



Annual Report 2025

30 Years of Partnership | *Five Years of Progress*

Celebrating 30 Years of Strengthening Responsible Mountain Tourism

This integrated annual report celebrates IMEC's 30th anniversary while presenting 5-year programme performance, governance and financial results for the year ended 31 December 2025

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Every expedition starts with strong foundations.

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Every step depends on the people who walk together

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This is where we measure the progress we've made.

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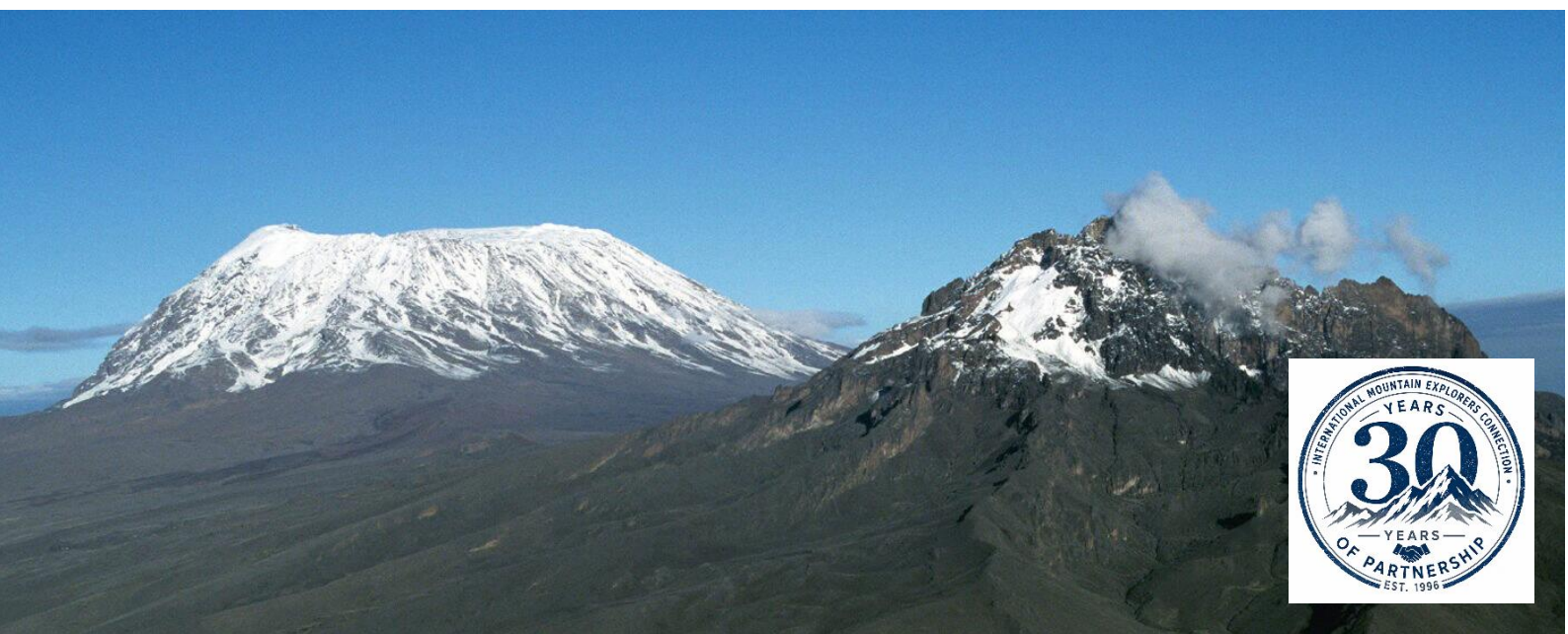
Strong governance provides the stability needed to reach new heights with confidence.

The Rope Team | Our Partners & Supporters

Every expedition relies on the people connected by the same rope and the same purpose.

The Next Summit | Looking Forward

Every summit reveals the next horizon.



For 30 years, IMEC has worked alongside mountain communities, tourism partners and responsible travellers to strengthen responsible and sustainable mountain tourism and environmental stewardship through partnership, education and evidence-informed programme review.

Reflection

FROM THE FOUNDER

"Honouring the journey."

