In Mozambique and Venezuela, half of the responses were delivered by local and national actors. In Malawi, community-driven initiatives by refugee women-led organizations in the Dzaleka Refugee Camp reached over 49,000 refugees and local residents. In Palestine, two national emergency medical teams were relaunched, contributing significantly to health service delivery across Gaza. Humanitarians persisted and delivered at least one form of life-sustaining assistance to nearly 98 million people in 2025 (Based on data collected by the Humanitarian Action team, provided directly by country operations, humanitarian partners, clusters, and UN agencies. The expected number of people reached may increase until country teams conclude their 2025 response monitoring).

The Urgency of Our Work

The amount of world-changing events we have witnessed unfolding in our lifetimes speaks volumes about the deepening systemic inequities and creation of new forms of marginalization. We see this in the emergence of the polycrisis, where acute humanitarian situations overlap with environmental degradation and economic instability. For instance, humanitarian responses have too often been driven by paternalistic models, institutional power imbalances, and extractive practices that fail to center the autonomy, expertise, and lived realities of displaced communities. Responses aimed at solving symptoms, rather than root causes, are being normalized at the cost of our humanity.

Worryingly, our fear of dealing with the complexities of our reality leads us to trade our identity for ideologies, which further limits our worldview. Our imagination has been taken hostage by the status quo – this “business as usual” thinking. We need more people to question, dream, and create. We need to build a critical consciousness rooted in love. We aspire for a community that allows us to reclaim and contest popular meanings, symbols, and narratives around humanitarianism.

Meeting the Moment

This context makes In-Sight Collaborative's work more urgent than ever. As funding collapses and local actors shoulder impossible burdens, the need for transformed systems and equipped, critically conscious humanitarians has never been greater. Our moral injury research illuminates the psychological toll on aid workers navigating these impossible ethical landscapes. Our programs respond to the reality that the sector needs professionals who can think critically, organize collectively, and center dignity and agency in their practice.

When funding is cut, international organizations leave, and local organizations are left to fill in gaps in crisis response, we need humanitarians equipped with relationship-building and organizing strategies. When paternalistic models persist despite their failure, we need professionals trained in fiscal accompaniment and positive deviance approaches. When the sector normalizes symptom management over addressing root causes, we need people who understand grief, liberation, and accompaniment as essential tools for systemic change.

Our programs and resource offerings are curated and delivered to those interested in care work with the intention to equip humans with the tools to overcome the limits of self-determination in how they engage and practice knowledge. This starts with building capacity for critical thinking and unlearning. In the words of Paulo Freire, this labor of love is our commitment to our collective “ontological vocation of being human.” This comes hand in hand with shifting narratives around power and agency but also creating opportunities to lower barriers for engaging in solidarity work.

Our Theory of Change

Our programs are addressing these trends in different ways. In-Sight Collaborative's programmatic theory of change seeks to articulate strategic ways in which humanitarian aid professionals can collaborate, problem-solve, and advocate for a more equitable system. Our theory of change advances 3 objectives that collectively realizes our Mission and Vision:

IF Meaningful opportunities for learning, mutual aid, and organizing are accessible to aspiring and seasoned humanitarian professionals to create a more equitable aid system (Objective 1)

AND Donors and aid-giving organizations adopt norms and culture of aid delivery that respects the dignity and agency of the affected population along the migratory pathway (Objective 2)

AND Values of humanitarianism and accompaniment are mainstreamed and implemented beyond the aid sector (Objective 3)

THEN our interactions with migration and aid systems will go beyond doing no harm to improve the lives of those who come in contact with it.

