



Shaping practices
Influencing policies
Impacting lives

2025

Annual Report

IMPACT



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OUR AIM

IMPACT aims to shape practices and influence policies in humanitarian and development settings in order to positively impact the lives of people and their communities.

OUR PROGRAMMES



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FOREWORD

2025 tested the humanitarian sector, and IMPACT, in profound ways.

For millions of crisis-affected people, 2025 meant deeper vulnerability and more life-threatening need, as crises grew in number and severity while humanitarian support was significantly reduced. Sharp aid cuts and growing political pressure on humanitarian action, rooted in a broader crisis of multilateral consensus, weakened the humanitarian system and its capacity to respond in unprecedented ways.

IMPACT was not insulated from these pressures. In 2025, a substantial loss of funding required us to make rapid and difficult decisions about our scale and structure. Those choices came at a real cost to our people, our programmes, and our partners.

But they were the right choices. By focusing our resources on what matters most, we remained operational, focused and principled at a moment when evidence-based decision-making is more critical than ever. Donors and partners continued to stand with IMPACT because the relevance and value of our work were clear. In 2025, we conducted 14 Multi-Sectoral Needs Assessments, maintained a presence in more than 30 countries, and piloted the Acute Needs Analysis across 20 countries, a new workstream providing a globally comparable overview of need severity to support humanitarian partners in making principled needs-based prioritization decisions.

Underpinning all of this was the launch, in September 2025, of our [Strategic Framework 2025–2030](#). Developed through extensive internal and external consultation, the Framework brought clarity to what IMPACT

is for, what value-add we bring, and how we must evolve in a landscape defined by constrained funding, reduced coordination, and emerging technologies, including AI. It provided the foundation for the choices we made in 2025 and will serve as our compass through 2026 and beyond.

In 2026, humanitarians are facing renewed pressures, including continued rise in conflicts, the consequences of the closure of the Strait of Hormuz, the risk of a severe El Niño, and further funding cuts and political pressures on humanitarian action. In this environment, the case for rigorous, impartial, people-centred research does not weaken; it strengthens, making our work ever more necessary.

We are deeply grateful to our teams and partners, whose commitment and professionalism make our work possible.



Luca Pupulin

IMPACT Initiatives Chief Executive Officer



OVERVIEW

In 2025, IMPACT's Research Programmes adapted to a rapidly evolving humanitarian and funding landscape by sharpening both programmatic focus and delivery models. In the face of organisational downsizing and system-wide pressures, the organisation implemented targeted strategic adjustments to safeguard its relevance, resilience, and impact.

These priorities were formalised through a programmatic revision process that accelerated key elements of IMPACT's 2025–2030 Strategic Framework in response to the funding crisis. While progress in some areas was sequenced, these shifts successfully protected IMPACT's core value proposition: delivering credible, crisis-wide analysis of humanitarian needs across diverse contexts.

Central to this effort was a renewed emphasis on analytical strength, streamlined yet fit-for-purpose data collection, and enhanced interoperability across research activities. Moving away from parallel research cycles tailored to different audiences, IMPACT transitioned towards a systems-based approach, aligning data collection efforts within a coherent analytical framework focused on needs severity, community priorities, and the effectiveness of assistance.

These changes were reinforced by accelerated investments in digitalisation, improving data integration, operational efficiency, and analytical consistency. At the same time, a targeted communications campaign rolled out in 2025 ensured that complex analysis was translated into clear, actionable prioritisation messages, enabling evidence to directly inform more effective, principled, and accountable humanitarian responses.

OUR PROGRAMMES



STRENGTHENING NEED BASED ASSISTANCE AND HUMANITARIAN PRIORITISATION



Despite funding and access constraints, IMPACT supported needs-based humanitarian planning through the delivery of 14 [Multi Sectoral Needs Assessments](#) (MSNAs), including 8 conducted at crisis wide scale. Based on extensive data collection process and critical

support from partners, these assessments continued to underpin the Humanitarian Needs Overviews and Response Plans, enabling stakeholders to align operational priorities with robust analysis of severity, vulnerability, and geographic disparities.

Paradoxically, the funding crisis has reinforced the role of MSNAs in humanitarian planning and prioritisation, maintaining them as a reference point within the system. In parallel, IMPACT advanced cross-crisis aggregation and comparative analysis, generating insights that directly informed global donor allocation decisions. Tailored guidance was also developed to support country teams in prioritising scarce resources, ensuring that the most decision-critical data could still be captured, even in contexts where MSNAs could not be implemented at scale.

In this context, IMPACT accelerated the development and deployment of the

[Acute Needs Analysis](#) (ANA), a pilot analytical project designed to move beyond fragmented indicators towards a more coherent, cross-crisis understanding of where needs are most acute and where resources are most urgently required. These insights fed into global prioritisation processes, complementing the Global Humanitarian Overview at a time of unprecedented competition for limited funding. IMPACT also contributed to the global discourse on ethical prioritisation by supporting ALNAP in the development of a [series of papers on complex resource allocation trade-offs](#), while actively engaging donor and philanthropic audiences.

At the same time, IMPACT strengthened its positioning within the global community of practice on mortality estimation—a critical domain for an organisation committed to capturing the most severe needs and risks of excess mortality. Beyond integrating mortality and malnutrition modules into MSNAs, IMPACT is now a member of three major consortia alongside partners such as Save the Children, the London School of Hygiene & Tropical Medicine, and UKHIIH. In June, IMPACT's expertise in food security and nutrition received further recognition with its election as a Global Partner of the Integrated Food Security Phase Classification (IPC), a significant endorsement of its technical leadership at the global level.

Advancing People Centred Assistance Through Community Perspectives

In 2025, despite a reduction in core Accountability and Inclusion resources and capacity, IMPACT maintained momentum and laid strong foundations for future progress. While constraints limited opportunities for scale, the organisation continued to advance more people-centred assistance through a robust portfolio of research, development, and learning outputs.

IMPACT deepened understanding of how shifting global dynamics affect crisis-affected populations, notably through a joint study with [ALNAP examining community perceptions of US funding cuts in South Sudan and Mali](#).

More broadly, IMPACT produced a series of analytical outputs and targeted advocacy briefs, drawing on MSNA data. These

included a [cross-crisis analysis of MSNA findings on disability](#), an [examination of MSNA self-reported needs indicators in relation to severity measurements](#), and jointly, with the International Data Alliance for Children on the Move (IDAC), the development of [guidance on data collection and analysis on children on the move](#). Collectively, this body of work demonstrated the critical added value of MSNAs in informing more people-centred responses.