Thirty years ago, IMEC began with a simple belief: that mountain tourism could, and should, create lasting benefits for both people and the places they call home.

What started as a small, volunteer-driven initiative has grown through the dedication of countless people who share that belief. Along the way, we have learned that responsible mountain tourism is never the work of one organisation. It is built through partnerships, trust and the collective efforts of mountain crews, communities, tourism businesses, travellers and supporters.

Over the past three decades, tourism has changed dramatically. Ideas that were once considered aspirational, protecting the environment, supporting local communities and travelling responsibly, have become fundamental to the way our industry looks to the future. It has been both humbling and inspiring to witness that evolution.

For me, however, one thing has never changed. Every journey into the mountains depends on people. The guides, porters, cooks, local communities and conservation partners who make these extraordinary experiences possible deserve our respect, our support and our gratitude.

Looking back, I feel immense appreciation for everyone who has been part of IMEC's journey. Together, we have celebrated successes, navigated challenges and remained committed to the belief that mountain tourism can be a force for good.

As IMEC enters its fourth decade, I remain optimistic about the future. There is still much to learn, partnerships to strengthen and new opportunities to create lasting benefits for mountain communities and the environments they call home.

Thank you to everyone who has walked this journey with us over the past 30 years. None of it would have been possible without your commitment, generosity and belief in what we can achieve together. I look forward to seeing where the next summit takes us.

Scott Dimetrosky

Founder

International Mountain Explorers Connection (IMEC)



Letter

FROM THE CO-CHAIRS

"Looking ahead together."

Thirty years is a remarkable milestone. It is also a reminder that meaningful change is built through long-term commitment, shared responsibility and strong partnerships.

This report reflects the progress achieved during 2025 while celebrating thirty years of partnership and the resilience, collaboration and shared purpose that have shaped IMEC's journey over the past five years. Throughout the year, IMEC continued to strengthen responsible mountain tourism through evidence-informed programme review, environmental stewardship, community initiatives and collaborative partnerships that support people, communities and mountain environments.



As Co-Chairs, we are committed to ensuring that IMEC remains true to its mission through effective governance, responsible stewardship of resources and clear strategic direction. These principles have guided the organisation throughout its history and continue to shape the decisions we make as we respond to new opportunities and emerging challenges.

The future of mountain tourism will depend on organisations, communities and tourism partners working together. Climate change, changing visitor expectations and the need to protect fragile mountain environments reinforce the importance of collaboration, innovation and shared learning. We believe these partnerships will continue to strengthen responsible mountain tourism for the benefit of both people and place.

On behalf of the Board of Directors, we extend our sincere thanks to our local implementation partners, tourism businesses, mountain crews, community leaders, donors, volunteers and supporters. Your commitment, expertise and generosity make this work possible.

As we begin our fourth decade, we look forward with confidence, building on the strong foundations established over the past 30 years and continuing the journey towards our next summit, together.

Melissa Foley

Co-Chair

International Mountain Explorers Connection (IMEC)

Saskia de Rover

Co-Chair

Base Camp

IMEC AT A GLANCE

"Every expedition starts with strong foundations."



For 30 years, the International Mountain Explorers Connection (IMEC) has worked alongside mountain communities, tourism partners and local organisations to strengthen responsible mountain tourism.

Founded in 1996, IMEC is a United States registered 501(c)(3) nonprofit organisation advancing responsible mountain tourism through partnership, environmental stewardship, education, evidence-informed programme review and shared learning.

Working through trusted local implementation partners, IMEC connects communities, tourism businesses, conservation organisations and international supporters to develop practical, locally led solutions.

By investing in local leadership rather than direct delivery, IMEC helps strengthen solutions that are shaped by the communities and environments they are designed to support.

Today, IMEC's programme implementation is centred on Mount Kilimanjaro in Tanzania, while three decades of knowledge and experience continue to contribute to responsible mountain tourism internationally.



OUR VISION

A world where mountains, people and nature thrive together through responsible tourism.



OUR MISSION

To promote and strengthen responsible mountain tourism on Kilimanjaro and beyond through partnership, monitoring, capacity building and shared learning.



THE PRINCIPLES THAT GUIDE OUR JOURNEY



PARTNERSHIP

Working together to create lasting impact.