KEY OUTPUTS

Under Objective 1, we have set out to create accessible and meaningful opportunities for learning, mutual aid, and organizing aspiring and seasoned humanitarian professionals to create a more equitable aid system through the following initiatives and policy:

- **10-Week Humanitarian Leadership Program**
- **6-Week Humanitarian Leadership Program**
- **7 New Learning Modules Launched**
 - Introduction to Relationship Building and Organizing Strategies
 - Positive Deviance for Depressing Times
 - Relationships as Liberation
 - Introduction to Fiscal Accompaniment
 - Advanced Fiscal Accompaniment
 - The Role of Grief
 - Trust Kids: Rechilding as Social Change Praxis
- **Book Club**
 - Love in a F*cked Up World by Dean Spade
 - Love Across Borders by Anna Lekas Miller
 - The Naked Don't Fear the Water by Matthieu Aikins
- **Jesuit Volunteers Training:** In August, Emily and Madi traveled to Portland, Oregon to deliver a moral injury training session for 70 Jesuit Community Volunteers ahead of their placements in communities around the Northwest. The session was intended to equip the volunteers with the vocabulary and reflection tools to identify when they might be experiencing moral injury or a potentially morally injurious event.

Under Objective 2, we have been doing outreach and collaborating with donors and aid-giving organizations to adopt norms and culture of aid delivery that respects the dignity and agency of the affected population along the migratory pathway. We achieved this goal through the following activities:

- Digital Culture Box
- Where We Rise Campaign
- Resourcing the Rhizome

Under Objective 3, the team has been working to mainstream and implement values of humanitarianism and accompaniment beyond the aid sector through:

- Accompaniment Impact Network
- Accompanying RLOs
- Migratory Pathway Simulator

KEY PROGRAM OUTCOMES AND IMPACT

10-Week Humanitarian Leadership Program

In-Sight Collaborative held its 7th iteration of the mentorship program for humanitarians. Our cohort represented 33 participants from 15 countries:

- **Bangladesh**
- **Brazil**
- **Cameroon**
- **Greece**
- **Hungary**
- **India**
- **Kenya**
- **Mexico**
- **Nicaragua**
- **Pakistan**
- **Syria**
- **United Kingdom**
- **United States**
- **Yemen**
- **Zimbabwe**

Our learners collectively speak 15 languages, French and Farsi being in top demand. The In-Sight team has been keeping track of which languages our learners prefer to communicate and learn in to increase accessibility to our programs. This helps plan what translations would be of interest to learners.

Our cohort reflects a diverse background of learners. The average age of our cohort members is 32, with a median of 29. Of which, 19.2% were male-identifying, 7.8% were non-binary and/or gender fluid, and 73% were female- identifying.

The program was a deeply impactful and affirming experience for participants, who consistently praised its inclusive design, thoughtful facilitation, and transformative learning environment. From the application process, which prompted deep personal reflection and challenged conventional ideas of merit in the humanitarian field, to the final weeks of the program, participants felt seen, supported, and inspired. The program not only modeled the values it teaches, but also created a community where participants could practice and embody them together.

While some areas for improvement were identified, particularly around platform accessibility, mentor support, and the tracking assignment submissions, the core structure and spirit of the program were incredibly well-received. Participants left with a renewed sense of purpose, a greater understanding of complex systems, and a stronger commitment to community-led action. The program's impact extended beyond knowledge acquisition. It empowered participants to think differently, lead with care, and continue their journeys with greater confidence and conviction.

Given that this program is on its 7th iteration, the team has a rich collection of data points which can be further studied to achieve insights of emergent challenges and larger shifts in the non-profit and humanitarian sector within the past 5 years. Given adequate resources, the team will be considering doing a disaggregated study of trends and lessons learned from all program iterations.

6-Week Humanitarian Leadership Program

From June to August 2025, In-Sight Collaborative held its 8th iteration of the mentorship program for humanitarians. This year, we hosted two cohorts in English and in Arabic. Following last year's initiative, we offer a pay-what-you-can option to cover our costs to make this program happen. We continued to offer bartering options to allow applicants who are in vulnerable financial situations to participate without barriers. We continue to keep the program free for people with lived experience in forced migration to ensure equity is built into all of the program levels.

