

IN-SIGHT COLLABORATIVE ANNUAL REPORT 2024



LETTER FROM THE EXECUTIVE DIRECTOR



Dear In-Sight Collaborative community members, comrades, supporters, co-conspirators,

2024 was a big year of change, growth, learning, un-learning, re-learning, co-learning, and everything in between. We welcomed new staff and board members, partnerships, and dozens of program participants - each individual contributing their own vibrant colors and unique perspectives to our communal tapestry. As this organization rapidly grows from the small online platform that we began as in 2016 to a larger and more tangible entity in the lives of an ever-expanding network of people, I am thankful for the visions that so many have for what In-Sight Collaborative is and what it could become. It has surpassed my wildest expectations and the limits of my imagination.

We are looking forward to 2025 and the opportunities ahead. We are very thankful for your support and solidarity this year and can't wait to see what's to come!

Sincerely,

Madi

LETTER FROM THE BOARD



To all of our friends and family, supporters, contributors and cheerleaders.

This year was a lot of firsts for many of us at In-Sight Collaborative. We offered our Mentorship program in 2 languages- Arabic and Spanish, in addition to English. We welcomed new staff and board members along with all the amazing new program participants we have each year. It was also my first time in the role of a board member and board chair! In all of our firsts, we have seen renewed energy, determination, and enthusiasm to take this organization forward and gear up for all the opportunities and challenges we came across.

As the world struggles through wars, genocide and rise of a new form of authoritarianism, it is important to regroup and re-imagine humanitarianism. In-Sight is committed to working against all odds and promoting education, health and advocacy through accompaniment.

We live in a world where every little ounce of hope is required to right the wrongs and keep going. I am thankful to In-Sight Collaborative and all the amazing people I get to meet and work with. I am also thankful to our supporters who continue to believe in us and encourage us to learn, adapt and grow.

Sincerely,
Priyanka.

EXECUTIVE SUMMARY

2024 was a trying year for our organization. We experienced unforeseen amounts of growth which opened new doors and allowed us to explore new horizons with our program offerings, expanding our mentorship program into a 10-week and 6-week curriculum, and translating the 6-week program curriculum into Spanish and Arabic. Through these new opportunities, we made countless valuable connections that continue to nurture the work that we do and the sense of collectivism and community we feel in our work.

With this new growth, we faced another period of restructuring. We welcomed in several new board members, hired new staff, and overhauled our training process for mentors to support our expanded program offerings. Our restructuring challenged us to explore new ways of sustaining our work and thanks to amazing resources from organizations like AORTA, A Bookkeeping Cooperative, our partners at EMA Foundation, and observing the incredible resilience of grassroots organizing across the political and social justice spectrum, we are confident and excited about the new direction we are headed in.

Recent political events - globally - have demonstrated how important our work is. Current systems of funding and humanitarian aid delivery have had their fragility exposed. The aid industry as we know it is being turned upside down, and in increasing authoritarianism and fascism, we need to lean in to models of mutual aid, accompaniment, and solidarity in order to survive and to rebuild a better world on the other side of this darkness.

A new world awaits us, so long as we remain diligent in our efforts to imagine and re-imagine, and so long as we stay rooted in our pursuit of collective liberation for all.



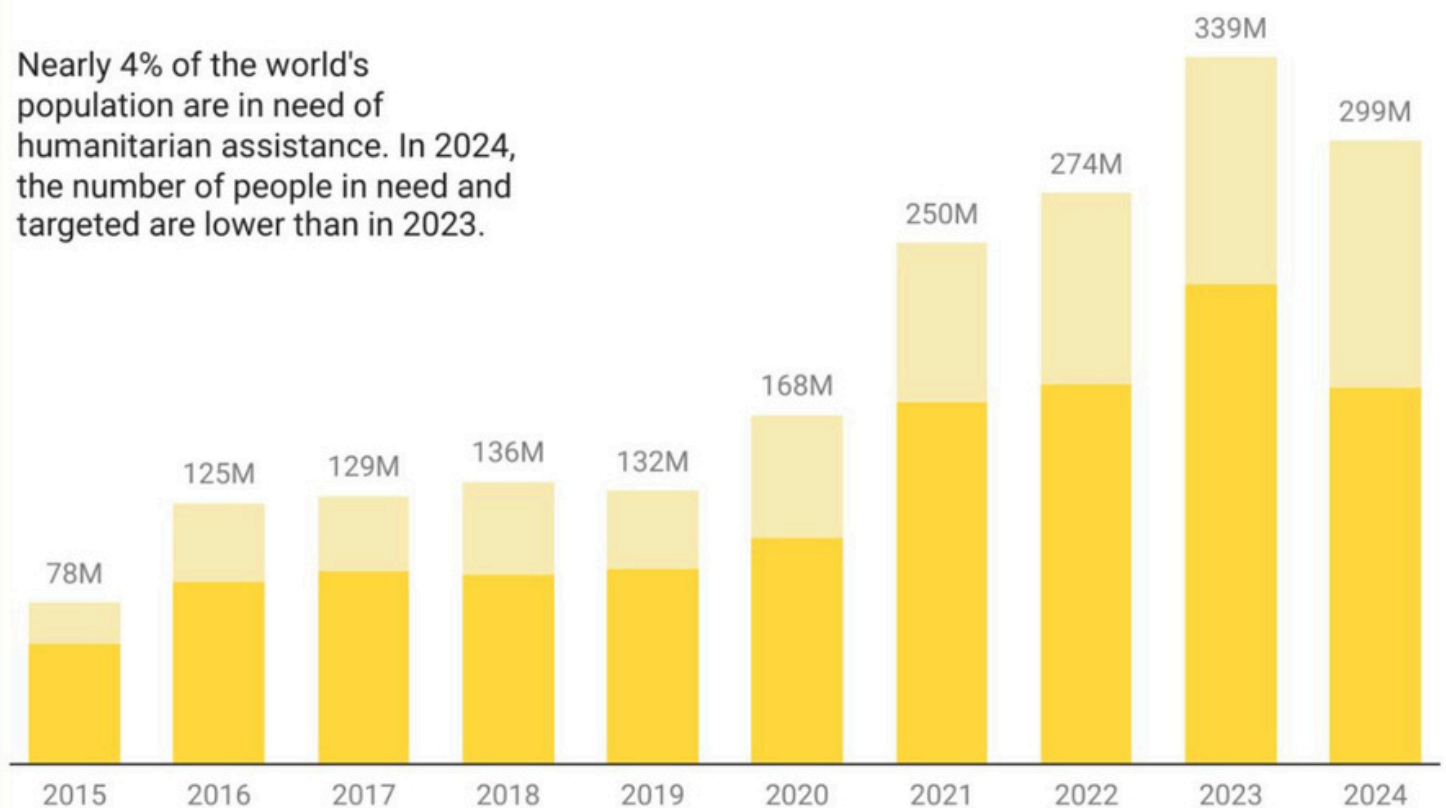
Less People In Need Overall, but Less People Reached by Aid

This is the first time since 2019 that we have seen a decline in the number of people in need of humanitarian assistance – from 339 million people in 2023 to 299 million in 2024. However, considering the percentage of people who are targeted, 2024 is the worst performing year in the past decade. Only 60% of people in need are being reached. The 2024 Global Humanitarian Overview Report cited underfunding was linked to this inaction, especially for the 26 countries that received less funding in 2023 than in 2022.

People targeted vs in need

■ People targeted ■ People in need not targeted

Nearly 4% of the world's population are in need of humanitarian assistance. In 2024, the number of people in need and targeted are lower than in 2023.



People in need and people targeted for countries with Inter-Agency Coordinated Appeals.

Chart: Global Humanitarian Overview 2024 • Source: Humanitarian Action

Violent Pushback becoming more widespread

Despite evidence that “prevention through deterrence” has not been effective, the European Union, the United States, and many other governments continue to commit to this approach. The governments of host countries are increasingly trying to export border responses to the countries that forcibly displaced people come from and transit through.

As a result, this year saw a rise in the number of deaths in the Mediterranean and in the US-Mexico border. As people live in limbo in inadequate camps along US and European borders, we have witnessed an increase of human rights violations and acute humanitarian crises in countries of origin and transit.



Graphic Art by Abdulazez Dukhan

We see migration being used as a tool to put political pressure on countries by neighboring governments. We have seen this especially in Mexico, Morocco, Türkiye, Libya, the Poland-Belarus border, and more.