Building on this, IMPACT developed a framework focused on community priorities. Recognising that understanding who is in need must be complemented by insight into what type and modality of

assistance communities prioritise, IMPACT initiated the Community Priorities Analysis. This new product is designed to equip decision-makers with actionable insights to better centre crisis-affected populations in humanitarian planning and programme design. Drawing on both primary and secondary data, it provides a structured overview of population preferences, including disaggregation where possible and identification of key information gaps.

The framework, accompanying guidance, and tools were finalised in December 2025 and are set to be piloted at country level in early 2026.

Contributing to more effective assistance

Beyond identifying needs, IMPACT continued to strengthen effective assistance by generating robust evidence on how well humanitarian aid is meeting those needs, where critical gaps persist, and how response design and delivery can be further optimised.

In the current context, ensuring that humanitarian assistance, including cash and voucher assistance (CVA), is both evidence-driven and impact-maximising has become more critical than ever. In addition to advancing more people-centred responses, CVA offers clear gains in economic efficiency, enabling humanitarian actors to maximise impact across the full crisis cycle, from preparedness and emergency response to recovery.

IMPACT supported CVA programming, delivering regular cash and market analysis activities in 18 countries. This included the implementation of the Joint Market Monitoring Initiative (JMMI) in close collaboration with Cash Working Groups and other coordination platforms. To further support CVA practitioners, IMPACT, through its initiative REACH, published a Global Guidance Note on the JMMI methodology, building on over a decade of operational experience. Covering the full assessment cycle, from design through to

data collection, analysis, and dissemination, the guidance equips practitioners to adapt and scale JMMIs across diverse operational contexts.

Our PANDA portfolio showed adaptability, with country teams re-engaging in targeted analytical work, including Third-Party Monitoring, in response to reduced funding at country level. By the end of 2025, Global Programmes team had also launched a collaborative effort to develop a conceptual framework on Effective Assistance, laying the groundwork for more systematic analysis, learning, and organisational coherence in this area.



PIONEERING RESEARCH EXCELLENCE AND FOSTERING INNOVATION

In 2025, IMPACT's organisational development efforts showed resilience and steady progress. With continued donor support, the organisation maintained core priorities while making further advances, particularly in its digital transformation agenda.

A major area of progress was the transition from strategy to implementation in IMPACT's digitalisation efforts. The establishment of a global Data Team, alongside the launch of core workstreams, laid the foundations for more integrated, reliable, and scalable data systems. Early investments enabled the development of a centralised data warehouse and the design of tools to strengthen data quality and harmonisation across contexts. Collectively, these initiatives represent a significant step-change towards more automated, transparent, and reproducible data management, delivering

clear long-term gains in operational efficiency, analytical rigour, and user experience.

In parallel, and in response to rapid technological change, IMPACT shaped its organisational vision for the responsible integration of artificial intelligence. This included the exploration of strategic partnerships with leading institutions such as the Swiss Federal Institute of Technology in Lausanne (EPFL) and Data Friendly Spaces (DFS).

These collaborations support IMPACT in further developing its innovation and analytical capabilities, helping it continue contributing to data-driven humanitarian action.

Diversifying our Programming: Climate Disaster and Environmental Resilience

Over recent years, IMPACT, a member of the Santiago Network for Loss and Damage since 2024, has established a solid analytical foundation on response mechanisms and persistent information gaps in this field. This work has sharpened the organisation's ability to provide relevant evidence on disaster risk and the impacts of climate change on humanitarian needs, building on its established research and analytical approaches.

Over the course of the year, IMPACT delivered more than 60 climate-related information products, reinforcing the evidence base at the intersection of climate change, disaster risk, and humanitarian action.



OUR IMPACT: EVIDENCE THAT SHAPES RESPONSE

77% IMPACT informed humanitarian prioritisation and decision-making in 77% of active crises*

In 2025, IMPACT contributed primary data or analysis to support humanitarian prioritisation processes, including Humanitarian Programme Cycles (HPC), Integrated Food Security Phase Classification (IPC), and Cadre Harmonisé (CH), in 77% of the humanitarian crises currently active in the world. This marks a significant deepening of IMPACT's role as a trusted evidence partner for the humanitarian system at a time when needs-based programming has never been more critical.

*Based on IMPACT's own activity tracking across all active crises (as per humanitarianaction.info)

Evidence in Action: Four Examples



In **Somalia**, REACH initiative continued its role as a key data partner in the Integrated Food Security Phase Classification (IPC), coordinating coverage with the Food Security Analysis Unit (FSNAU) and the World Food Programme (WFP). Its MSNA served as the primary evidence base for the full Joint Intersectoral Analysis Framework (JIAF) across all accessible OCHA priority districts, supporting the Humanitarian Needs and Response Plan (HNRP) and contributing to more coherent, data-informed prioritisation.



In **Afghanistan**, MSNA data informed People in Need (PiN) calculations for the HNRP, supporting evidence-based response planning. IMPACT's outputs also contributed to the 2025 Humanitarian Implementation Plan (HIP) for Afghanistan and Pakistan, as well as processes such as IPC Acute Food Insecurity (AFI) and Acute Malnutrition (AMN).



In **Ukraine**, IMPACT contributed to data coordination, co-chairing the Data Coordination Group and serving as data focal point for two Strategic Priorities within the HNRP. In collaboration with OCHA, it supported the integration and use of multiple data streams, including MSNA, HSM, JMMI, and other assessments, to inform PiN calculations and response planning in a dynamic and complex operational context.



In the **Democratic Republic of the Congo**, IMPACT delivered a rapid analytical response to the escalation of the crisis in early 2025, notably through the Humanitarian Situation Monitoring (HSM), including displacement tracking and remote sensing. Acute Needs Analysis (ANA) findings highlighted critical unmet needs in two additional provinces beyond the traditionally targeted eastern areas, contributing to the decision to expand MSNA coverage from three to five provinces in 2026 in support of a more comprehensive response.

“ REACH's assessments helped us understand why some communities weren't accessing our health services. We used [the data] to redesign our approach — bringing services closer to people who couldn't travel, and planning supply delivery so care didn't stop when roads closed. ”

Health partner, Afghanistan

OUR ACTIVITIES AND FOOTPRINT

OPERATIONAL AGILITY

In 2025, IMPACT strengthened its operational model introducing Multi Country Offices (MCOs), which played a critical role in maintaining operational continuity and strengthening support to country teams during a period of significant uncertainty.

By sustaining core staffing and operational capacity across three MCOs, this approach ensured effective supervision, risk management, and technical backstopping for multiple missions, ensuring operational agility and proximity to the people we serve. The model proved instrumental in enabling IMPACT to adapt to a more resource and access constrained environment while preserving programmatic quality, consistency, and regional coherence.