In the English cohort, there were a total of 27 paying participants, 14 barterers, and 4 scholarship recipients. While in the Arabic cohort, there were 11 participants who bartered or were experiencing forced displacement. The Spanish team made the difficult decision to suspend the Spanish program this year due to lack of applicants. While efforts were made to launch the program, responses remained below expectations. In total, there were 6 applicants – of whom we offered places in the English cohort. Three of them accepted. The team offered them the Spanish workbook alongside the English version which proved helpful to their participation in the English cohort.

The Spanish team identified an issue with the difficulty for Spanish audiences to connect and understand the core of our program and the mechanics of its activities – even with the translated outreach materials. This highlighted the need to reframe our program communications. In response, the team will launch an associated Spanish social media account to increase our presence within Spanish audiences.

Participants. The English program received a total of 76 applications in this program cycle. We accepted 45 participants, representing the following 20 countries:

- **Argentina**
- **Australia**
- **Canada**
- **Germany**
- **Hungary**
- **Iran**
- **Italy**
- **Morocco**
- **Nepal**
- **Netherlands**
- **Nigeria**
- **Palestine**
- **Russia**
- **Sierra Leone**
- **Slovakia**
- **Spain**
- **Trinidad & Tobago**
- **United Kingdom**
- **United States**
- **Yemen**

Our Arabic Cohort was made up of 12 participants representing 6 countries:

- **Egypt**
- **Jordan**
- **Lebanon**
- **Palestine**
- **Syria**
- **Yemen**

The program offering in Arabic enabled the curriculum to be accessible to an additional 14 participants and 4 new countries. Our cohort members range from 22 years old to 43 years old, with a median of 29 years old.

Delivery of the Program. The program delivery was highly effective in supporting participant growth, learning, and goal attainment, as reflected across diverse feedback. The application and program delivery processes were widely praised for their clarity, accessibility, and supportiveness. The “pay what you can” model and multilingual accessibility were also seen as important contributors to the program’s inclusive ethos.

Participants appreciated that the application was simple, human-centered, and inclusive, allowing people from diverse backgrounds to join. In the words of one participant: “the application process wasn’t overly complicated so people from all over the world, in varying circumstances could apply and participate.” Many found the program structure flexible and well-balanced, with enough space for self-paced learning alongside live interaction: “I liked that it was quite flexible and self-learning oriented but there were always possibilities to ask questions and exchange with others.”

Focus groups emerged as one of the most transformative elements, creating intimate, safe spaces for participants to reflect, question, and apply new knowledge. According to one participant: “focus groups were the main spaces where tools and techniques for humanitarian aid intervention could be put into practice.”

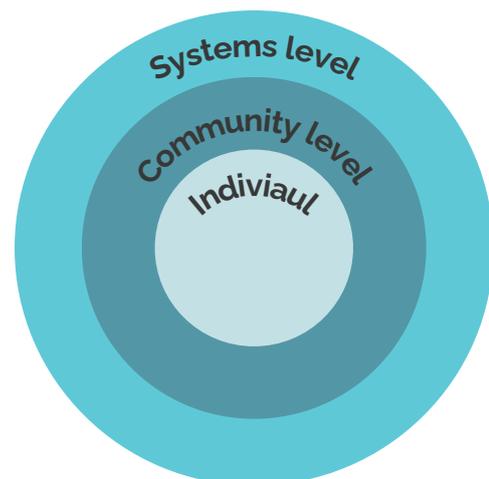
Introducing Outcome Harvesting to Measure Impact. This year, we are taking a different approach to our monitoring and evaluation. In the past, we have relied on pre- and post-program surveys to measure changes in attitudes, knowledge, and perception. This is done by comparing a learner self-reported rating in those categories before and after the program. While this approach provided insights into change at the personal level, it did not give enough flexibility for respondents to express whether the outcomes being measured were resonating with them.

For this cohort, our team involved learners in the outcome harvesting process to gain insights through breaking down the ways in which we designed this program. Working backwards, we asked learners after the program to accompany us in making sense of the outcomes as they experienced it and turning them into indicators to assess. We intend to give respondents agency to shape the way we understand and source learnings about our impact.