The misconception that migration is preventable and needs to be suppressed is still widespread. Until decision-makers and communities realize that migration can be beneficial when well managed, we will continue to see violent pushbacks as common border practice.

Criminalization and Targeted Attacks against Humanitarian Workers and Activists



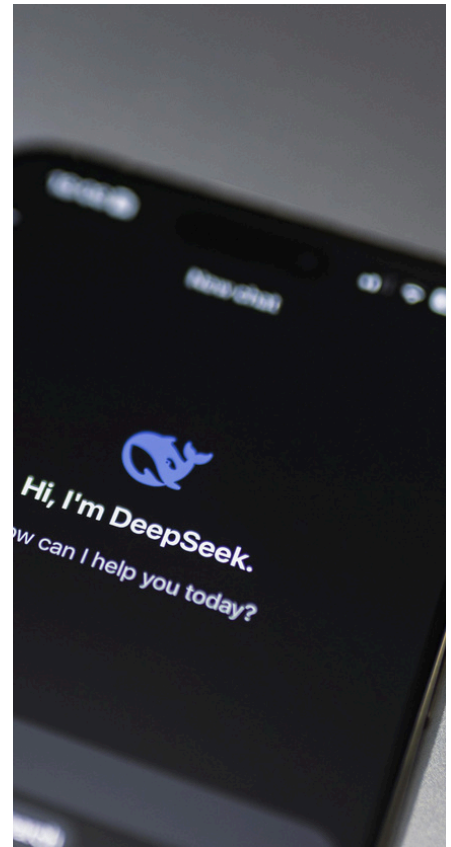
From Palestine to Sudan to Myanmar and beyond, the first half of 2024 was characterized by extreme challenges, from attacks against health, education and water and sanitation facilities that left millions of people without access to the services they need to survive and thrive, to the killing, injury and detention of aid workers. This trend indicates that neutrality is wavering as attitudes toward foreign aid become increasingly politicized.

Additionally, those who take to the streets to advocate for human rights and other humanitarian causes face increasing police violence and criminalization tactics. Imperial powers have also upped their censorship of human rights issues by increasing surveillance of and threats towards activists in digital spaces as well as physical ones. The grasp of authoritarianism is tightening around those on the frontlines advocating for human rights and collective liberation.

The Growing Role of Artificial Intelligence and Technology in the Humanitarian Sector

Facial recognition and AI software make it easier than ever for totalitarian governments to track citizens and asylum seekers alike. However, there have been developments by governments and aid organizations to apply AI in predictive analytics, enabling them to transition from emphasizing “disaster preparedness” to “anticipatory action.” An example is the United Nations Environmental Program's IKI project, an AI-driven project in Burundi, Chad and Sudan to investigate past environmental change around displacement hotspots and deliver future projections to inform adaptation measures and anticipatory action for integration in humanitarian programming

The increasing reliance on smartphones to manage immigration and asylum seekers has both positive and negative consequences. Smartphones have the ability to greatly improve efficiency when it comes to the immigration process; however, the lack of technological equity among immigrants and asylum seekers means that those in need may not be able to access safety.



Failure to Punish Atrocities Leave Civilians Cut off from Aid

There has been an uptick of siege tactics leaving millions of people hungry and sick as relief efforts are disrupted.

The Israeli military turned its two-decade blockade of Gaza into a siege in October, restricting and shutting off electricity, food and water, and medical supplies as tools of war. In Burkina Faso and Mali, terrorist groups are cutting off dozens of villages and towns, causing mass hunger and death from curable diseases. In Yemen, Houthis are laying siege to Taiz. In Ukraine, Russia continues to blockade Ukraine's Black Sea ports, threatening global food security. In Myanmar, the junta continues to block aid and impose full sieges as armed resistance makes advances.

The international community's failure to punish atrocities in these contexts has only emboldened further abuses. While regional tribunals and the International Criminal Court are widely seen as politicized, some states are turning to universal jurisdiction as a way to tackle impunity.



Harm Reduction in Politically Fragile Contexts: Aid Workers' Dilemma

Aid organizations are struggling to manage how they can provide assistance without appearing to legitimize governments and groups accused of upholding oppressive systems. The key lies in finding the balance between legitimate relationship-building and legitimizing criminal behavior.

Peacebuilders in Latin America and the Caribbean have lessons shared on how aid groups can effectively engage with gang leaders. Peacebuilders in the region have relied on local intermediaries to guide access to a community, especially the mothers and grandmothers of gang members. One peacebuilding and gang intervention worker in El Salvador said, for instance, that they have successfully relied on them – mostly gang members' mothers – to guarantee access to neighbourhoods controlled by the Mara Salvatrucha (also known as MS-13), one of Central America's most dangerous criminal groups.

However, there needs to be caution for organizations to not transfer all the risks of engagement onto local communities. For instance, there are many Afghan interlocutors who are now being targeted by the Taliban for guiding foreign aid workers before and during the evacuations of 2021. The aftermath post-US military withdrawal weighs heavy on the remaining aid worker-associated Afghans still in the country.

It is important that these relationships are forged with trust, not coercion or bribes. This trend calls for more human-centered accompaniment approaches to working with members of communities affected. To enable more locally-led action and provide protections to aid workers, humanitarians must work with donors to remove unnecessary administrative guardrails from contracts, and advocate with local authorities to ensure security guarantees for frontline staff.

Funding Remains Passive and Monopolized at the International Level

There has been talk around anticipatory action (AA), a policy which promises to be a more efficient and effective way to respond to humanitarian impacts from predictable dangers.

A group of humanitarian donors, governments, foundations, and development agencies who work internationally, signed an agreement known as the Grand Bargain to commit to reforms in the philanthropy sector. While the Grand Bargain signatories announced their priority to scale up anticipatory responses in early 2024, less than 1% of international humanitarian assistance was allocated to AA budget frameworks. Based on previous research between 2014-2017, 20% of humanitarian responses addressed needs from crises that could have been anticipated.



In addition, Grand Bargain donors provided just 0.6% of funding directly to local and national actors, and transparency of intermediaries remains a challenge. According to the UN Inter-Agency Standing Committee, 90% of funding to active AA networks was coordinated by UN agencies, with NGOs, namely the International Red Cross and Red Crescent (RCRC) movement making up 5% each. Limited data concludes that local and national actors participated in less than half the active AA networks, and mostly as implementing partners rather than decisionmakers.

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.

IF WE...



THEN...

Our interactions with the larger migration, international development, and aid system will go beyond do no harm to improving the lives of those who come in contact with it

Key Impact

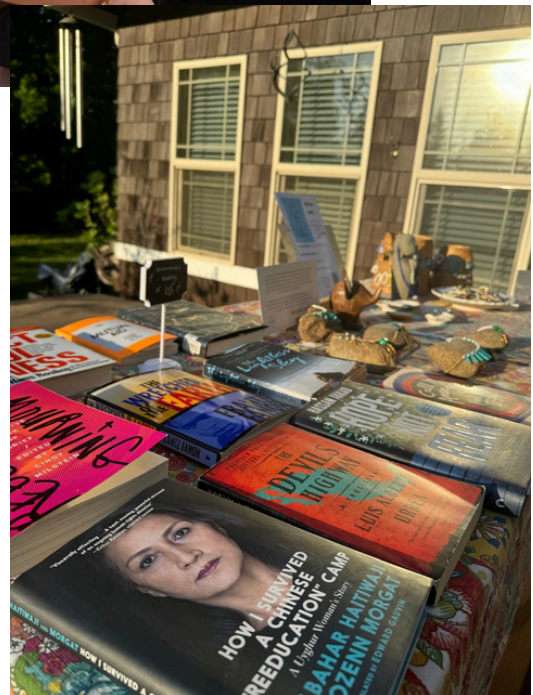
Under Objective 1, we have set out to create accessible and meaningful opportunities for learning, mutual aid, and organizing aspiring and seasoned humanitarian professionals to create a more equitable aid system through the following initiatives and policy:

- **2024 10-Week Mentorship Program:** We held our 1st iteration of our 10-week program in English, an extended version of our 6-week program, as part of our efforts to increase learning accessibility for learners. This expansion was based on feedback from previous cohorts to accommodate different learning cadences and methods.
- **2024 6-Week Mentorship Program Language Expansion:** This year, we held our first iteration of the Spanish and Arabic program in addition to our English cohort offering to increase access to humanitarian education.
- **4 New Learning Modules Launched:** Every quarter, our team launches a free module for humanitarians to gain skills and knowledge on responding to trends arising in the sector. The 4 modules launched this year focused on the role of social media, humanitarian wellness, critically engaging with displacement factors, and navigating healthy boundaries in humanitarian spaces respectively.
- **Providing Education and Training for Frontline Humanitarian Volunteers:** Partnered with Refugee, Biryani, and Bananas, our team designed, launched, and curated 8 modules to prepare the RBB team and volunteer network for community-led frontline interventions as they respond to humanitarian crises in Athens, Chios, and Gaza.
- **Love Across Borders Reading Circle:** For World Humanitarian Day, our team hosted a reading circle in Jakarta, Indonesia to engage reading communities to reflect on border industrial complexes and the many ways we can connect with one another in an increasingly bordered world.