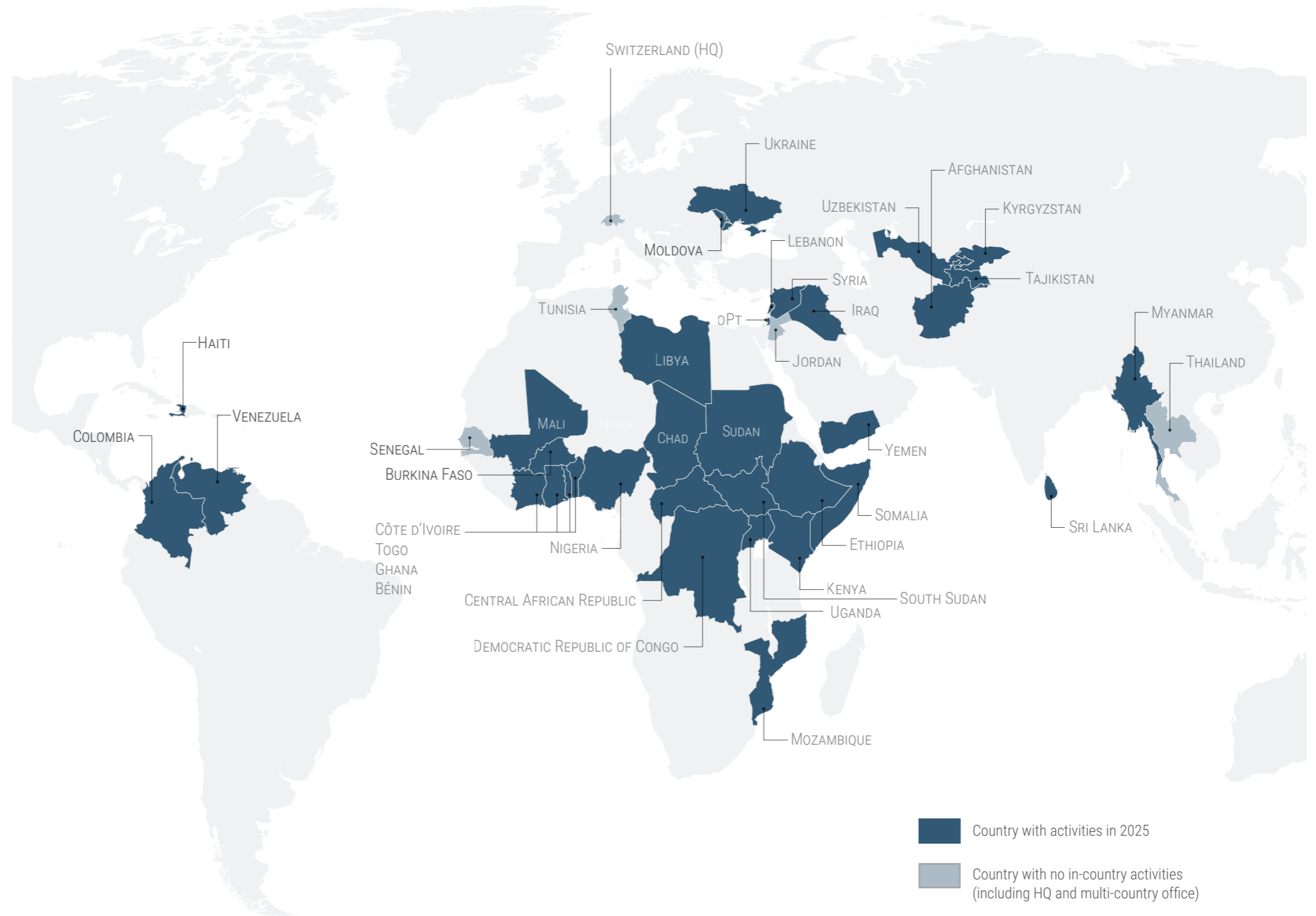
KEY FIGURES

35 Countries
586 Staff
60 HQ Staff
152 International Staff
374 National Staff

285 Research cycles
1,100 + Products published

520k +
 Downloads from IMPACT's Resource Center

155k +
 Dissemination emails



REGIONAL HIGHLIGHTS

MIDDLE EAST AND ASIA

OPT

IMPACT teams are supporting humanitarian actors and coordination platforms operating in Gaza with need-analysis and information management. Through our support we help humanitarian actors to respond to three key questions: Where are people in need? What are the needs? How to best respond?

SYRIA

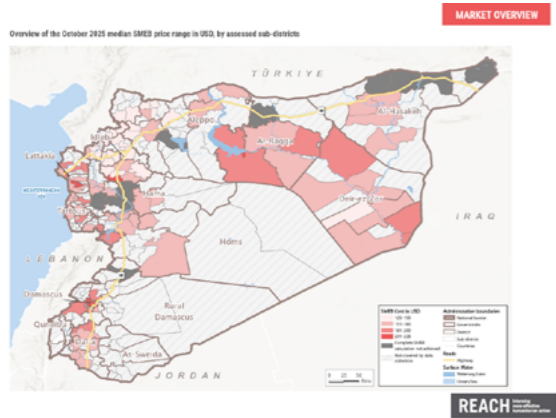
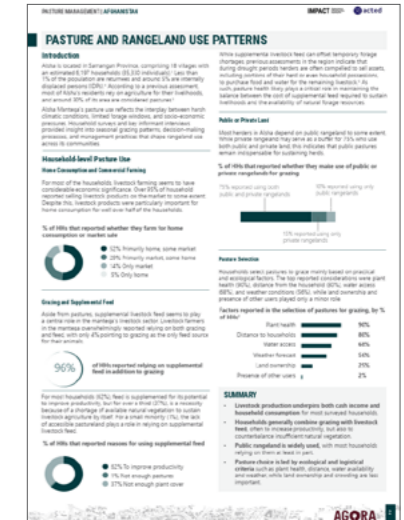
The JMMI monitors the availability and prices of essential goods typically purchased by Syrian households, including food, water, hygiene items, fuel, and internet access.

Since April 2025, as part of the ongoing shift toward a unified, nationwide humanitarian coordination structure, REACH initiative implemented the [first unified JMMI](#) covering the entire Syrian national territory.

AFGHANISTAN

Recurring droughts and land degradation have been major drivers of vulnerability in Northwest Afghanistan. In a context of prolonged environmental stress and socio-economic hardship, agriculture-dependent households face increasing pressure.

Conducted through the AGORA initiative, the [Pasture Management Assessments](#) inform programming and prioritization for sustainable land management by tracking seasonal patterns and community practices through remote sensing, monitoring environmental change over time, and triangulating pasture survey and interview findings.