There were two primary intended uses for this evaluation approach: 1) to document the outcomes and impact of our humanitarian leadership program at the individual, community, and system level; and (2) to improve our curriculum and foster impactful learning spaces for future cohorts. Our inquiry is anchored around two questions: What has been the collective effect of making an accessible and inclusive learning space for our cohort? And what does it mean for our strategy to build more empathetic systems?

We identified three goals to help us look at impact at the following levels:

- The individual level (within the learning space)
- The community level (within the nonprofit sector)
- The systems level (behavior and attitudes towards systemic change)



INDIVIDUAL IMPACT

The first level assessed focused on the quality of the learning space cultivated in the program. We measured this by looking at a sense of belonging and whether meaningful support in the learning journey was provided to every person.

The second metric focuses on meaningful change at the community level. Our program was designed to lower barriers for participation in humanitarian work, through building connections and access to shared resources — whether knowledge, skills, or opportunities. We want to know how people are showing up from where they are and to what extent the program influenced this.

The last level contends with systems change. We look at the potential of the program to shift attitudes and behavior that uphold industrial complexes, whether through policy or practice. An integral part of this program is inviting humans to think of their personal and professional practice as inextricably linked.

Individual Impact: Almost all of our respondents (N=24) had transformative experiences in being part of our co-learning space. One participant, who has been working at mid to senior-level positions in the philanthropy sector, shared this story about how the community created in the program helped them find their way to show up as they are:

“[A fellow participant] and I was talking about this during our break out in last week's focus group how neither of us really felt like we fit in the traditional sense when we think about humanitarians in its most literal definition, but we were called to try to do something to make the space more humane anyway. I loved getting to bond with like-hearted people from all over, learn from those who are currently working with migrant populations, and understand that just by showing up, we were already causing positive ripple effects of change in the humanitarian sector.”

One particular participant broke down how certain weeks attributed to different skills developed and insights gained: “I developed a sense for myself thanks to the self-reflection exercises that were especially present in week 5 and 6. The picture of my inner parts and some reaction patterns I experienced in activism and mutual aid contexts have definitely sharpened. I also got great insights into the community of humanitarians and the motives people have to be part of this sector, as well as, into my own community in regard to the problem identification exercise in week 3.”

Another participant felt supported by their peers and benefitted from the different backgrounds of their co-learners: “We had diverse backgrounds and experiences that genuinely complemented each other. When I felt uneasy in areas, I would always hear something or speak to someone that could pick me back up.”

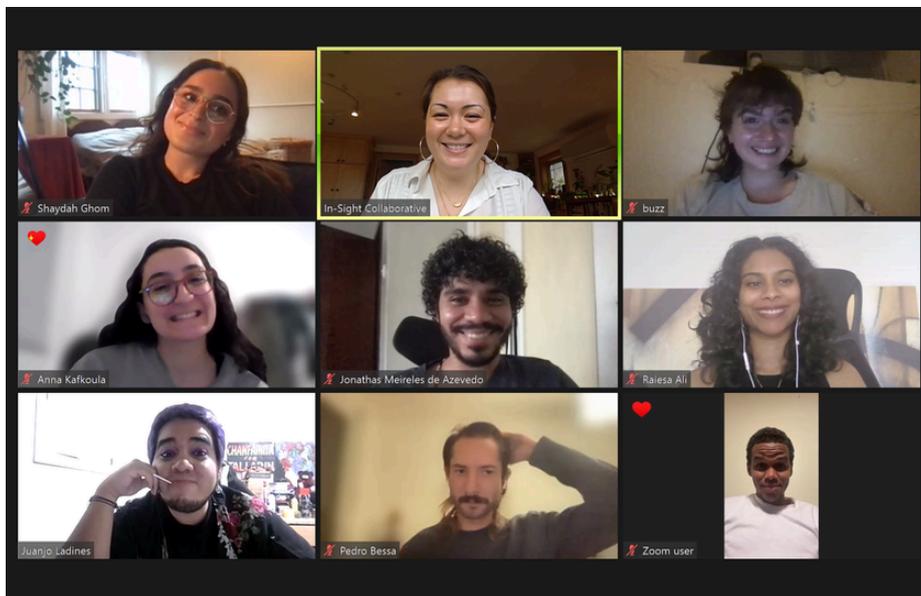
COMMUNITY IMPACT

Participants who felt that they gained access and resources which helped them improve their contributions to the sector mentioned that the program:

1. Help assess who they might partner with in the future:
2. Dismantle bias against non-frontline work and explore the many roles they can play outside of it
3. Connect them with networks, people, and resources to lower barriers of entry

Overall, the program delivery was highly effective in supporting participant growth, learning, and goal attainment, as reflected across diverse feedback. The application and program delivery processes were widely praised for their clarity, accessibility, and supportiveness. Focus groups emerged as one of the most transformative elements, creating intimate, safe spaces for participants to reflect, question, and apply new knowledge.

The lectures, readings, and models provided a strong conceptual foundation, praised for being “thorough but not overwhelming” and offering critical language and frameworks that participants could immediately apply in real-world contexts, such as job interviews or community work. Furthermore, participants consistently noted the team's warmth, care, and genuine commitment, describing the environment as “safe, respectful, and encouraging,” which made even vulnerable reflections feel possible.



Lessons Learned

Higher Engagement following the Pay What You Can structure. Participants who contributed to the sustainability of the mentorship program are more likely to show up to lectures, guest speaker sessions, and be more engaged, whether through weekly focus groups, group chats, or the online forum. Compared to prior years where the program did not have a cost option, the team is seeing more active participation than previous years. Almost all respondents are willing to pay a fee, either affirmatively or conditionally based on financial assistance. The sliding scale and flexibility offered by our current structure was praised for its fairness and compassion.

LESSONS LEARNED

Introducing Outcome Harvesting as a more participatory M&E framework. Participants had greater freedom in expressing their thoughts, feedback, and experience in our 6-week program when our team piloted the outcome harvesting method over the conventional pre- and post-program surveys used in previous cohorts. The logic behind this decision was to ensure our team is capturing the full spectrum of outcomes and impact that originates from the input and output of our program. Pre- and post-program surveys tend to have bias through leading questions and structuring the narrative of how a person goes through the program. Instead, we enabled participants to make sense of their own experiences with a semi-structured way of reflecting on their journey before, during, and after the program. The team learned a lot from the feedback and even found blind spots in our M&E of outcomes that we did not think to look at if the participants had not brought it up as an indicator worth considering. The team hopes to continue using more participatory M&E tools moving forward.

Accessibility of Online Learning Materials. During the mentorship program, one participant noted difficulty finding the weekly assignments. The mentee struggled with assignment tracking and suggested a feature like a visible checkmark or completion indicator could be beneficial to help learners stay on track. The program team has started looking into this feature for the next cohort. The program team made adjustments as suggested. The team also provided a recording of a reading of the week's materials to allow learners to engage with the materials audibly.

Outreach vs. Marketing: Based on applicant surveys, the program got better reach through word-of-mouth and recommendations from previous participants versus marketing through social media platforms.

Foreign Language Offering Expansion: Due to low applicant rates for the Spanish and Arabic programs, resources for the foreign language programs will be put towards offering consistent engagement opportunities in Spanish and Arabic. The team leads are planning to host webinars and wellness sessions to engage a bigger audience and will work on translating existing modules and workbooks into Spanish, Arabic, and other foreign languages.