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 Event:** This May, our team curated an in-person digital culture box event featuring cuisine from the communities of our displaced friends, namely from Palestinian, Afghanistan, Pakistan, Bangladesh, Yemen, and offered opportunity to attendees to engage in difficult conversations around industrial complexes that undermine social justice.
- **Community Building through Trust-Based Philanthropy:** A public discussion event held on Bainbridge Island with community members aimed at relationship-building and re-imagining how philanthropy should look. The event focused on what it takes to build community in the pursuit of justice and how to lay the groundwork for collective action.



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

- **Migratory Pathway Simulator:** This simulation was designed to help raise awareness of the reality of the migratory pathway between Turkey and the European Union (EU) and to encourage more empathy and understanding towards forced migrants who face pushbacks. This simulation was created with input from forced migrants along the pathway, and through information from news articles, academic literature, books, documentaries, and other miscellaneous sources. We expanded our simulation to allow participation by speakers of Spanish and Arabic, and upgraded storytelling elements based on more recent testimonies in the migratory pathway.
- **In-Sight Accompaniment Impact Network:** The Network is intended to connect people together who are interested in learning and collaborating with one another for a more equitable humanitarian sector. This group's work is a critical part of our shared strategy to create equitable and just humanitarian action around the world. We launched the network in November 2024 and are a community of 53 humanitarians.

Leadership Updates

This year, we welcome Priyanka Shertukde as our board chair. She also serves in the Partnerships and Outreach committee. She started her journey with the non-profit sector in India as a volunteer and a Communications professional for several NGOs. She was involved in grassroots work across the country, documenting education programs in the under-served rural and tribal areas, managing stakeholder relations and conducting community outreach – now with the Canadian government to support fair and free elections.

We also welcome Emily Reznicek to the board, who is also part of the Education committee, bringing with her extensive experience from the social work sector. Her involvement began in college, where I served as a tutor at Thomas Jefferson Newcomer Academy, an educational program designed for high school-aged immigrants, migrants, and refugees. This led Emily to Americorps, and later full-time, role with Refugee and Immigration Services (RAIS) through Catholic Social Services in Anchorage, Alaska. Emily is currently an associate researcher at Amna Afghan and Ukrainian Refugee Response.

We are proud to invite Katy Tomasulo to our board, who now serves as our secretary, and helps advise and contribute to our marketing and social media team with her unique background in writing and communications. Katy is a journalist by trade whose work ended up being focused on the construction industry. Her past board experience in corporate means she understands the ins and outs of the more bureaucratic part of the position, which has been invaluable to us.

Our final addition to the board this year is Pedro Bessa, who was a mentee in our 2024 10-week cohort, and a mentor in our 2024 6-week cohort. Guided by his experiences at Caritas and Lightup Impact, Pedro is driven by a deep commitment to social impact. His insatiable hunger for knowledge fuels his desire to both learn and teach, as he constantly seeks to contribute to making the world a better place for all. Pedro will be spearheading our fundraising initiatives.

The In-Sight team took on two interns from our 2024 mentorship cohort.

Zainab Ayad Mahmood joins us as a learning community intern. Her passion for humanitarianism and non-profit work was sparked in 2015 during the minority displacement crisis in Iraq. Witnessing the struggles of internally displaced persons firsthand deeply affected Zainab and instilled in her a strong desire to make a difference. Zainab actively engages in various non-profit initiatives, focusing particularly on education and translation, in her hometown, Baghdad. At In-Sight, Zainab works closely with the Partnership and Outreach committee. She has been engaged in ideating new approaches to knowledge-sharing and collaborative learning as well as identifying potential key resources and partners to create collaborative spaces of co-learning.

Zahra Mehmood joins us as a curriculum development intern. She is currently pursuing her Bachelors in Strategic Studies in National Defense University in Pakistan. Although Zahra has no prior experience of working in nonprofit or humanitarian organizations, she contributed a wealth of knowledge and created a rich co-learning environment during her participation in the mentorship program. Zahra is passionate about designing and enforcing effective policy-making to support humanitarian practices and social equity. As a curriculum development intern, Zahra works with the English mentorship team to conduct curriculum amendment and development, contributes to sourcing and placing new resources into the curriculum, and assists in the enrichment of lecture materials by finding new case studies, context examples, forms of knowledge-sharing, and examples of knowledge systems that elaborate on the workbook material.

Programs and Initiatives

1. 2024 10-Week Mentorship Program

In-Sight Collaborative held its 4th iteration of the mentorship program for humanitarians. This was the first year we launched this program of its kind. We received feedback from previous cohorts who expressed interest in a slower-paced program, to go more in-depth into certain concepts and give time for mentees to reflect on their learning and unlearning. This feedback helped us inform our designs for future programs. We always strive to deliver our programs in the most accessible way.

The 10 week program was held between January 29th to April 8th, 2024. We had 67 applicants and accepted 45 individuals to be part of the cohort. With participants as young as 20 and as old as 49, this cohort had a median age of 24. Out of the 45 participants, 77.2% were female identifying, 18.2% were gender non-binary, and 4.6% were male identifying.

Our cohorts reflect a diverse pool of young professionals, graduates, and students as well as seasoned career humanitarians representing fields such as international development, legal aid, peacebuilding, medical, academia, entrepreneurs, government affairs, non-profit management, and more. The cohort was made up of individuals represented 25 countries:

1. Angola
2. Australia
3. Austria
4. Afghanistan
5. Bulgaria
6. Cameroon
7. Canada
8. Colombia
9. Egypt
10. Germany
11. Greece
12. India
13. Indonesia
14. Iran
15. Italy
16. Netherlands
17. Pakistan
18. Portugal
19. Senegal
20. South Africa
21. Switzerland
22. Syria
23. Uganda
24. United Kingdom
25. United States of America



Creating Pathways to Humanitarian Education. Almost half of the participants (48.9%) coming into this program had no prior professional network connections in the sector, and about 40% had no experience working in the humanitarian sector. Many of the cohort members were new to the humanitarian sector. For them, this program is the first kind of education and knowledge sharing opportunity they are encountering. At the end of the program, 54.4% of respondents reported gaining connections and opportunities in the sector.

Inspiring Reflection and Unlearning. Our program inspired participants to take a step back and reflect on their role in the sector. This looks like taking a break from their position and reflecting on how they want to be involved in the sector. Before the course 60% of participants had been working in the sector, and after, 58.3% reported that they still do. That journey for some of our cohort members looked like what impact they want to be making and reflecting on how interventions have went poorly in the past:

"When I started college, I was part of a volunteer group to combat elderly isolation, and the activities were all "standardized". And I remember that they tried to get a blind lady to paint a drawing, and they insisted that she follow the group even though she wasn't able to see. And she mentioned several times that she was very uncomfortable and that she didn't want to do that... For me, that moment was horrible!"

"I volunteered for a small NGO providing infant care and maternal care, parts of the NGO's leadership who were based abroad, were very resistant to working alongside other medical NGOs in that city and were very dismissive and rude about them, whereas running joint clinics would have saved us time, shared knowledge, and fostered connections."

"I have been involved in distributions where I didn't engage with people about what I was giving them. I regret not engaging more with those groups to hear what they wanted from the service and it ultimately went poorly because of a lack of a particular feedback system being in place and my omission in not noticing sooner that it was my responsibility to engage more."