RESPECT

Honouring mountain environments, cultures and people.



STEWARDSHIP

Protecting mountains for future generations.



LEARNING

Using evidence and experience to improve.



INTEGRITY

Acting with transparency and accountability.



IMPACT

Creating lasting benefits for people and place.



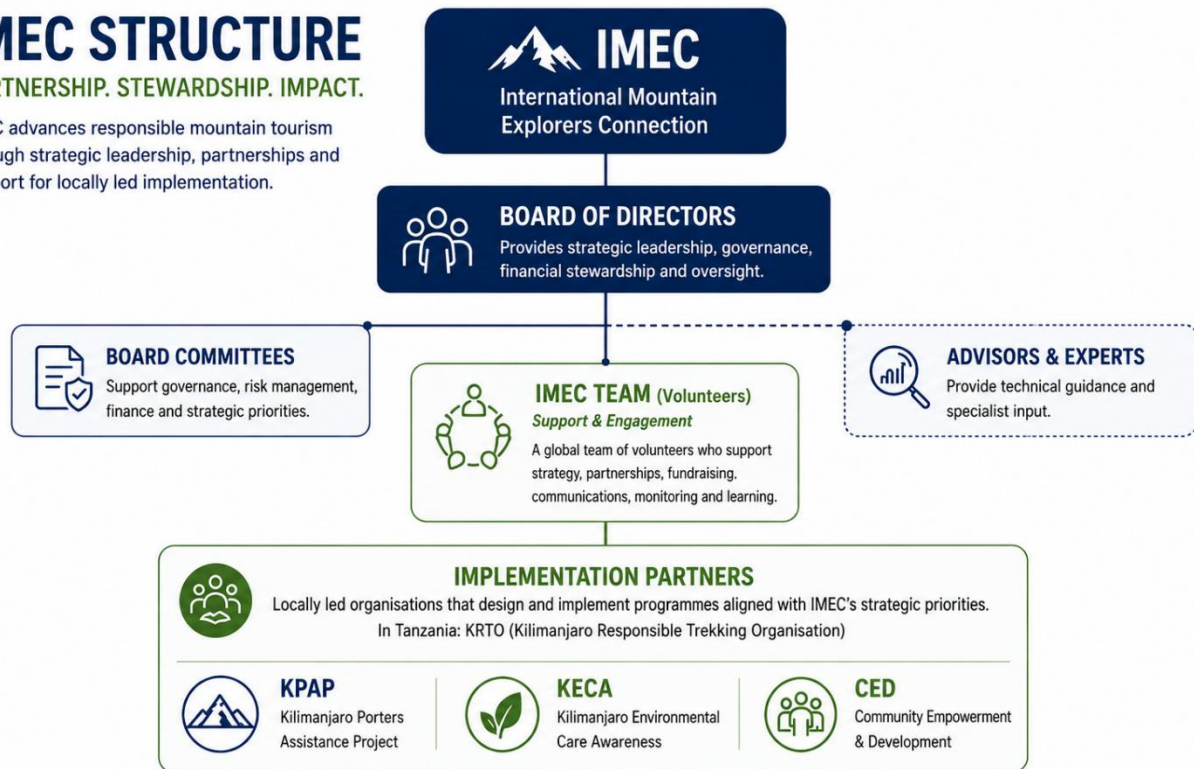
Our Values Guide Every Programme, Partnership and Decision

"The strongest mountain paths are not created by a single journey, but by many people choosing to walk responsibly in the same direction."

IMEC STRUCTURE

PARTNERSHIP. STEWARDSHIP. IMPACT.

IMEC advances responsible mountain tourism through strategic leadership, partnerships and support for locally led implementation.



Current Programme Focus

IMEC currently delivers its programmes in Tanzania through long-term partnership with the Kilimanjaro Responsible Trekking Organisation (KRTO), tourism partners, mountain crews, community organisations and conservation stakeholders.

This collaborative model combines local implementation with international partnership, supporting responsible trekking, environmental stewardship, community engagement and evidence-informed programme review on Mount Kilimanjaro.