Updates to Mentor/Facilitator Training: As the Mentorship Program/Humanitarian Leadership Program continues to expand and evolve, the mentor training was updated to a comprehensive facilitator training that covered the following facilitation frameworks:

- Values-based facilitation
- Healing justice facilitation
- Moral injury-informed facilitation
- Facilitating polyphony
- Facilitating radical imagination

FINANCIALS

Financial Health and Sustainability

After the financial scarcity we faced during 2023 and 2024, In-Sight Collaborative's executive team decided to change the way in which the financial projections were handled. In order to better prepare for unexpected and unforeseen situations and events, the idea was to formulate a three-tiered budgeting system with its corresponding strategic plans. The new system is divided as follows:

- Standard
 - A regular scenario in which we receive all the agreed upon funds and have no significant changes in our other sources of income while we carry out all the basic projects we're planning for the year.
- Abundance
 - An ideal scenario in which we manage to increase our regular donations and subscriptions and receive green lights for grants that are currently in evaluation, allowing us to expand beyond our current scope and start working on projects that we have on hold due to financial reasons.
- Scarcity
 - A drastic scenario in which we would have to rely only on the funds we're generating with our own operation, reducing the amount of projects we work on to the minimum.
- Sunset/Organizational Closure
 - Ensuring that there is enough reserve at the end of each fiscal year to run the organization through a 9-12 month closure process

Diversification of Income

Since receiving our first large foundation grant in 2023, In-Sight's operations have grown exponentially. Prior to these grants, the organization was dependent on subscribers, one-time donations, campaign-based fundraising, and volunteered time from our staff and board. Like many organizations, In-Sight was also trapped in a cycle of tailoring programs and offerings to fit rigid criteria for grants, or to fit the narrow capacity of volunteered hours. This limited program quality and the capacity of the organization to focus on monitoring and evaluation, strategic planning, and pursuing growth versus maintenance and survival.

The increase in funding over the past two years has allowed the organization to expand programs and education offerings, compensate the executive team for more hours, hire program coordinators, take on new initiatives like the Humanitarian Wellness Network, and invest more resources in strategic planning.

In 2025, In-Sight Collaborative's executive team focused on diversifying the financial support of the organization to promote better short and long term financial health. These diversification efforts took the form of the following:

- Continuing to bring in subscribers to engage with our work, contribute to our community, and fiscally accompany us through our growth and evolution as an organization.
- Expanding our network and collaborating on joint fundraising initiatives, such as the Where We Rise Campaign.
- Welcoming in a new family foundation who have generously provided unrestricted funding to help cover our overhead costs
- Collecting program fees for the Humanitarian Leadership Program
- Continuing to cultivate relationships with potential donors
- Investing more staff hours in seeking grant opportunities, holding and joining spaces where like-minded organizations can collaborate on joint fundraising efforts and grant opportunities, and raising more awareness on models of fiscal accompaniment and care-based philanthropy