Trigger Warning: Disturbing Themes

"A colleague from Afghanistan who was in the process of seeking asylum and having been waiting over 8 years for a passport, constantly only obtaining 6-months extensions, attempted suicide in front of a group of us after work by smashing a glass on his head then trying to cut his wrists. We restrained him until he calmed down, gave him some sleep medication and then took him home, and decided not to approach our bosses about it for fear he would lose his job. The next day he showed up to work acting like nothing had happened but those of us who had witnessed it and had to clean up the mess were very much in shock for a long time afterwards. Changing our behavior around him so as not to 'set him off' instead of getting him the proper help he needed was a mistake and our 'savior mentality' was instead very detrimental to the person and to the community."

Ultimately, out of all these grievances and learnings that our cohort members went through, the common experience was how dehumanizing "the over-specialization and professionalization of humanitarian relief" is... to the point that, in their words, "the humanity/solidarity between people is forgotten."



Rethinking and Re-Engaging with Leadership. There was a shift in how leadership and involvement in the humanitarian sector was perceived after having gone through the program. 13% of the cohort members had no leadership experience at all, while others are in various degrees of leadership in their community.

Initial ideas of leadership among the cohort ranged from, "being an activist without days off" or "participating in life-saving emergency interventions or by engaging in communication and advocacy." These ideas are very limiting in what we think humanitarians are - as if humanitarian work was confined to certain job descriptions and required taking no rest for oneself.

Our program opened up conversations around the different dimensions of leadership:

- As a creative process: "a good leader is characterized by a beginners mindset, the ability to think creatively about new solutions and being open minded to new ideas."
- As an intentional practice: "Every new situation is an opportunity to learn and to expand your understanding and capabilities of leadership. Knowing when to be a disciplinarian and when to be an innovator, when to offer empathy and when to create a boundary is a fine balancing act necessary to good leadership."
- Dismantling Injustice: "Being a team leader means listening to my colleagues, trying to have low hierarchies and especially being able to accept criticism and help."
- As an act of care: "It's about inspiring action, fostering collaboration, and ensuring every decision prioritizes [my team's] well-being. It's an ongoing journey of listening, adapting, and striving for the best possible impact."

Dreaming and Realizing Roles. The program accompanied cohort members in exploring their pathway into humanitarian work that makes sense to who they are as people. Our program values lived experience as knowledge and encourages mentees to redefine success in their own way. The range of interests and roles explored include:

- Data & Storytelling: "I want to tell the stories of how refugees and migrants are healing, growing and moving forward despite their experiences. I want to use data and words to show how important this work is."
- Wellness and Community Care: " I would like to work with implementing systems of long-term care that goes beyond initial crisis management and trauma counseling."
- Advocacy and policy making: "I would like to work in advocacy and visibility in international politics, especially in lobbying for accountability."
- Tackling systemic issues: "working directly with affected communities to deliver aid and services, or advocating for policy changes to address root causes of humanitarian crises."

Sustaining Joy and Care. As part of our program, we encourage cohort members to reflect on their wellbeing and capacity to take care of individual and collective wellness. As participants joined in the program, many shared feelings of burnout in social justice movements and humanitarian initiatives. However, the majority (84.4%) had some type of practices and habits used to care for themselves and their community. At the end of the program, 95.83% of respondents reported having used these practices, many citing an understanding of different types of rest and where to source them.

Among the cohort, many have rediscovered the joy of collective healing and are finding their way back to it. One participant shares their plan for collective wellness inspired by her experience with us, "I am going to make an active effort to initiate a regular group meeting for all the women I know individually as a place to support each other and share ideas."

For more stories from our 2024 10-week program cohort, we welcome you to explore the experiences shared by [Selin](#), [Laurie](#), and [María](#).

2. 6-Week Mentorship Program Language Expansion

In-Sight Collaborative held its 5th iteration of the mentorship program for humanitarians. This year, we expanded our program to be delivered in Spanish and Arabic in addition to our regular English cohort offering. The program had the following objectives:

- Learn to examine current forced displacement settings and contexts with a new framework of thinking that promotes autonomy, collaboration, and imaginative solutions
- Promoting accompaniment as a skill and policy
- Think critically and ideate ways to apply new frameworks and ways of thinking to current initiatives
- Establish a diverse network of people with similar interests and a desire to be agents of change in their respective fields

A total of 36 countries were represented in our cohorts this year:

1. Afghanistan
2. Algeria
3. Argentina
4. Brazil
5. Cameroon
6. Canada
7. Colombia
8. Ecuador
9. Gabon
10. Germany
11. Hungary
12. India
13. Indonesia
14. Iraq
15. Jordan
16. Lebanon
17. Malaysia
18. Netherlands
19. Niger
20. Nigeria
21. Pakistan
22. Philippines
23. Peru
24. Portugal
25. Sudan
26. Singapore
27. Somalia
28. South Africa
29. Spain
30. Syria
31. Tunisia
32. Turkiye
33. Uganda
34. United Kingdom
35. United States
36. Yemen



Of which 28 countries represented the English Cohort. By expanding our program offerings to Spanish and Arabic, we were able to reach an additional 8 countries, namely: Argentina, Colombia, Ecuador, Peru, Malaysia, Jordan, Lebanon, and Sudan.

We are reaching participants with our Spanish and Arabic programs who would not have access to humanitarian leadership development opportunities if it were not for our resources. For instance, 33.3% of the Spanish cohort were non-English speakers, while 25% of the Arabic cohort were non-English speaking.

We had a total of 137 applicants across all three programs. At the end of the selection process, 46 were accepted into the English program, 12 into the Spanish program and 16 into the Arabic program. The age of participants from the cohorts ranged from 20 years old to 41 years old, allowing for intergenerational collaboration and exchange.

Cohort Goals and Expectations

Our mentees shared goals reflecting a strong desire for growth, both personally and professionally, with an emphasis on ethical engagement, cultural sensitivity, and making a meaningful impact in the humanitarian sector. The areas of interest expressed by participants included: (1) understanding the structure and system of humanitarian work; (2) skill development and professional growth; (3) mentorship and networking; (4) application of knowledge; (5) personal growth and role in social impact-making; (6) cultural exchange and knowledge sharing.

The cohort overwhelmingly expressed positive sentiments about achieving their initial goals through the mentorship program. Many highlighted the program's effectiveness in expanding their knowledge, skills, and understanding of the humanitarian sector.

For more comprehensive M&E breakdowns, refer to the following: (1) [English M&E Outlook](#); (2) [Spanish M&E Outlook](#); and (3) [Arabic M&E Outlook](#).

Impact on Knowledge, Skills, and Capacity Building

Our team measures impact through the following metrics:

- **Professional Network Connections.** While participants had opportunities to engage with guest speakers and fellow participants through speaker sessions, focus groups, and networking sessions, 42.11% of post-program respondents (N=20) felt they do not have professional network connections compared to 57.45% of pre-program respondents (N=45). When accounting for response bias, non-respondents have a lower rate of professional network connections. This puts into question why cohort members may not have these connections after being part of the program. One of the causes could be lack of engagement with resources made available to them. Not all participants took advantage of the networking sessions and community building activities throughout the program.
 - The program team is considering adding more collaborative projects and exploring different mentorship arrangements.
 - A list of working groups and associations that participants can join could be provided during and after the program to support the building of networks.
 - It is worth monitoring these connections over a longer period of time to assess the sustainability of these networks and their actual impact on participants' careers or involvement in the field.
 - In response to this, the In-Sight team launched the Accompaniment Impact Network in November, 2024 to build relationships between our organizational partners and the humanitarians who access our education programs.
- **Engagement and Involvement in Humanitarian Work.** 40% of pre-program respondents (N=45) are involved in the sector compared to 55% of post-program respondents (N=20). Adjusting for response rate bias, the probability of a person is 6.67% more likely to be working in the humanitarian sector upon joining our program than those who do not. The positive change demonstrates the program's effectiveness in setting participants up for success in the sector.
- **Familiarity with History of Forced Displacement.** Before joining the program, mentees report a moderate level of familiarity with the history of forced displacement before the program, with a mean of 7.88 from a scale of 1 to 10 (1 being not familiar and 10 being very familiar). The post-program (N=20) mean was 8.0. People who participated in our program were 77.6% more likely to be very familiar (8/10 on the scale) with the history than those who did not.