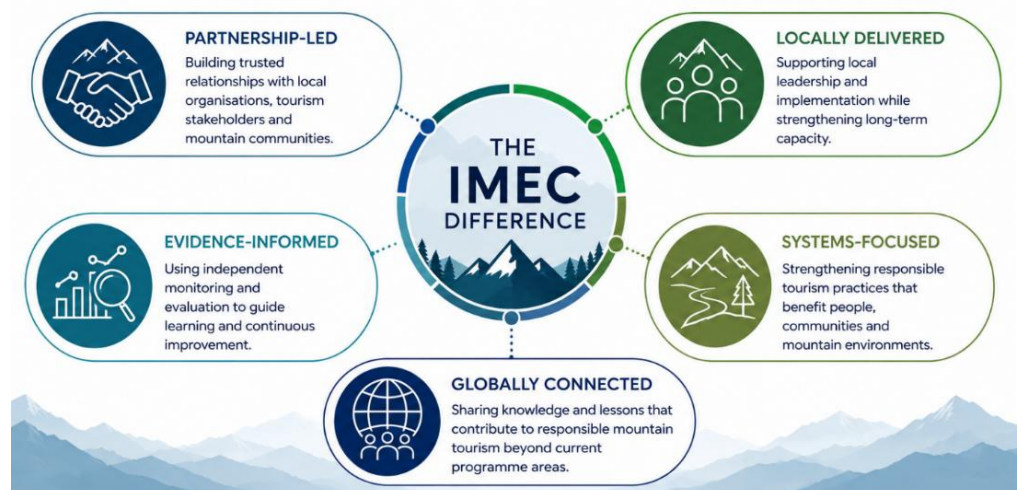
Looking Ahead

While Kilimanjaro remains IMEC's primary implementation focus, the organisation continues to explore opportunities for collaboration across additional mountain regions, building on three decades of experience in partnership-based responsible tourism and locally led implementation.

The IMEC Difference

Responsible mountain tourism is most effective when local leadership, strong partnerships and reliable evidence work together.

IMEC works alongside trusted local implementation partners, combining evidence-informed programme review, environmental stewardship, community development and shared learning to support locally led, evidence-informed and sustainable solutions.



The Ascent

OUR JOURNEY

*"Every step forward
brings us closer to a better future."*



Thirty years ago, the International Mountain Explorers Connection (IMEC) began with a simple belief: that travel to the world's mountain regions should create meaningful connections between visitors and the communities that call these extraordinary landscapes home.

Over three decades, IMEC has evolved from a small initiative rooted in mountain exploration and cultural exchange into an international nonprofit advancing responsible mountain tourism through partnership, education, environmental stewardship, community engagement and independent review.

As tourism has changed, IMEC has continued to adapt its programmes, strengthen partnerships and develop practical approaches that respond to changing environmental, social and tourism landscapes.



Five Years of Progress (2021-2025)

Building on three decades of partnership, the past five years have been shaped by one of the most challenging periods in global tourism history.

The pandemic disrupted livelihoods, halted international travel and exposed the vulnerability of tourism-dependent mountain communities. Working alongside local implementation partners, tourism businesses, community organisations and supporters, IMEC adapted its programmes to focus on community resilience, environmental stewardship, financial literacy and long-term systems strengthening.

As tourism returned, partnership engagement and stewardship initiatives expanded. Rather than simply restoring previous programmes, this period became an opportunity to strengthen partnerships, improve systems and build a more resilient foundation for the future.

The achievements presented throughout this report reflect five years of resilience, adaptation and progress shaped by collaboration, local leadership and continuous learning.



“The future of mountain tourism will not be defined by the number of people who reach the summit, but by how well we protect the people and places that make the journey possible.”

Along the Trail

PARTNERSHIPS IN ACTION

*“Every step depends on
the people who walk together.”*



Working in Partnership

Responsible mountain tourism depends on mountain communities, tourism businesses, mountain professionals, conservation organisations, travellers and supporting partners working towards a shared purpose.

IMEC works through locally led partnerships that respond to the environmental, social and cultural priorities of each mountain region.

Why Partnership Matters

Responsible tourism increasingly depends on transparency, collaboration, shared learning and measurable impact. For IMEC, responsible mountain tourism is strengthened by addressing three connected areas together: people, mountain environments and communities.