Program Fees for the Humanitarian Leadership Program

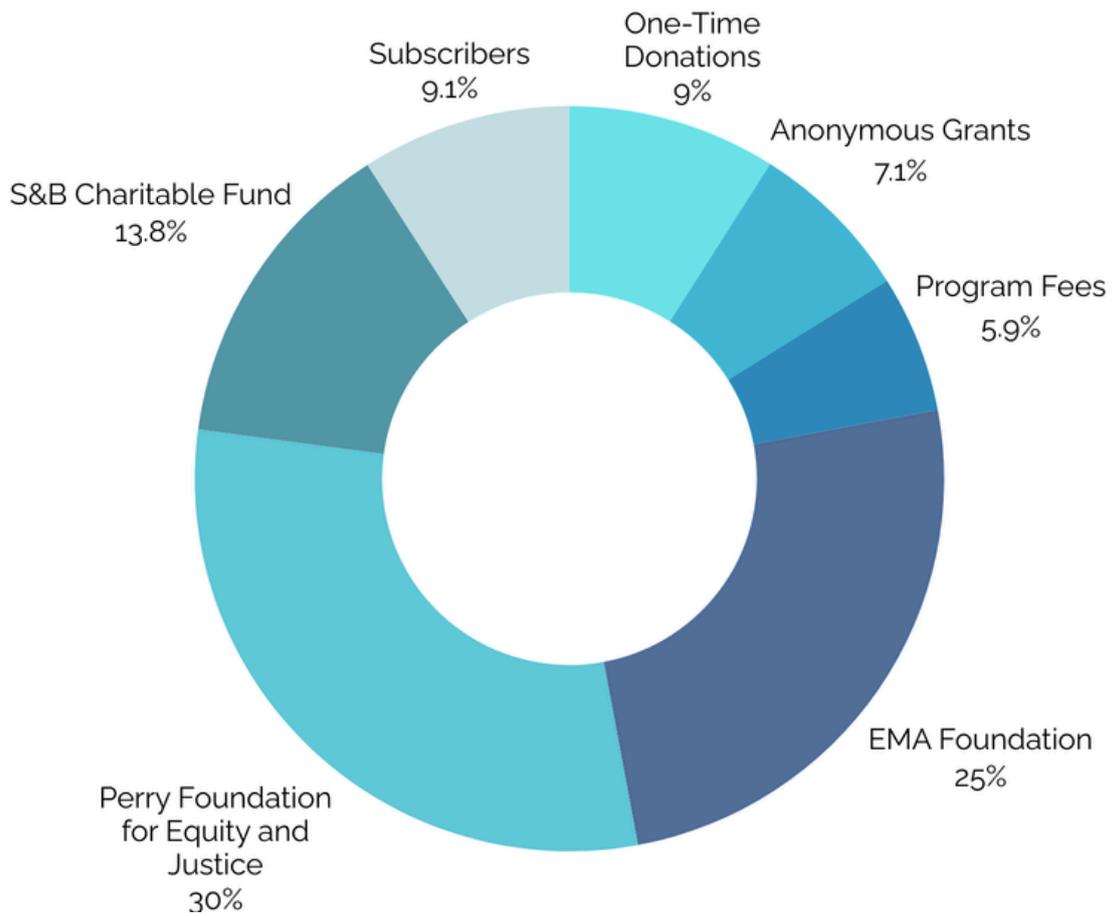
As the Humanitarian Leadership Program (formerly the Mentorship Program) continues to grow and require more hours from our program leadership team, the decision was made to start charging program fees for participation.

In-Sight Collaborative prides itself on the accessibility of our resources and the goal was to keep this program open to all while also ensuring that enough income is brought in to help keep the organization and our programs sustainable.