- **Familiarity with Trends and Policies in the Humanitarian Sector.** Joining the program makes someone 95.24% more likely to be very familiar with the trends and policies in the humanitarian sector. The average score increased from 3.18 to 8.4 out of 10, indicating significant improvement across the board.
 - An analysis of data collected through surveys, adjusted for response bias, showed an impact of 2.12 point improvement in a scale of 1-10 (1 being not familiar and 10 being very familiar) on average for a person who completed the program.
- **Comfort with Advocacy.** The average comfort level increased from 4.03 pre-program to 8.81 post-program (1 being not at all comfortable and 10 being very comfortable). Drawing from historical baseline data from 2023, 2024, the pre-program average was 7.88 which shows this year's cohort had lower comfort levels than on average in other years.
- **Confidence Working in Humanitarian Work.** There is an increase from a pre-program average of 6.49 to 8.85 in the post-program. A person who joins our program is 94.25% more likely to score 9 out of 10 in their comfortability with working in the sector.
- **Building Habits and Practice of Care.** The program historically attracts people who are already aware and engaging in care work. 95.56% of mentees pre-program reported already practicing self-care, which increased to 100% at the end of the program.
- **Perceptions on Leadership.** There is a clear shift towards more inclusive, humble, and community-centered approaches, with a greater emphasis on facilitation rather than direction, and on continuous learning rather than relying solely on established expertise. Of the significant shifts observed included:
 - **Beyond Empathy.** "It's not just about feeling for others but also about creating spaces for their voices to lead." There is a deeper reflection on how empathy must be operationalized through specific actions, such as listening actively, embracing vulnerability, and fostering a beginner's mindset.
 - **Not Empowerment, but Shifting Power.** In pre-program reflections, leadership was frequently described as empowering others, particularly by giving voice to marginalized groups and advocating for their rights. At the end of the program, the emphasis on empowerment has expanded to include the importance of facilitating rather than leading, highlighting a shift from traditional leadership models towards more participatory and inclusive approaches.
 - **Self-Reflection and Strategic Thinking.** We open up room for humanitarians to ask questions about where they come from and where they are going as we believe that in order to grow, we need to be in touch with our own humanity.
 - **Collaboration and Teamwork.** In post-program reflections, there is a stronger focus on ceding power and promoting community-led initiatives. Leadership is increasingly viewed as a collaborative effort where the leader supports and facilitates rather than directs.
 - **Adaptability and Resilience.** After the program, there's an increased focus on the practical application of these qualities. Participants now discuss how adaptability involves more than just responding to change—it also requires engaging with and learning from the community, and sometimes stepping back to let others lead.
 - **Valuing Diverse Experience and Expertise.** In pre-program responses, experience, both formal and informal, was highlighted as crucial for effective leadership, with a focus on developing technical skills and expertise. At the end of the program, while experience is still valued, there's a noticeable shift towards valuing continuous learning and humility over purely technical expertise.

This suggests that the program effectively broadened participants' perspectives, equipping them with a more nuanced and ethically grounded approach to leadership. Similar sentiments and insights were shared in the Spanish cohort.

An interesting finding was that within the Arabic cohort, participants who have informal leadership experience are uncertain about identifying themselves as leaders. They may feel more comfortable in supportive or collaborative roles rather than in directive leadership positions.

One participant highlighted gaining extensive experience over a significant period (14+ years), which could imply leadership skills developed through prolonged engagement - but they do not call themselves leaders in the formal sense.

"Do I have leadership experience? Yes. But am I a leader? I don't know. Sometimes I like to be an active member who receives orders and whose opinions are listened to rather than being a leader who directs the team and decides which opinion is appropriate for the work."

- **Reflections on Humanitarian Intervention.** The pre-program reflections provide a mixed picture of humanitarian interventions, highlighting both successes and significant challenges. Community-driven, contextually sensitive, and innovative approaches were often successful, while top-down, culturally insensitive, and poorly coordinated interventions faced criticism and increased likelihood of corruption. A particularly striking theme was the replication of harmful practices, such as victim-blaming, which undermined the effectiveness of interventions and further marginalized already vulnerable populations.
 - Key changes demonstrated in the post-test suggest: (1) Recognition of the Role of Technology and Innovative Methodologies; (2) More Critical Reflection on Systemic Issues; (3) Stronger Focus on Holistic, Multi-Disciplinary Approaches; and (4) Greater Emphasis on Community Empowerment and Sustainability.

Feedback

Participants overwhelmingly recommended the program to others, highlighting its ability to foster deep reflection, build meaningful connections, and provide comprehensive training in humanitarian work. The program was particularly praised for its decolonized perspective and focus on empathetic leadership, making it a transformative experience for those looking to advance in the humanitarian sector.

However, to maximize the quality of its impact, consideration should be given to extending the program's duration, improving focus group dynamics, and enhancing logistical aspects such as scheduling and lecture delivery - especially across cohorts.

Conclusion

Overall, the program was highly effective in achieving its goals of increasing participants' knowledge, confidence, and advocacy skills in the humanitarian sector. The program successfully built a strong, supportive community and offered valuable insights into key humanitarian issues.

If resources are available, it would serve the team well to conduct longitudinal studies to track the sustainability of confidence gains and their real-world applicability in participants' careers post-program. In addition, the program could benefit from targeted follow-up with non-respondents to assess their outcomes and integrate their feedback for program improvement. This approach would help in refining the program to ensure it effectively supports all participants, not just those who are more likely to respond to surveys.

3. New Online Modules

Introduction to Humanitarian Wellness

In March 2024, our team launched this course designed to give people an introductory, decolonized approach to reflecting on and prioritizing learner's wellness practice as a humanitarian actor, activist, or someone interested in embarking on a journey in social justice issues. Since its launch, 32 participants have gone through the module.

The Role of Social Media in the Humanitarian Sector

In June 2024, the capabilities of digital and social media have advanced faster than our ability to use them safely and responsibly. In February, our team launched this module aimed to give humanitarians a background on the ways in which migration and the humanitarian sector are portrayed on social media, the inherent risks of using social media and digital platforms, and humanitarians you can be a more informed user and creator. Since its launch, 11 participants have completed the module.



Displacement Factors: Understanding Human Experience and Governance

In October 2024, our team launched this module exploring the dynamics of displacement through the lens of human experience and governance. The curriculum delves into how when people who make policy and enforce practices misunderstand human experiences of migration result in harmful systems. Since its launch, 16 participants have completed the module.

It looks into how we can better understand migration and thus work on promoting governance that appropriately accommodates the complexities of the human experience. From historical political world building, psychological effects of drawing borders, to policy implications in our world today, this module offers a comprehensive understanding on the nature of displacement as we see it now.

Navigating Healthy Boundaries in the Humanitarian Sector

In early December 2024, our team launched the module to support deeper exploration of wellness considerations in the humanitarian sector. The module specifically explores what boundaries can look like and the relationship considerations that come with enforcing our boundaries in humanitarian work. The module invites reflection of learners of how they can apply boundaries in their unique contexts. Since its launch, 3 participants have completed the module.

4. Partner-Specific Education Modules

Through our partnership with Refugee, Biriyani, and Bananas (RBB), the In-Sight Collaborative team was asked to develop modules for incoming frontline volunteers with RBB. The modules are intended to prepare RBB volunteers to navigate the challenges of frontline humanitarian work. Of the modules that were designed for RBB volunteers, 5 were created specifically to cater to RBB's context of frontline aid distribution work. This included:

- (1) **Power and Privilege in the Humanitarian Sector:** This module provides an introduction to power and privilege in the humanitarian sector and what humanitarian actors can do to reduce harm in imbalanced situations and relationships.
- (2) **Introduction to Forced Migration:** This module is designed to give an introductory overview to forced migration and the modern-day response to it.
- (3) **Social Media Policy and Best Practices for Partner Training:** This module is designed to be a brief introduction to social media best practices for humanitarians. The content in this module is intended to inform the most basic considerations for responsible use of social media, as well as basic online safety considerations when using social media in a humanitarian context.
- (4) **Introduction to Grassroots Aid Distribution:** This module is designed for anyone who will be participating in humanitarian aid distributions whether that is sourcing the aid to be distributed, overseeing the sorting, packing, and transport of the aid, those distributing the aid to the affected communities, or someone involved with the entire process.

(5) **Introduction to Safeguarding for Humanitarians and Activists:**

This module is designed to give an introduction to safeguarding both in the field and in digital spaces such as social media or other online platforms.