REGIONAL HIGHLIGHTS

EUROPE AND NORTH AFRICA

GLOBAL

In 2025, IMPACT have been piloting the Acute Needs Analysis (ANA) in 19 crises — a focused approach designed to identify where the risk of preventable loss of life is most acute. The ANA draws on the best available primary and secondary data, with particular attention to known drivers of mortality.

In 8 crises, the [analysis](#) identified locations at risk of excess mortality (RoEM): where critical vulnerabilities and breakdowns in essential services converge in ways that suggest largescale loss of life is likely occurring, or imminent without rapid mitigation.



In 2025, IMPACT undertook a series of methodological reflections on how humanitarian data can better reflect people's realities and supports Accountability to Affected Populations (AAP) initiatives. These efforts focused on addressing key limitations in existing research approaches, including [sampling biases that exclude female voices](#), and [gaps between measured needs and those expressed by communities themselves](#).

By complementing standard analytical frameworks with perception-based and community-centred data, including through more systematic use of [tools such as the Washington Group Short Set](#), IMPACT continues to promote the inclusion of all voices from affected communities at every stage of the research cycle.



UKRAINE

The Winter Response Plan identified “the impact of electricity outages and energy infrastructure damage to inform prioritisation of the response for the most vulnerable people in urban and rural areas/cities” as a key information gap.

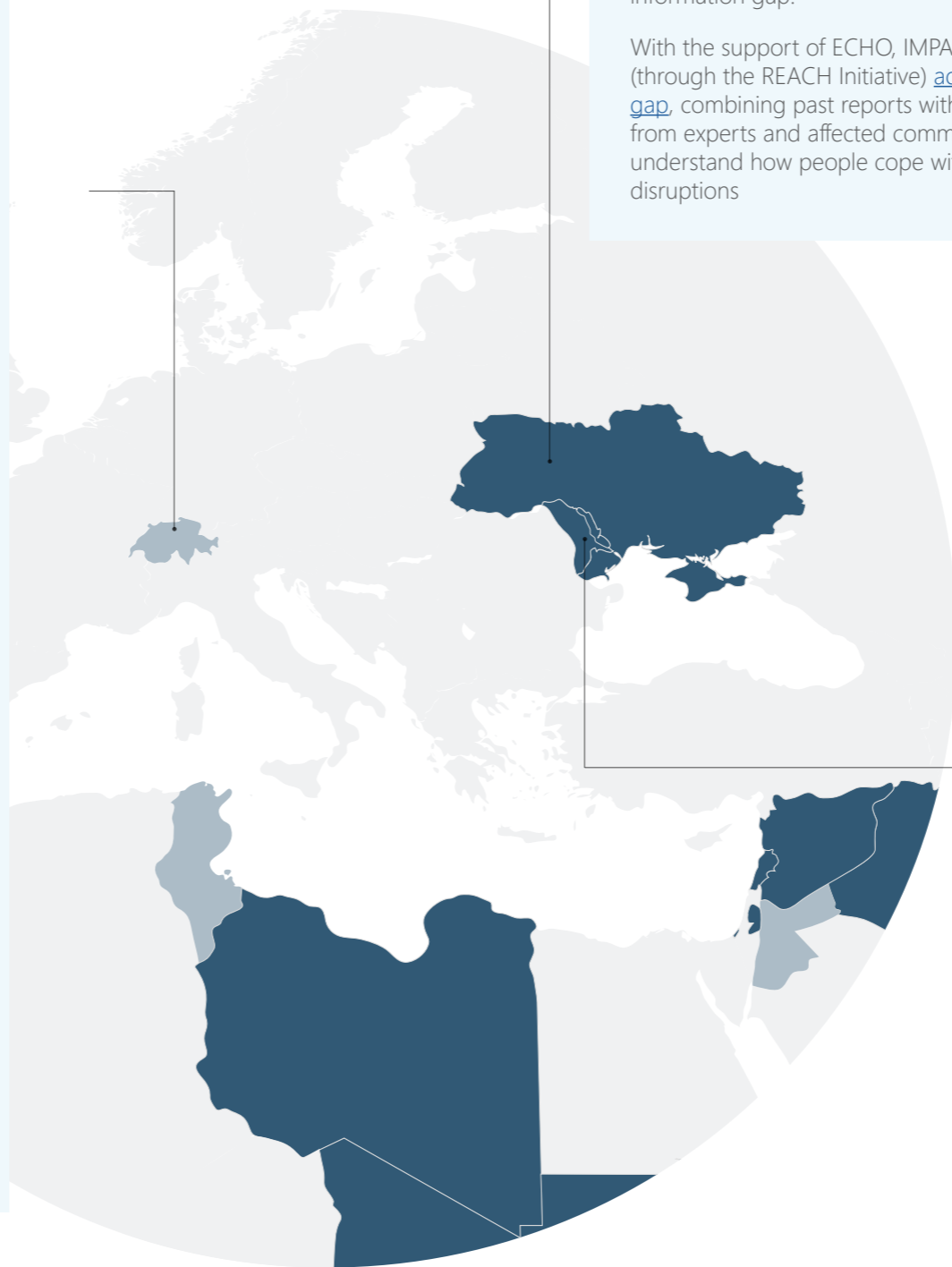
With the support of ECHO, IMPACT Initiatives (through the REACH Initiative) [addressed this gap](#), combining past reports with interviews from experts and affected communities to understand how people cope with energy disruptions



MOLDOVA

Most Ukrainian refugees in Poland are women. Many of them navigate overlapping challenges, facing double, triple or even quadruple disadvantage - as refugees, as women, often caregivers, often caring for their children alone. This demographic reality shapes every aspect of their economic integration.

Drawing on the Longitudinal Survey of Ukrainian Refugee conducted since February 2022, IMPACT examined these dynamics in depth. The [analysis](#) combined statistical evidence with insights into the everyday working lives and conditions of employed refugees.



REGIONAL HIGHLIGHTS

WEST AND CENTRAL AFRICA

MALI

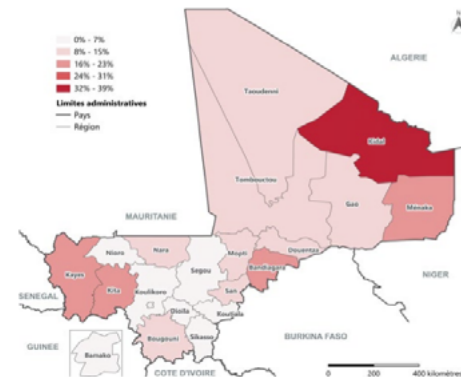
In 2025, the humanitarian situation in Mali was marked by insecurity, climate shocks, and limited access to basic services, driving a multisectoral crisis.