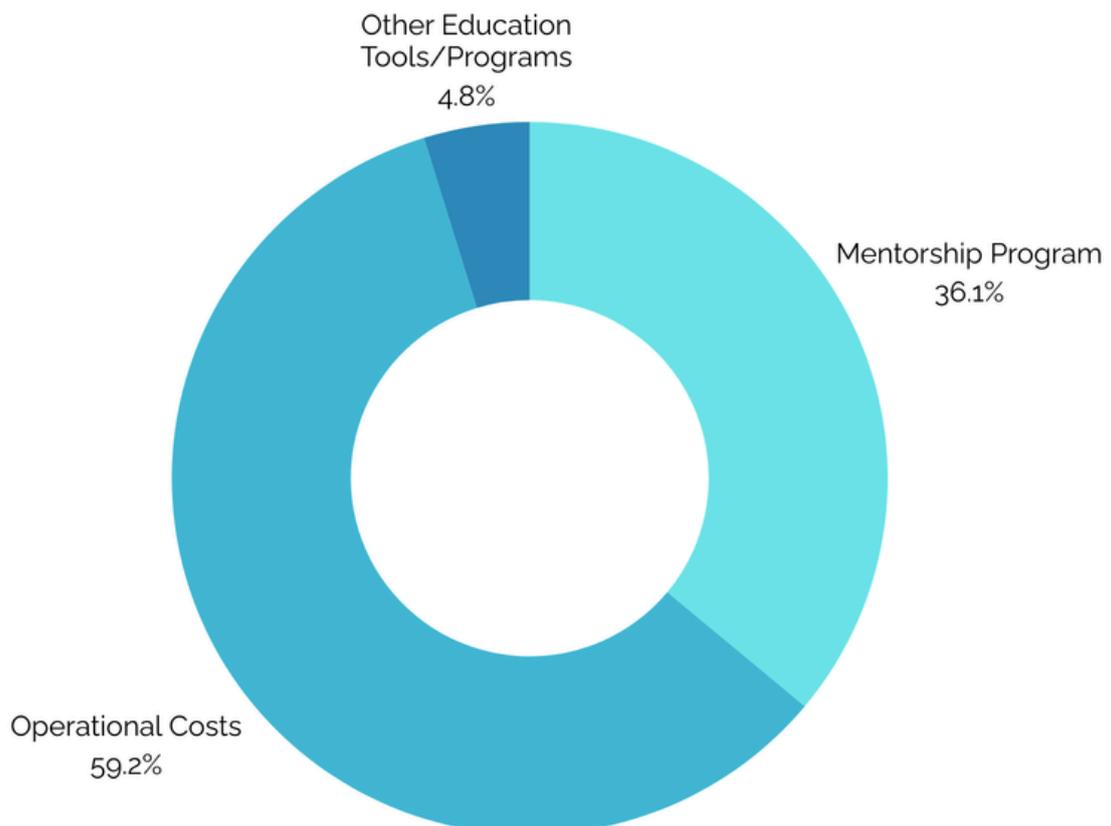
Our program leadership team researched the payment structures of over 25 programs, workshops, and training that offer similar course outcomes. We found that many organizations who offer similar curricula that focus on decolonial and liberatory education used sliding scales to price their courses and workshops while programs offered or sponsored by universities had fixed tuition rates and offered "financial support" or limited scholarships. While we appreciate these efforts, we felt that the low end of the sliding scale was still inaccessible to those unable to work or those who get paid in currencies that are not as strong against the U.S. dollar. Scholarship applications are often time consuming and create power dynamics between institutions, donors, and the applicant. We did not feel like either of these options were appropriate for our program or aligned with our core values.

In-Sight Collaborative's Board, executive team, and program leadership team decided to price program participation at a pay-what-you-can rate. The program fees range from bartering or trade (\$0) up to a \$575 amplification amount that feeds back into the program to cover the costs of other participants. The actual cost of participation is \$350 per person (Based on the average cost of participation from 2020-2024. The actual cost of program participation increases as the program becomes more labor intensive and the offerings expand). Scholarships are still offered for individuals who are currently experiencing forced displacement and may not have the resources or capacity to barter or pay - no questions asked, no extensive application necessary.

2025 Income Breakdown



2025 Expenditure Breakdown



Leadership Updates

We are thrilled to welcome Syed Hasnain Akber to our Board of Directors, elected on March 30, 2025. Hasnain brings a unique combination of strategic insight, regional expertise, and deep commitment to equitable development that strengthens our governance and expands our capacity to serve communities globally. He has mentored participants across numerous platforms including our own Insight Collaborative Mentorship Program, as well as the Center for Social Innovation in Developing Countries (CSIDC). This commitment to building capacity and lowering barriers for engaging in solidarity work directly reflects our organizational values. His addition to our board strengthens our ability to center voices and perspectives from the Global South, ensures our programs remain responsive to the needs of aspiring humanitarian professionals worldwide, and advances our commitment to building a more equitable aid system rooted in local leadership and expertise.

Special thanks to our Board of Directors for their leadership this year:

Priyanka Shertukde - Board Chair

Emily Reznicek - Vice Chair

Muriel Bassil - Treasurer

Pedro Bessa - Secretary

Mike Drusano - Board Member

Syed Hasnain Akber - Board Member

Thank you to Katy Tomasulo for her work in the Secretary role from 2024-2025

Special thanks to our volunteer moral injury research team who have dedicated the past four years to researching moral injury in humanitarians and bringing the findings to those who need them most:

Dr Adrian Bravo -and the College of William and Mary

Mike Drusano

Madi Williamson

Rachael Williamson

Gabriela Heermans

And thank you to our incredible partners, donors, facilitators, and volunteers who all help make our work possible!