The In-Sight team also included 3 modules we have created over the years, which fit into the skills and knowledge base the RBB team needed their volunteers to have before working the frontlines. The 3 additional modules are: (1) The Criminalization of Humanitarian Action; (2) Introduction to Humanitarian Wellness; (3) Navigating Healthy Boundaries in the Humanitarian Sector. All the RBB-specific training are open for the In-Sight community to take as well.

In-Sight Collaborative continues to advise RBB on its frontline operations and other individual humanitarian workers on a case by case basis. As the In-Sight team builds up its capacity to serve as consultants and trainers, we are engaging with our network partners to scope where we can be of service and expand our offerings.



5. Digital Culture Box Event

In May 2024, the In-Sight team hosted an in-person digital culture box event as a way to express our gratitude to Bainbridge-based donors and community members for their advocacy and engagement over the years. The Digital Culture Box event featured spice mixes typically used in dishes from Palestine, Afghanistan, Pakistan, Bangladesh, and Yemen. We also prepared chai packets from Afghanistan and Pakistan. We served homemade bread, with a variety of dips, namely labneh, hummus, and zaalouk. We also prepared bolanis, and a tabouli salad spread. Drinks were also made, on a donation basis, inspired by the flavors of the communities our displaced brothers and sisters represent.

Attendees loved the dishes served and enjoyed them while engaging with our information posters on forced displacement and the inequities in the humanitarian and non-profit sector under industrial complexes. Participants were also encouraged to mingle and spark conversation with people they have not spoken with guided by conversation cards our team developed with Alisya Reza, a program alumni from our 2024 10-week cohort.

Alisya Reza collaborated with the In-Sight Collaborative team to develop Conversation cards inspired by her mid-term creative project. Alisya wanted to expand her idea, initially intended to spark dialogue about cases of systemic oppression, into an initiative that engages with people who are just starting to learn may not have any knowledge or even familiarity with activist or humanitarian work.

During the mentorship program, Alisya was concerned about the polarization of difficult conversations. She shared:

"It's easier than ever to surround ourselves with like-minded individuals who share our beliefs and opinions. This can lead us down a dangerous path of biased thinking and villainizing an "Other". This can isolate us from diverse perspectives and limit our ability to empathize with others. On the other side of the coin, it can feel isolating being the only person who believes or feels differently about a certain topic among close family and friends."

The deck of cards developed is designed to prompt one-on-one, or small groups (3-4 people) into conversations. There are three types of cards: "Level One" cards, which are meant to encourage reflection and vulnerability about participants' own lives and experiences before discussing the issue on hand; "Level Two" cards, which are meant to prompt learning, unlearning, and re-learning, and develop a curiosity for how oppression is socially constructed; and "Level Three" cards, which are meant to guide participants towards collective action and next steps.



We have identified several cases of systemic oppression that would direct conversation topics, namely: (1) Race; (2) Gender and Sexuality; (3) Migrants and Refugees; (4) Borders and Passports; (5) Dehumanization and Othering; (6) Classism and Capitalism; (7) Colonialism; (8) Policing; (9) Environmental Justice; (10) Wellness and Wellbeing.

There is potential to expand these cards to classrooms, training, and our partner network convenings. In the future, we hope to engage with other organizations interested in helping our expansion. At the moment, we only have the resources to pilot the cards at this year's Digital Culture Box event.



6. Community Building Through Trust-Based Philanthropy:

On May 25th, 2024, the In-Sight Collaborative team, Madi Williamson, Nadira Saraswati, and Priyanka Shertukde, joined with the EMA Foundation's Executive Director Bill Meyer, and SafePlace International's Executive Director Rachael LeClear and Board Member Maggie Lower in a community building event to promote collective action in the humanitarian sector through trust-based philanthropy. There were 16 community members who were part of the event. It was a meaningful opportunity to build relationships, share dreams, and reimagine possibilities together.

The discussion started with reflecting on how the concept of strategic philanthropy has been around for a while. Key elements were laid out nearly a decade ago: "outcome-oriented, result-oriented, and effective philanthropy" - pursued through evidence-based strategies refined as both donors and grantees monitor outcomes and make adjustments in response.

Attendees discussed experiences where many arrived with the misconception that trust-based philanthropy is incompatible with strategic philanthropy - that certain trust-based practices are "lazy" and less likely to produce results. For example, donors have suggested that making unrestricted grants is evidence of not having done enough work to determine the best way those funds should be spent.

"Anybody who has ever worked in development would tell you that the process of grant reporting can often be incredibly demoralizing. We understand that funders need written materials and reports, and we are happy to provide those details. So much of reporting comes down to making the case for why the organization is a worthy investment deserving of further financial support. When there is no trust-based grant making or multi-year support, grant reporting can be an audition for the next grant request rather than a time for reflection on successes, opportunities, and challenges." - Saras, In-Sight Collaborative

There is nothing un-strategic about a trust-based approach to philanthropy. The key differences lie not in whether to embrace and respond to evidence but rather in whose time, expertise, and experience are valued most. Our team shared how trust-based philanthropy is a lifeline to grantees – it tells us that a funder has confidence in us, they believe in us, and they expect us to hold ourselves accountable.

"When things don't go according to plan, funders and grantees can work on these situations together, and a trusting relationship is established and reinforced. A trust-based approach to philanthropy can be very strategic and can lead to increased resource efficiency and outsized impact through multiple pathways." - Madi, In-Sight Collaborative

Key take-aways that attendees resonated with the idea that trust-based philanthropy:

- Is an approach that gives nonprofit leaders discretion and empowers them to pivot when the circumstances change
- Allows funders to have a deeper understanding of organizational challenges and be responsive to them
- Enables leaders and their teams to spend less time on grants administration and more time on programs.
- Creates flexibility and enables leaders to act strategically, improve resource efficiency, and take advantage of emerging opportunities
- Enables funders to stay lean themselves by valuing and honoring the expertise of the leaders we fund.
- Acknowledges the expertise of nonprofit leaders and the dynamism of their environments.



7. World Philanthropy Day's Art of Giving Webinar

On November 15th, 2024, our team together with Renee Tl'aangunk Culp of Haa Tóoch Lichéesh created space for community members, humanitarians, philanthropists, and everyday folks to come and reflect on the art of giving. The webinar was attended by network colleagues who work in non-profit, philanthropic sector, cultural work, and several members of the general public. The recording was widely shared to the staff and board of over 40 family and corporate foundations.

Haa Tóoch Lichéesh is a social justice coalition in Lingít Aani cultivating conditions for safety, healing, and liberation in communities intertwined in the complex histories of settler colonialism in Alaska. They are our decolonization education partners through EMA Foundation's network.

During the webinar, we explored the philosophy and alternative perspectives on why we give and how we might disentangle the beauty and humanity of giving from a system that pushes us to compete and work under power dynamics.

The webinar concludes how philanthropy can encourage a more sustainable approach to addressing societal issues, potentially reducing the focus on greed. This calls for real solidarity with the communities we are serving – a whole lot of listening and walking with people, from where they are. To take philanthropy back to its roots by centering relationships once more, the social bonds we have with one another.

8. Love Across Borders Reading Circle - Indonesia

On August 24th, 2024, Saras held an in-person reading circle in the Post Bookstore at Jakarta, Indonesia. The event was designed as an expansion of the Book Club initiative and the first one piloted in Asia. There were 12 participants who contributed to a robust discussion on how human connections are intertwined with the border industrial complex and the role that people can play in everyday advocacy and humanitarian action. No one who attended had any prior exposure to forced migration or humanitarian work aside from watching the news. Bearing in mind how the currency exchange rate between the local currency and the dollar, In-Sight Collaborative took the initiative to subsidize 50% of the cost of the book to increase the accessibility of the book for local community members.

The event sparked interest in rethinking migration and the way attendees could make a difference from the sectors in which they are engaged. For instance, a participant who works in the HR department of a major Indonesian bank was inspired to look at how her employer's corporate social responsibility could be extended to benefit people affected by forced displacement. Another participant who is the lead curator at a modern art museum felt moved to think about how they can showcase more works from the affected community – which they have done in the past albeit very limited. The curator expressed interest in creating spaces where forcibly displaced people can enjoy artworks and interact with members of the host community through fun and engaging activities at the museum.

The team intends to follow up with reading circle participants to advise and connect them with people and resources to make their ideas a reality. The reading circle demonstrates how we can reach members of the public who are not yet engaged in humanitarian work to consider their roles in changing the culture and relations between sectors. The In-Sight Collaborative team is interested in doing more reading circles with independent bookstores in Jakarta and other cities where our staff and network partners are based. We will be looking to seek funding to expand and replicate this initiative.