A [comprehensive overview of humanitarian needs](#) was produced based on an MSNA conducted across 20 regions, covering more than 10,000 households.

Findings indicate that 83% of households were in need in 2025, with particularly high levels of severe needs concentrated in the Kidal region (38%).

OÙ SE TROUVAIENT LES MÉNAGES DANS LE BESOIN SEVERE ?

Pourcentage de ménages dans le besoin sévère par zone géographique



DEMOCRATIC REP. OF CONGO

Following armed clashes in and around the city of Goma in January 2025, significant population movements were reported among the nearly 700,000 internally displaced persons (IDPs) living across the Goma, Karisimbi, and Nyiragongo health zones. In connection with these clashes, the [partial or complete departure of displaced populations from several displacement sites was observed](#), reflecting a rapidly evolving humanitarian situation.

In this context, IMPACT's teams have continued to provide critical humanitarian information to support aid actors and inform response planning in the eastern provinces of the Democratic Republic of the Congo (DRC). This support includes Humanitarian Situation Monitoring, Multi-Sectoral Needs Assessments (MSNAs), contributions to the Crisis Analysis and Response Quality Working Group, and the implementation of innovative public health assessments.

Map: Displacement Sites, Goma, North Kivu, February 2025



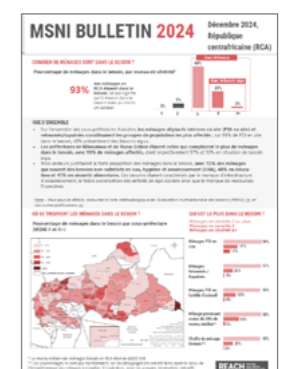
CÔTE D'IVOIRE, GHANA, TOGO, BÉNIN

Since April 2024, IMPACT Initiatives has been strengthening assessment and monitoring systems across the northern regions of Côte d'Ivoire, Ghana, Togo, and Benin, to improve understanding of needs and support evidence-based decision-making. Within this framework, IMPACT delivered trainings to aid actors on assessment methodologies, covering research design and planning, data collection and analysis, results visualisation and geographic information system..

CENTRAL AFRICAN REP.

During the summer of 2024, IMPACT teams conducted a Multi-Sector Needs Assessment (MSNA) in 18 out of 20 provinces in the Central African Republic. They interviewed nearly 14,000 households to inform the humanitarian response.

The [most significant unmet needs were in WASH, education, and food security](#)



REGIONAL HIGHLIGHTS EAST AFRICA

SOMALIA

Armed conflict and repeated droughts have driven large-scale displacement in Somalia. In response, REACH initiative, in coordination with the National Centre for Rural Development and Durable Solutions (NCRDDS), implemented an [Area-Based Durable Solutions Assessment](#) to understand how IDPs and host communities experience displacement and identify priority needs. Conducted with key partners, it provides community-driven evidence to inform planning and coordination for durable solutions at the local level.

SUDAN

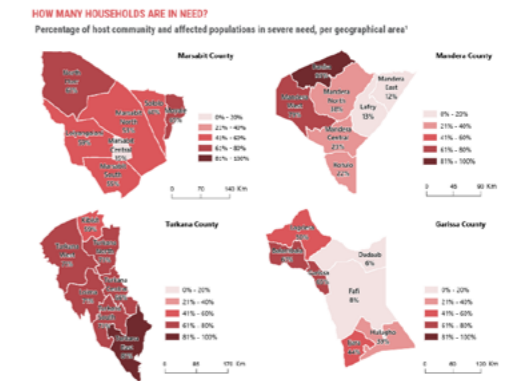
The conflict in Sudan has triggered widespread displacement, destroyed critical infrastructure, and has launched the country into severe food insecurity, with ongoing famine in parts of the country. It is now one of the world's worst humanitarian crises.

At the 2-year mark, a [new brief](#) provided an update of the situation. Findings were based on a structured review of primary and secondary data.



KENYA

In 2025, IMPACT conducted the [Multi-Sector Needs Assessment \(MSNA\)](#) across Garissa, Mandera, Marsabit, and Turkana counties to inform humanitarian response for refugee, host, and affected communities in Kenya. The assessment found that 99% of refugee households and 91% of host and affected populations reported at least one unmet need, with the share of refugee households facing severe needs reaching 57%, nearly doubling compared to 2024.



SOUTH SUDAN

One month after the Integrated Food Security Phase Classification (IPC) warned there was risk of famine in a plausible worst-case scenario in Nasir and Ulang counties, REACH initiative, Relief International and several other partners conducted an [emergency assessment](#) in nine locations.

It revealed extreme levels of hunger and malnutrition in parts of both counties in July 2025, despite a reduction in large-scale violence since May.





OUR ORGANISATION

OUR PARTNERSHIP FRAMEWORK

IMPACT promotes a collaborative approach and supports established inter-agency coordination mechanisms at global and country levels. It particularly values its collaboration with data collection partners, whose support across crises remains essential and highly valued.



OUR SISTER ORGANISATION

ACTED is IMPACT's sister organisation. ACTED hosts and facilitates IMPACT's field operations in many countries, and co-implements the AGORA initiative.



SPOTLIGHT ON NEW IMPACT PARTNERSHIP

In June 2025, IMPACT officially became an IPC Global Partner, formalising a long-standing and mutually supportive collaboration with the Integrated Food Security Phase Classification (IPC)—the leading global standard for classifying food insecurity and acute malnutrition. This partnership represents an important recognition of IMPACT's role as a trusted actor in food security and nutrition analysis and strengthens its ability to influence not only how data is collected, but also how it is used in decision-making.

IPC Global Partnership status enables the direct integration of IMPACT's (multi-) sectoral evidence into critical, life-saving analytical and prioritisation processes. It also supports closer alignment between IPC strategic discussions and country-level programming, allowing IMPACT teams to adapt priorities and contribute to evolving analytical standards and emerging needs.

In the current global context, this partnership is particularly relevant given IMPACT's operational presence in hard-to-reach and conflict-affected settings where evidence gaps remain acute. In these contexts, IMPACT's data collection and analysis capabilities complement IPC processes and help strengthen the overall evidence base. In parallel, IMPACT's global technical experts continue to contribute actively to ongoing IPC methodological and strategic developments, reinforcing technical consistency and analytical rigour.