Together, these priorities guide IMEC's partnership framework and programme development. By strengthening people, communities and mountain environments as a connected system, responsible mountain tourism can create benefits that extend well beyond individual journeys.

Partner for Responsible Travel

The Partner for Responsible Travel is IMEC's global partnership framework, bringing together tourism businesses, local implementation partners and supporting organisations committed to responsible mountain tourism.

It provides a shared approach to collaboration, information sharing and continuous learning, while allowing programmes to respond to the environmental, social and cultural priorities of each mountain region.

“Responsible mountain tourism is strongest when responsibility is shared.”



From Framework to Action

The Partner for Responsible Travel framework is translated into action through three strategic programme areas. Together, these provide a consistent approach while allowing programmes to respond to local priorities.

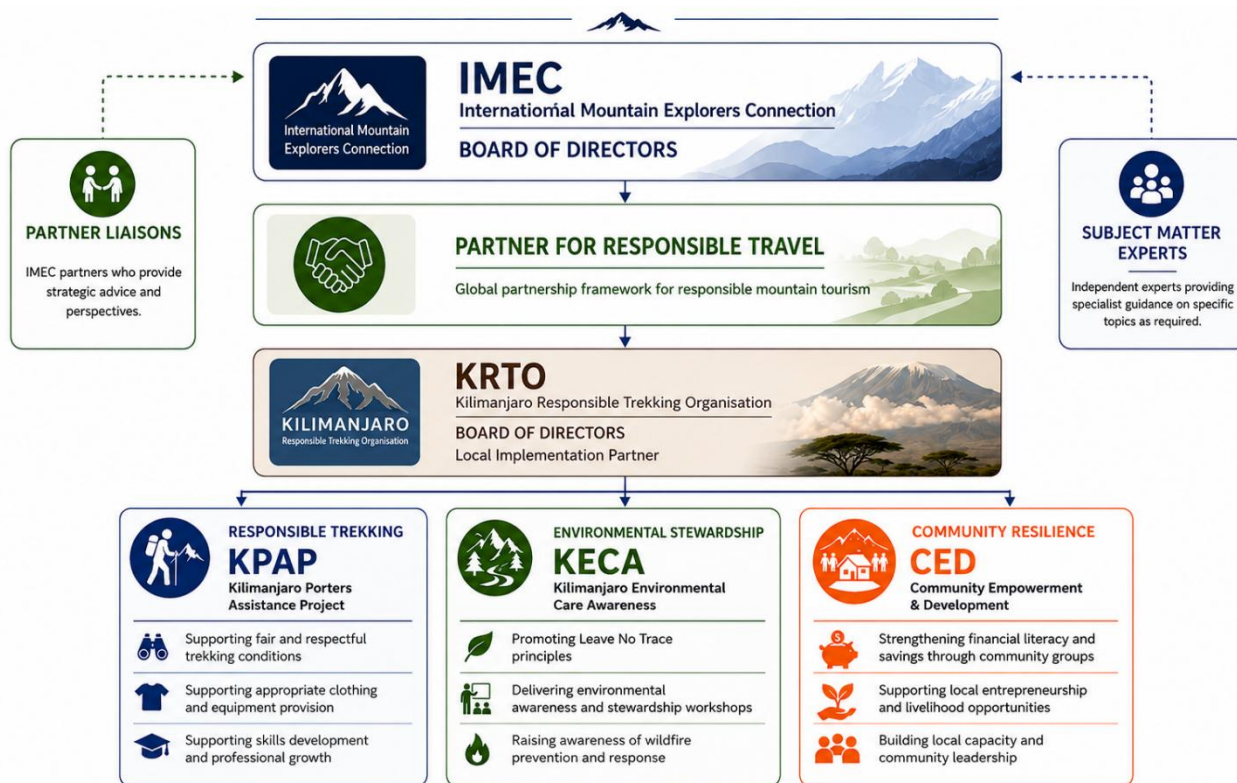


While the Partner for Responsible Travel framework remains globally consistent, programmes are designed and delivered locally to reflect the unique priorities of each mountain region.