9. Migratory Pathway Simulator

This simulation was designed to help raise awareness of the reality of the migratory pathway between Turkey and the European Union (EU) and to encourage more empathy and understanding towards forced migrants. In light of recent events at the borders between EU and non-EU member states - which include disgusting incidents of border violence and illegal deportations known as "pushbacks", increasingly hostile migration policies, and violations of international law and human rights law - this educational tool is vital for helping influence increased awareness and the wider narrative on displacement issues.

For the first time, the In-Sight Collaborative team launched the Spanish and Arabic version of our simulator. This is intended to complement the 2024 6-week mentorship program prerequisites as well as allow for access to the resources by Non-English speakers. The In-Sight team worked closely with native speakers and translators, including those with lived experience in the migratory pathway, to ensure that the language and concepts used are culturally appropriate and relevant.

10. In-Sight Accompaniment Impact Network

We plan to have one 90-minute meeting each month, where network members will be providing research, program design, management, and evaluation resources, and job opportunities. We welcome you to post on our LinkedIn page, network, connect, and inspire one another through what you're learning and unlearning, sharing what's happening in your part of the world, and where we can help one another. The first meeting is scheduled for the third week of January 2025.

At the end of this process, we'll share this with the whole network before taking it to our community partners and other humanitarian organizations. Network members are able to play an important role in this group because of their lived experiences, local and cultural wisdom, and the values they are helping build in the sector. This group's work is a critical part of our shared strategy to create equitable and just humanitarian action around the world.



Outreach and Partnerships

EMA Foundation has been a huge support this year! Thanks to their \$24,000 grant, we were able to overhaul the mentorship program curriculum, expand our offerings to two cohorts by adding a 10-week cohort at the beginning of the year, and offering a Spanish and Arabic version of the 6-week program cohorts in June. In addition to financial support, they have offered consulting services for In-Sight leadership and invited us to participate in a network call with their other migration partners where we talked about mutual challenges and triumphs in our work.

In 2024 we continued our fruitful partnership with **Refugee Biryani & Bananas (RBB)**, working to develop training tools for the international volunteers supporting their operations in Greece. All of the modules are hosted publicly by In-Sight Collaborative where they will remain a free and accessible resource for RBB's team members and any members of the general public who are interested in learning more about the sector.

- **Introduction to Forced Migration** which provides background on displacement factors by naming colonialism, capitalism, and other forms of systemic oppression as the driving causes of forced displacement.
- **Introduction to Safeguarding for Humanitarians and Activists** covers the essentials of safeguarding in both physical and online spaces while also promoting self-reflection on how one's own behavior can contribute to safe or unsafe environments.
- **Power and Privilege in the Humanitarian Sector** walks participants through reflections on power, privilege, and consent in spaces where oppression leads to inequities and power imbalances.
- **Introduction to Navigating Healthy Boundaries in Humanitarian Spaces** helps volunteers prepare for some of the difficult interactions and relationship dynamics they may experience in humanitarian spaces. It also encourages them to reflect on their own strengths and weaknesses with boundary-setting such as work-life balance and navigating romantic relationships.
- **Introduction to Grassroots Aid Distributions** is more specific to RBB training/context and provides best practices for sourcing, packing and storing, and distributing aid in a grassroots fashion where resources are scarce but impacts can be immense. This module is intended to reduce donor waste and promote key safety considerations such as safe storage of food items, general field safety during distributions, and ways to protect from criminalization.
- **Social Media Policy and Best Practices for Partner Training**, also specific to RBB training, covers the RBB social media policy as well as offering best practices for ethical, safe, and effective use of social media platforms in fundraising and advocacy.

The Perry Foundation for Equity and Justice has been a longtime supporter of In-Sight Collaborative and this year pledged \$20,000 to our mentorship program in 2025. They have also participated in conversations around fiscal accompaniment, trust-based philanthropy, and exploring innovative ways to promote social justice work through flexible funding. Thanks to their support, the mentorship program will continue to grow in the coming year and we look forward to more co-learning and exploration alongside them!

2024 FINANCIAL BREAKDOWN

Financials

In-Sight Collaborative has a non-hierarchical pay structure. This means that all paid team members are compensated \$25 per working hour, regardless of their role at the organization. We believe that this is one of many approaches that non-profit organizations can take to promote more inclusive and equitable work environments. This, however, makes it difficult to budget for certain projects where the amount of time that needs to be invested is not clear before work begins.

Several unexpected events this year caused a large increase in the number of hours that were expended by our team, especially from our Arabic translation team and the Arabic program directors. In solidarity with other team members and out of a desire to see the programs succeed, our executive team donated hundreds of hours in 2024 to ensure that the results were met on time without jeopardizing the payment of our collaborators. While we are thankful for the sacrifices that they made and the resources they willingly shared, we understand that this is not a sustainable model going forward at the organization.

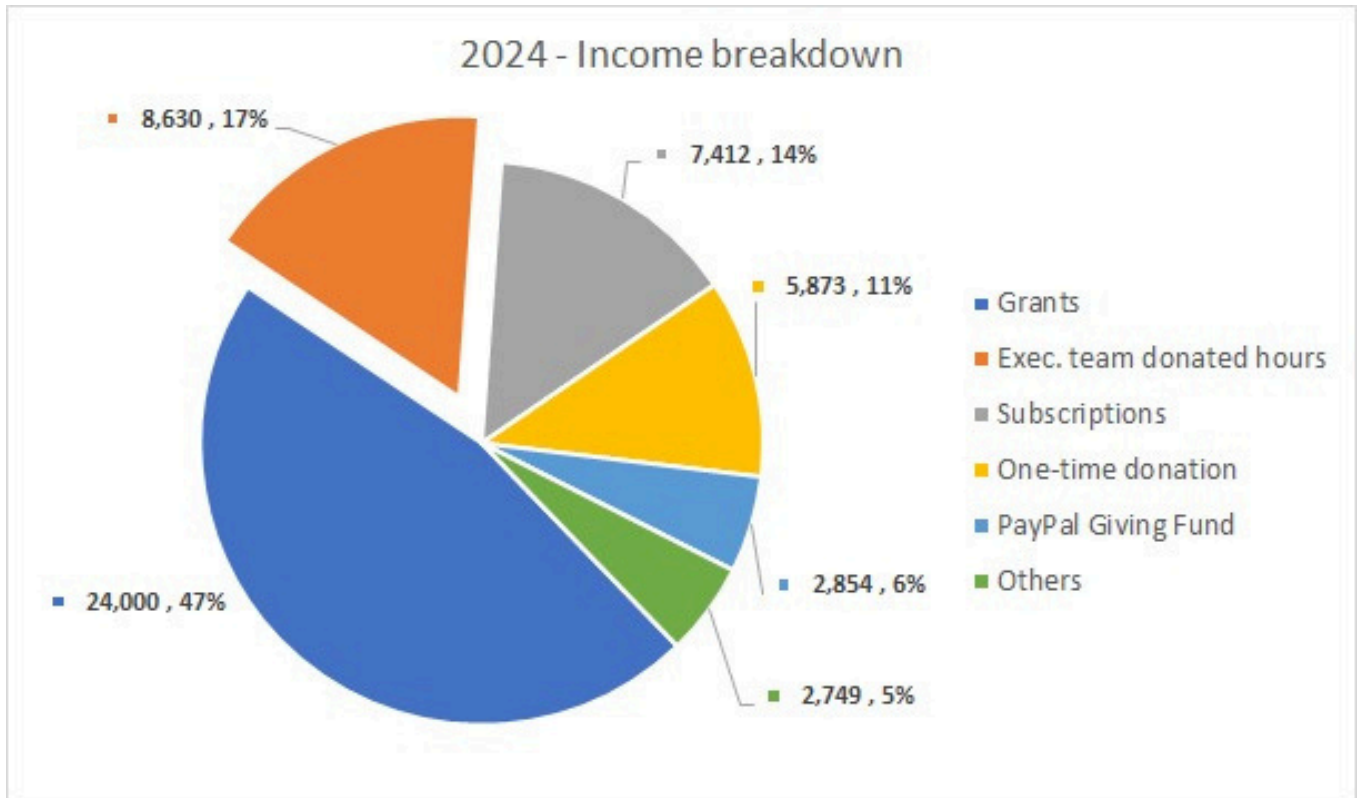
Throughout 2024, our financial team has worked on planting the seeds of a new approach to the handling of the financial information that will allow for a marked improvement in the future. We have taken a tiered budgeting approach and established financial plans for 3 scenarios:

- **Abundance:** an optimal situation in which we have access to all the resources we need to execute our regular programs at their maximum capacity while expanding them and taking the first steps of new ones.
- **Scarcity:** scenario in which we would be working with minimal to no access to new sources of income, forcing us to operate on a "battery saving" mode to keep the bare minimum of our operation going.
- **Standard:** regular situation in which our income remains similar to what we have received in 2024 (minus grants) with some minor, steady increases, allowing us to continue with our projects with regularity but limiting our chances of expansion without external support.