DONORS

Acted - AFD (Agence Française de Développement) - AFS (Aid Fund for Syria) - BHA (Bureau for Humanitarian Assistance) - British Council - CARE - CdCS (Crisis and Support Centre) - Danish Red Cross - DFAT (Department of Foreign Affairs and Trade) - DRC (Danish Refugee Council) - DG ECHO - DG INTPA - FCDO (Foreign, Commonwealth & Development Office) - GAC (Global Affairs Canada) - GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) - H2H - IFRC (International Federation of Red Cross and Red Crescent Societies) - IOM (International Organization for Migration) - IRC (International Rescue Committee) - Irish Aid - MAG (Mines Advisory Group) - Mathematica - NMoFA (Norwegian Ministry of Foreign Affairs) - NORAD (Norwegian Agency for Development Cooperation) - NRC (Norwegian Refugee Council) - OCHA - ODI Global - PATRIP - SCI (Save the Children) - SDC (Swiss Agency for Development and Cooperation) - Sida - START - UKHIIH (UK Humanitarian Innovation Hub) - UN Habitat - UN RCO - UN Women - UNFPA - UNHCR - UNICEF - University of Rochester - UNOPS - USAID (US Agency for International Development) - WFP (World Food Programme) - World Bank

GLOBAL CLUSTERS



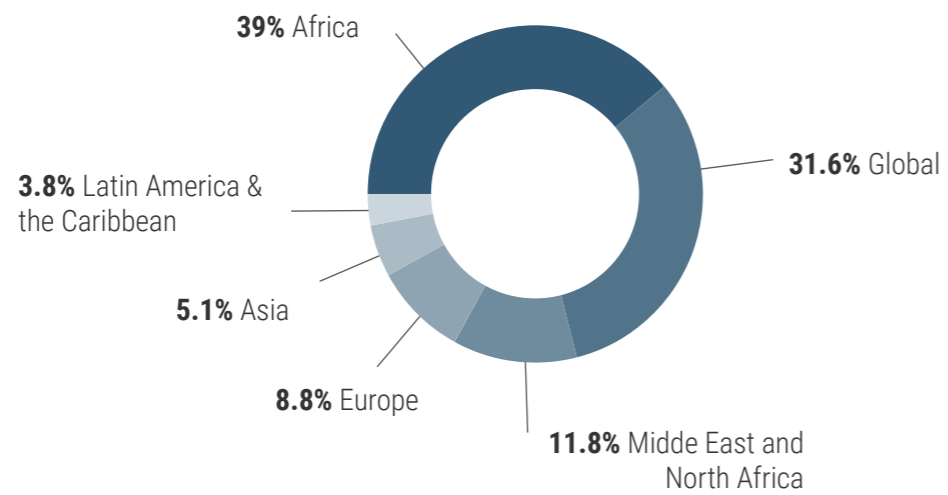
OTHER SUPPORTING PARTNERS

ACAPS - Action Against Hunger (AAH) - Addis Ababa University - Alight - Angels of Salvation (AOS) - Ar Yone Oo Social Development Association (AYO-SDA) - Arab World for Research & Development (AWRAD) - Association Libre pour la Promotion de l'Habitat et du Logement (ALPHALOG) - Aventura Research Myanmar (ARM) - CARE International - Cash Consortium of Sudan (CCS) - Catholic Relief Services (CRS) - Concern Worldwide - Congo Handicap - Consorcio de Asistencia Humanitaria en Venezuela (CONAHVE) - Consortium EAST - COOPADEM - Cornerstone OnDemand Foundation - Dan Church Aid (DCA) - Danish Refugee Council (DRC) - Data Libya (Data) - DataQ - Doctors with Africa (CUAMM) - Engineering for Humanitarian Action (EHA) - Environmental Systems Research Institute, Inc. (Esri) (ArcGIS) - Ethiopia Cash Consortium - Ethiopian Red Cross Society (ERCS) - Evidem Consortium - Evidence for Change (e4c) - FACT Foundation - Food and Agriculture Organization (FAO) - Geneva Graduate Institute (IHEID) - GOAL - Groundwater Relief - Groupe Huit (Group 8) - Hamzat Wasl - HawkaMaa-EU - HealthyLife NGO - Humanitarian Leadership Academy (HLA) - iMMAP France (3iSolution) - Institut Supérieur de Statistique et de Nouvelles Technologies de Goma (Centre Informatique)- Internal Displacement Monitoring Centre (IDMC) (NRC) - International Committee of the Red Cross (ICRC) - International Humanitarian Studies Association (IHSA) - Karen Return and Reestablishment Committee (KRRC) - Karenni National Women's Organization (KNWO) - Kenya Cash Consortium - Kyiv International Institute of Sociology (KIIS) - Kyivstar - Le Programme d'Urgence de Renforcement de la Résilience dans la région des Savanes (PURS) - Life Makers - LLC 4Service UA Sales - LLC GEO-AS - London School of Hygiene & Tropical Medicine (LSHTM) - Mathematica - Médecins Sans Frontières (MSF) - Mekelle University - Mercy Corps - Ministry of Labour and Social Protection Moldova - Mobile Accord, Inc (GeoPoll) - Mon State Fellow Organization (MSFO) - Mozambique Rapid Response Mechanism (MOZ-RRM) - Naba'a - NGO Centre for Society Research (Cedos) - Norwegian Refugee Council (NRC) - Onyx Expertise Internationale - Palestine Agricultural Development Association (PARC) - Plan International (Plan) - Politecnico di Torino - Première Urgence Internationale (PUI) - Pro-Consulting - Rakhaing Women's League for Humanity (RWLH) - Research for Development (RFD) - Réseau d'Action pour le Développement et Progrès Intégrés (RADPI) - Réseau des Associations Congolaise des Jeunes (RACOJ) - Save the Children International (SCI) - SIMAD University - Solidarités International (SI) - Somali Disaster Management Agency (SoDMA) - Somalia Cash Consortium - Spanish National Research Council (CSIC) - Stabilization Support Services (SSS) - The Cash Learning Partnership (CaLP) - Tufts University - UADamage - UNEP CCC - UNITAR (UNOSAT) - Unity and Strength (Благодійний фонд «Єдність та Сила») - University of Ghent - University of Goma (UNIGOM) - We Give HOPE - Welthungerhilfe (WHH) - West Africa Information Management Consortium - West Bank Protection Consortium (WBPC) - World Needs and Help (WNH) - World Vision International (WVI)