Tanzania Programme Portfolio

In Tanzania, IMEC delivers the Partner for Responsible Travel framework through its local implementation partner, the Kilimanjaro Responsible Trekking Organisation (KRTO). Working with tourism businesses, mountain professionals, communities and other stakeholders, KRTO translates the global framework into programmes that respond to local priorities while contributing to IMEC's broader mission of strengthening responsible mountain tourism.

Each programme aligns with one of IMEC's three strategic programme areas and is supported by ongoing collaboration, shared learning and local leadership.



A Connected System

Responsible mountain tourism is a connected system in which travellers, tourism businesses, local implementation partners, mountain communities and specialist partners each contribute different knowledge, resources and responsibilities.

Travellers

Informed choices | Respect | Responsible travel

Tourism Partners

Responsible practice | Local relationships | Continuous improvement

Local Implementation Partners

Local leadership | Programme delivery | Stakeholder engagement

Mountain Communities

Knowledge | Culture | Local leadership

Environmental & Community Partners

Expertise | Education | Stewardship

Together, these relationships create a tourism ecosystem built on collaboration rather than hierarchy and on shared responsibility rather than individual ownership.

The View

PROGRESS & RESULTS

"This is where we measure the progress we've made."



The past five years demonstrate how partnership, evidence and local leadership have supported responsible mountain tourism through recovery, adaptation and renewed growth.

The results in this chapter reflect progress across IMEC's Partner for Responsible Travel framework and the programmes implemented in Tanzania through KRT0.



During 2025, participating partners engaged in programme review, operational information sharing, annual reviews and confidential company feedback. By year-end, **63 Tanzanian partners** and **113 international partners** supported the framework. Together, these **176 partners** represented the largest active partner network in IMEC's history.



Participation has continued to grow following a period of significant disruption for the tourism sector. The expanding network reflects continued engagement in collaborative approaches built on evidence, constructive feedback and shared learning.

Collaboration continued through the Annual Partner Meeting, where **46 partner companies, represented by 68 participants**, reviewed progress, shared learning and reinforced their commitment to responsible trekking.

IMEC and KRT0 also participated in **Africa's Travel Indaba, World Travel Market Africa** and **KILIFAIR**, strengthening relationships across the tourism sector and raising awareness of the Partner for Responsible Travel framework.

"Progress becomes visible when evidence, experience and shared learning show us how far we have travelled and where the path leads next."

Local Implementation in Tanzania

Kilimanjaro Responsible Trekking Organisation (KRTO)

IMEC delivers its programmes in Tanzania through its long-standing implementation partnership with the Kilimanjaro Responsible Trekking Organisation (KRTO). Working with tourism businesses, mountain professionals, communities and other stakeholders, KRTO translates IMEC's Partner for Responsible Travel framework into locally led programme delivery on Mount Kilimanjaro.

During 2025, KRTO coordinated programme delivery across responsible trekking, environmental stewardship and community resilience, supported by ongoing engagement with tourism businesses, mountain crews, government agencies and community stakeholders.

Tanzanian Partner Network (2021-2025)

Activities/Projects/Units	2025	2024	2023	2022	2021
Tanzanian Partners	63	54	52	61	37
Prospective Partner Engagements	131	165	225	150	57

More than 15 company and mountain crew meetings engaged over 1,000 crew members, strengthening communication, shared learning and programme delivery.

Collaboration with government agencies, labour authorities and tourism associations further supported responsible mountain tourism on Mount Kilimanjaro.



Responsible Trekking

KPAP (Kilimanjaro Porters Assistance Project)



Through the Kilimanjaro Porters Assistance Project (KPAP), IMEC and its implementation partner, KRTO, work with tourism businesses, mountain crews and other stakeholders to strengthen responsible trekking through evidence, shared learning and continuous improvement.

Since 2003, KPAP has contributed to one of the most comprehensive evidence bases supporting responsible mountain tourism on Mount Kilimanjaro. Programme evidence helps participating partners identify good practice, understand trends and support informed decision-making. The programme is designed to encourage learning and continuous improvement rather than serve as a regulatory or certification mechanism.

During 2025, programme activities continued alongside professional development initiatives, including the Clothing Lending Programme and the pilot Conversational English for Mountain Guides programme. Together, these activities strengthened the wellbeing, professionalism and long-term resilience of Kilimanjaro's mountain crews.