Starting in 2025, our financial team will meet on a weekly basis and a more detailed analysis of the financial information will be presented to the Board on each meeting, allowing us to go from our current reactive approach on our finances to a proactive one. This will also reinforce the importance of increasing the subscriptions to have a steadier, reliable source of monthly income and clearly showcase the goals that we have the capacity to achieve once we acquire the required funding.

2024 FINANCIAL BREAKDOWN

Breakdown of sources of income of 2024



Special Thanks to the following for their exceptional financial accompaniment of our work in 2024

EMA Foundation
The Perry Foundation for Equity and Justice
Andre Kamber
Robert Scales
Linda Yasutake
Martha Shoemaker

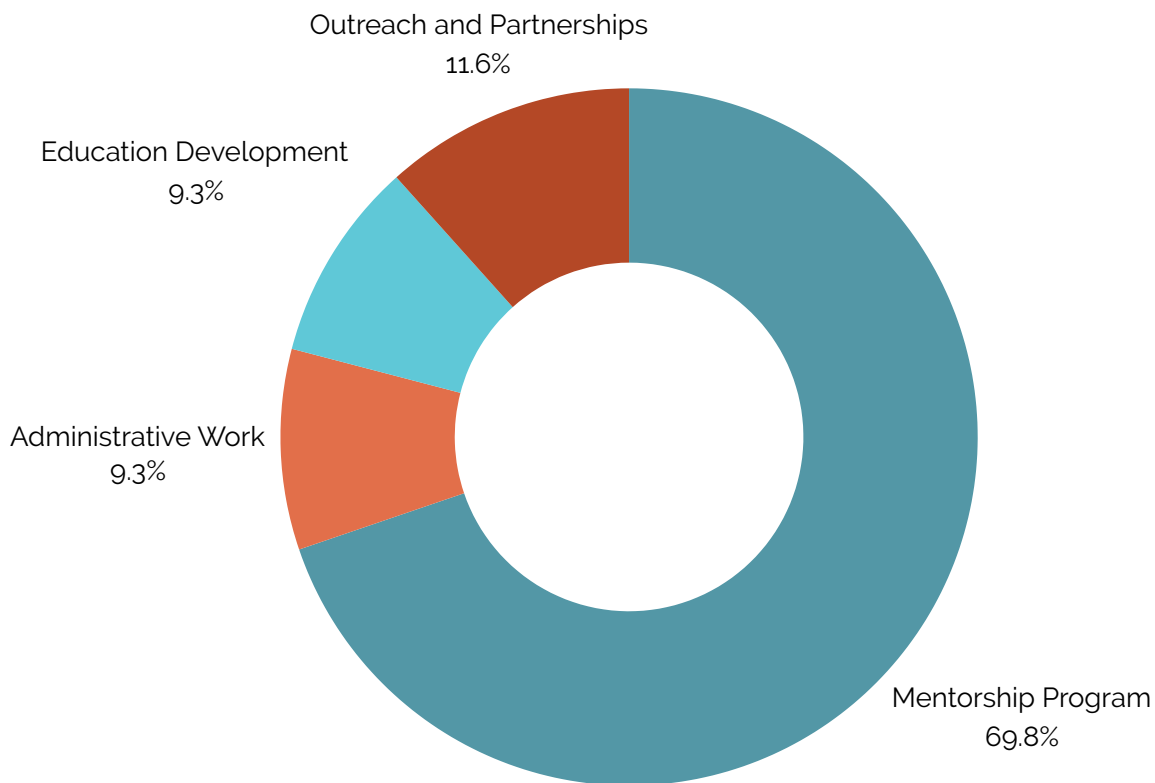
Thank you to all of our subscribers who contribute every month towards our work

Thank you to all of the lovely people who used their social media birthday fundraisers to support In-Sight Collaborative

Thank you to the people who generously supported our scholarship program where we raised over \$800 in scholarship money for mentorship program participants!

2024 FINANCIAL BREAKDOWN

Expenditure Breakdown



In-Sight Collaborative prides itself on a non-hierarchical pay structure. Our executive team, program mentors, guest speakers, and other consultants are compensated the same rate per hour regardless of their educational background or lived experience. We equally value academic and professional qualifications with lived experience or sector experience.

This year, the bulk of our resources went into translating the mentorship program materials into Spanish and Arabic, expanding the English program to a 10-week cohort, and increasing our efforts on monitoring and evaluation to continue to improve the program for future participants.

THANK YOU



Thank you to our Board of Directors

Priyanka Shertukde - Chairperson of the Board

Katy Tomasulo - Board Secretary

Pedro Bessa - Board Member

Emily Reznicek - Board Member

Michael Drusano - Board Member

Kirstyn Campbell - Board Member

Priyanka Sehgal - Board Member

And to our Team

Madi Williamson - Executive Director

Nadira Saraswati - Chief Operating Officer

Juanjo Ladines - Chief Financial Officer, Spanish Program Director

Stevie Kennedy - Human Resources Coordinator

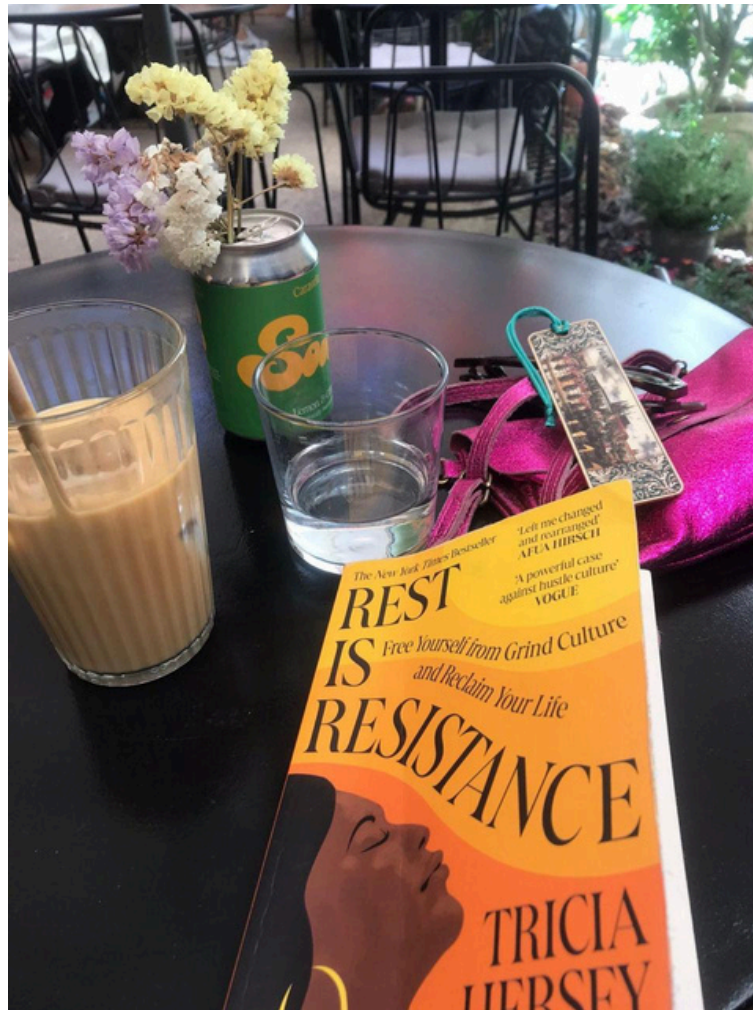
Bella Biddle - Social Media Coordinator

Anna Kafkoura - Mentorship Program Director

Hadi Al Gomaish - Arabic Program Co-Director

Jood Zaidalkilani - Arabic Program Co-Director

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