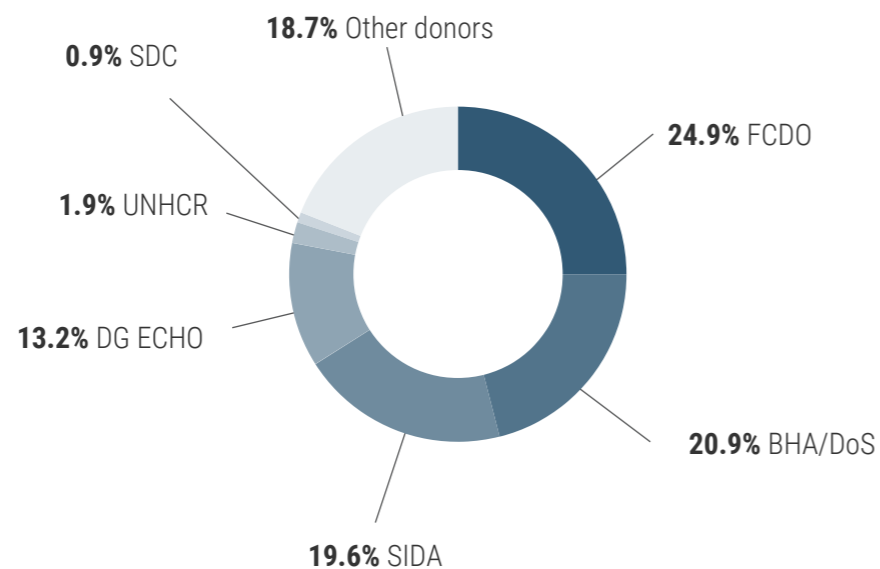
OUR FINANCE

In 2025, IMPACT operating revenue amounted to **26,241,359.76 CHF**, with **44 donors** and **182 projects** implemented.