KPAP Five-Year Performance (2021-2025)

Activities	2025	2024	2023	2022	2021
Climbs Supported	3,348	3,049	2,943	2,145	919
Clients Trekged with Partners	16,216	16,410	15,614	9,437	6,686
Porter Positions Supported	60,029	63,453	56,662	36,432	8,345
Guide Positions Supported	8,267	9,046	8,210	5,659	1,178
Cook Positions Supported	3,369	3,650	3,347	2,289	487
Clothing Gear Lent	80	61	144	115	90

Environmental Stewardship

KECA (Kilimanjaro Environmental Care Awareness)

Healthy mountain environments are fundamental to responsible mountain tourism. Through the Kilimanjaro Environmental Care Awareness (KECA) programme, IMEC and KRTO strengthen environmental stewardship through education, practical conservation and collaborative partnerships.

During 2025, environmental education was delivered through Leave No Trace (LNT) training, community awareness sessions and collaborative mountain clean-up activities. A total of **268 participants** took part in environmental education initiatives, while **16 tourism companies** participated in collaborative clean-up campaigns that removed **more than three tonnes of waste** from Mount Kilimanjaro.

Collaboration with the Leave No Trace Centre for Outdoor Ethics, the Sentinel Outdoor Institute and the Kilimanjaro National Park Authority (KINAPA) continued to strengthen environmental knowledge, responsible trekking practices and long-term stewardship across the mountain tourism sector.



Community Resilience

CED (Community Empowerment and Development)

Responsible mountain tourism creates lasting value when its benefits extend beyond the trail. Through the Community Empowerment and Development (CED) programme, IMEC and KRTO strengthen financial resilience, practical skills and local leadership within mountain communities.

During 2025, **4 Village Savings and Loan Groups (VSLAs)**, comprising **134 members**, accumulated **TZS 93.2 million in savings**, issued **TZS 39.69 million in community loans** and generated **TZS 21.7 million in member profits**.

Financial literacy, entrepreneurship and budgeting workshops were complemented by the development of **20 Community-Based Trainers**, strengthening local capacity and extending knowledge throughout mountain communities.

“Every number represents a person, a partnership and a shared responsibility.”

Communities Teaching Communities

The story of the Community-Based Trainers

One of the most significant developments in recent years has been the training of twenty Community-Based Trainers. Rather than relying solely on programme staff, experienced mountain crew members now share financial literacy, savings practices and practical business knowledge directly within their own communities.

This approach strengthens local leadership while ensuring that knowledge continues to grow long after individual training sessions have ended.

It is a simple but powerful example of partnership creating lasting local capacity.

Voices from the Mountain

Statistics tell us what happened.

People and their stories tell us why it matters.

Together, these stories show how responsible mountain tourism creates opportunities beyond the mountain through practical skills, financial resilience and local leadership.

Investing in the Next Generation

Colman's story

When Colman first joined a Village Savings and Loan Association, he was unsure whether regular saving would make a meaningful difference.

After completing his first savings cycle, his perspective changed completely.

Today he is saving specifically for his children's education, has accessed affordable loans during family medical emergencies and has inspired his wife to join the programme.

His story demonstrates that financial resilience is not measured only by money saved, but by confidence, planning and the ability to respond to life's unexpected challenges.

"Sometimes the greatest investment is the confidence to plan for tomorrow."

Colman M.

"Every number tells a story. Every story reflects a partnership. Every partnership shapes the future of responsible mountain tourism."

Building a Future Beyond the Mountain

Mohamed's story

Mohamed began working as a porter on Mount Kilimanjaro, where seasonal tourism provided an income but limited long-term security. Through entrepreneurship training, financial literacy and disciplined saving, he gradually transformed seasonal earnings into lasting family assets.

Starting with a small kiosk business, Mohamed later expanded into vegetable farming alongside his wife. Continued saving enabled the family to purchase land in Tanga and begin developing rental property, creating additional income beyond mountain tourism.

Today, Mohamed's journey demonstrates how responsible tourism can become a pathway to long-term resilience when combined with practical skills, financial planning and opportunity.

"Responsible tourism creates opportunity long after the climb has ended."

Mohamed K.