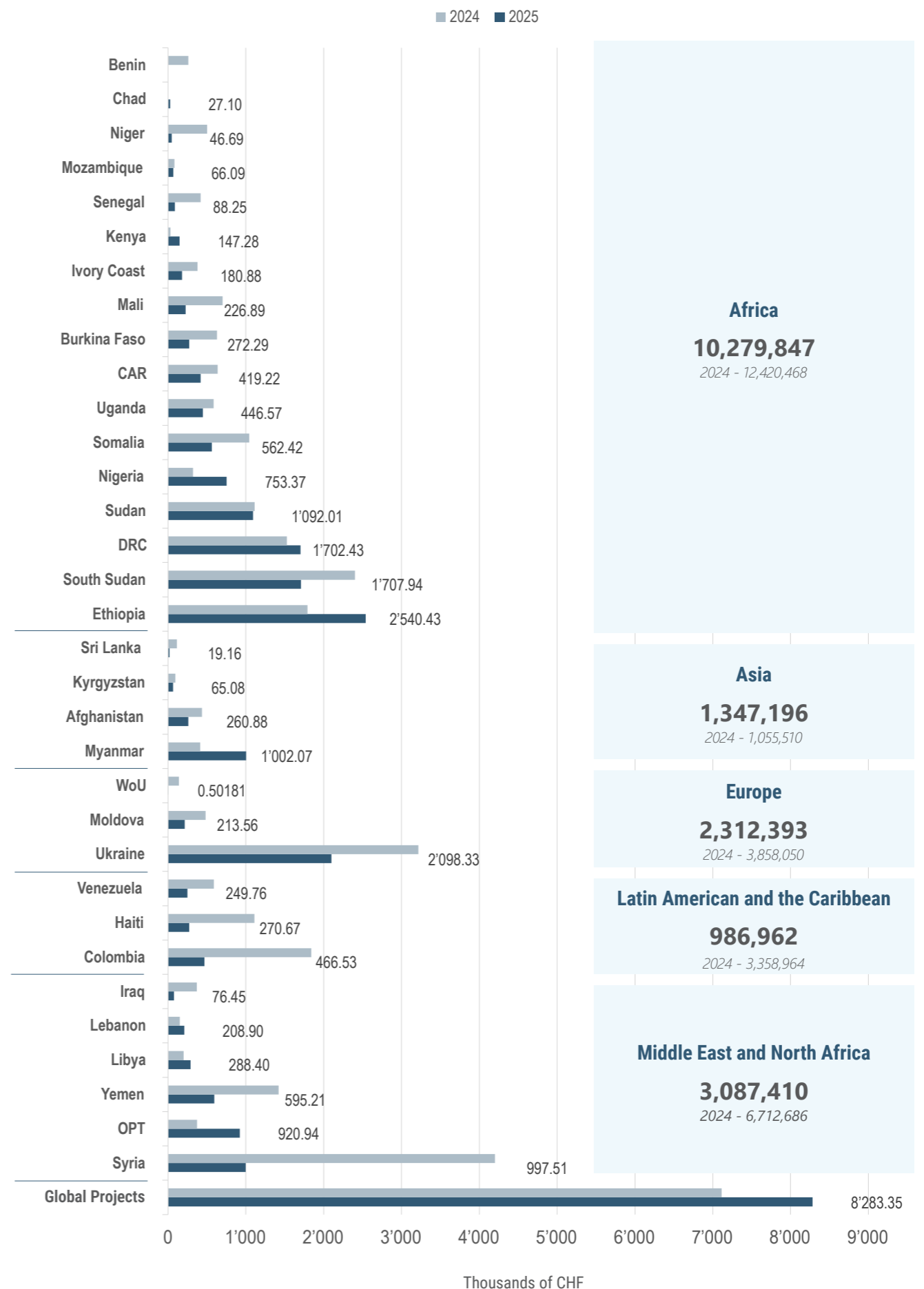
Geographic breakdown



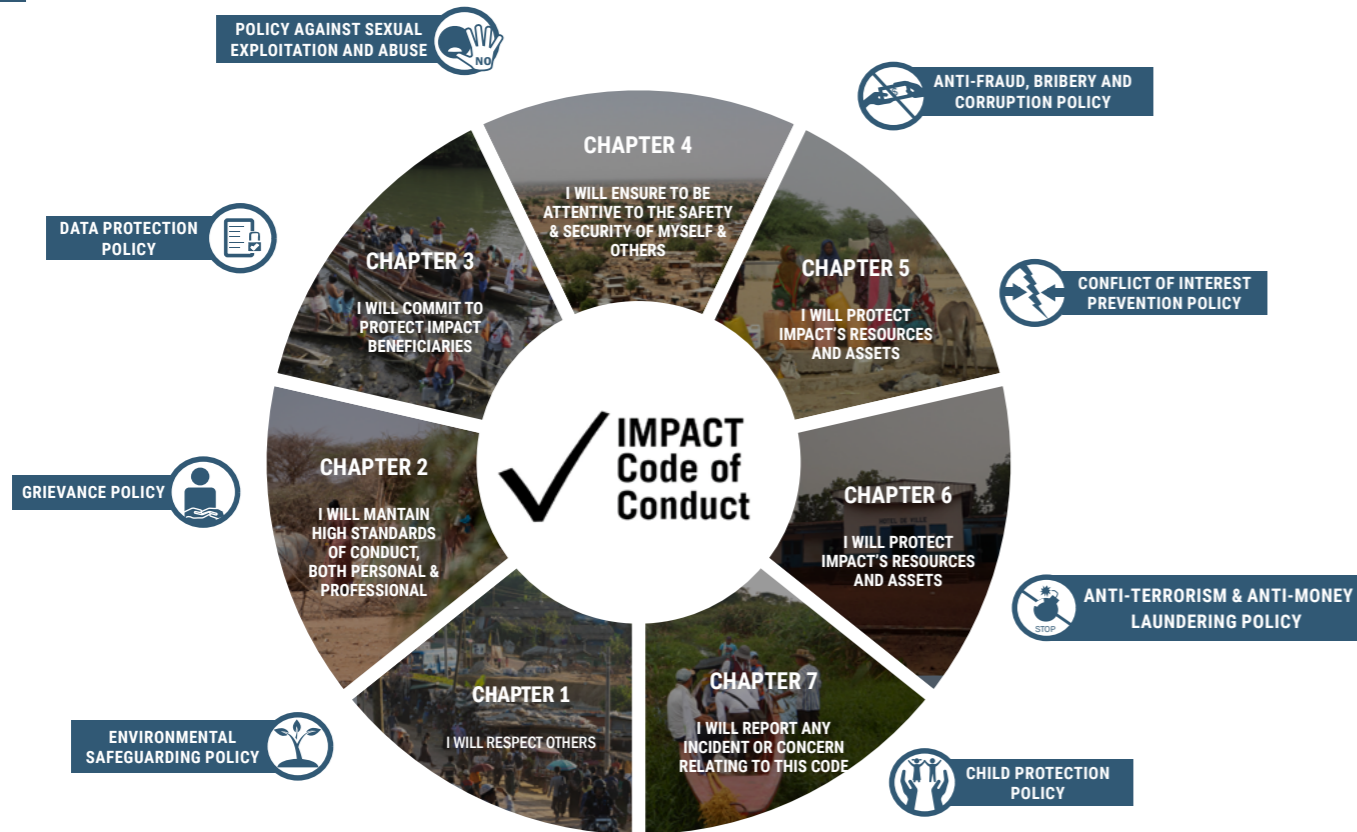
Donors breakdown



IMPACT's operating revenue in 2025, by country



OUR CODE OF CONDUCT



ANTI-FRAUD, BRIBERY AND CORRUPTION POLICY
IMPACT has a no tolerance approach towards corruption and is committed to respecting the highest standards in terms of efficiency, responsibility and transparency in its activities.

CONFLICT OF INTEREST PREVENTION POLICY
To ensure the most efficient, responsible and transparent delivery of aid, IMPACT, its staff and partners commit to preventing their private interests conflicting with their duties.

ANTI-TERRORISM AND ANTI-MONEY LAUNDERING POLICY
IMPACT is committed to never knowingly support, tolerate or encourage terrorism, the activities of those who embrace terrorism and anti-money laundering activities.

CHILD PROTECTION POLICY
IMPACT commits to safeguarding children from harm within internal procedure, throughout all activities and particularly in the implementation of child protection mainstreaming within research.

POLICY AGAINST SEXUAL EXPLOITATION AND ABUSE
IMPACT adopts a zero tolerance approach towards sexual exploitation and abuse, and is thus committed to their prevention both within the organisation and within the framework of its programmes and beneficiary populations.

GRIEVANCE POLICY
IMPACT's Grievance Policy provides a framework for professional grievances raised by staff through internal dedicated channels of reporting, and a proper response mechanism and follow-up.

DATA PROTECTION POLICY
IMPACT's Data Protection Policy controls how personal information can be used and shared, as well as ensure the protection and confidentiality of personal and sensitive data *[Updated]*

ENVIRONMENTAL SAFEGUARDING POLICY
IMPACT is committed to the promotion of a 3Zero world: zero exclusion, zero carbon, zero poverty. In line with this, IMPACT is committed to good environmental stewardship in its operations and in all of its humanitarian and development programming. IMPACT commits to minimising the environmental impact of our operations.

GOVERNANCE

IMPACT Initiatives is a Swiss-registered association governed by a General Assembly composed of nine members. Among them, five are elected as Committee members.

The **General Assembly** is composed of eleven members and normally meet twice a year. The General Assembly approves the yearly Report and Financial Statements of the Association, and decides any modifications to the statutes. Finally, the General Assembly appoints the Committee.

Committee members are elected by the General Assembly for a period of three years. The Committee includes five members, of whom one or two are renewed during the annual ordinary General Assembly. The Committee elect a President, a Secretary and Treasurer. The Committee meets 4-6 times per year, including during General Assembly meetings.

Our Members

- Manuel Bessler (Secretary)
- Marie-Pierre Caley
- Eric Jean R. Deschoenmaeker (Treasurer)
- Frédéric Roussel (President)
- Claus Haugaard Sørensen

COMMITTEE MEMBERS

- Vincent Annoni
- Miren Bengoa
- Gaia van der Esch
- Sébastien Lyon
- Luigi de Martino
- Philip Sargisson

Photo | Focus Group Discussion in Colombia



OUR COMMITMENTS

In the second year of [signing the Climate and Environment Charter for Humanitarian Organisations](#), IMPACT reached a majority of targets that had been set up in 2024 and reestablished commitments for 2025. Noting the difficult context at the start of 2025 when [those commitments were updated](#), IMPACT privileged keeping roughly similar targets focusing on programmatic expertise and producing actionable evidence, while still adding a commitment to develop network collaboration.



THE CLIMATE AND ENVIRONMENT CHARTER FOR HUMANITARIAN ORGANIZATIONS

“ We know that radical transformation is needed. We are determined to act, urgently and intentionally. ”

In 2025, in line with the [Inclusive Data Charter and launching our 2024–2027 Action Plan](#), IMPACT continued to strengthen inclusive data practices to ensure that the voices of populations most at risk of exclusion were reflected in humanitarian decision-making.

Across multiple crises, IMPACT teams worked to create spaces for vulnerable groups to share their experiences and priorities, such as people living with disabilities in Myanmar and adolescent refugees in Uganda.

Beyond standalone assessments, IMPACT also advanced efforts to embed inclusivity across all stages of its research process, including reviewing MSNA survey tools to better capture intra-household dynamics and explore the diverse ways in which members of affected communities experience daily challenges, with the HESPER approach.

Through these efforts, IMPACT continued to commit to people-centered research and to building a more representative, accountable, and inclusive humanitarian data ecosystem.



Shaping practices
Influencing policies
Impacting lives

IMPACT

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