Small Beginnings

Emmy's story

Following entrepreneurship training, Emmy started with only three chickens.

Through careful planning, record keeping and reinvesting her profits, she steadily expanded her poultry business while also growing maize, beans and peas.

Today her enterprise contributes to household income while demonstrating how practical training and determination can create lasting opportunities beyond tourism.

Her experience reflects the wider purpose of community resilience programmes: helping families diversify income and strengthen economic security.

Emmy K.

The Summit

GOVERNANCE & FINANCE

“Strong governance provides the stability needed to reach new heights with confidence.”



“Stewardship is measured not by the authority an organisation holds, but by the trust it builds, the partnerships it nurtures and the legacy it leaves for those who follow.”

Every successful expedition depends on careful preparation, sound judgement and shared responsibility. The same is true for an organisation committed to creating lasting change.

Over the past thirty years, IMEC has built its reputation through strong partnerships, responsible stewardship and transparent governance. Together, these provide the foundation that enables its mission to endure.

Stewardship means ensuring that every decision reflects IMEC's values, strengthens partnerships and supports the long-term resilience of responsible mountain tourism through integrity, accountability and responsible leadership.

The following pages outline the governance, risk management and financial stewardship practices that support IMEC's mission and sustain the confidence of its partners, donors and the communities it serves.

Good governance creates the conditions for lasting impact. It provides the structure through which decisions are made, resources are stewarded and organisational values are translated into action. For IMEC, governance provides the framework for strategic oversight, responsible decision-making and organisational accountability.

IMEC's governance model clearly distinguishes strategic oversight from programme implementation. The Board of Directors provides strategic leadership, financial stewardship and organisational accountability, while trusted implementation partners, including KRTO in Tanzania, deliver programmes aligned with IMEC's strategic priorities.

IMEC GOVERNANCE FRAMEWORK

Four pillars guiding strategic oversight, stewardship and long-term impact



Good governance creates the conditions for lasting impact—ensuring that every decision, resource and partnership advances responsible mountain tourism for current and future generations.



Governance is often measured through policies, meetings and financial reports. Its greatest value, however, lies in the confidence it creates. Strong governance enables organisations to navigate change, strengthen partnerships and remain focused on their mission.

Board Composition

The Board oversees organisational strategy, financial stewardship, risk management and organisational accountability, ensuring IMEC remains focused on its mission while responding to changing operating environments. All Board members serve in a voluntary capacity.



Melissa Foley
Co-Chair



Saskia de Rover
Co-Chair



Christine Minja Trupin
Board Member



Corne Schalkwyk
Board Member



Myriam Seay
Board Member

During 2025, the Board focused on:

- Strategic oversight and organisational leadership.
- Governance, risk management and organisational accountability.
- Financial stewardship and sustainability.
- Programme performance and strategic oversight.
- Fundraising and partnership development.
- Approval of the 2025 Annual Financial Statements.

Managing Risk



Responsible mountain tourism operates within changing economic, environmental and regulatory environments. Effective stewardship requires anticipating risk, making informed decisions and building resilient partnerships that can adapt over time.

Effective stewardship is demonstrated not by the absence of risk, but by the ability to recognise uncertainty, make informed decisions and respond responsibly. Through strong governance, trusted partnerships and evidence-informed leadership, IMEC continues to strengthen its resilience while remaining focused on its mission.

Beyond Risk

Every organisation encounters uncertainty. What defines long-term success is not avoiding change, but responding with integrity, collaboration and foresight. By investing in relationships, strengthening governance and learning from experience, IMEC continues to build an organisation capable of supporting responsible mountain tourism for many years to come.

Financial Stewardship

Financial stewardship extends beyond reporting. It includes prudent financial management, transparent decision-making and ensuring that every contribution entrusted to IMEC advances IMEC's mission of strengthening responsible mountain tourism.

Responsible stewardship means ensuring that every contribution entrusted to IMEC is managed with care, transparency and purpose. During 2025, IMEC continued to strengthen its financial sustainability while investing the majority of its resources directly in programmes that support responsible mountain tourism.

IMEC's financial position reflects a deliberate balance between investing in programme delivery today and maintaining the financial resilience needed to support its mission into the future.

Stewardship in Practice

Financial stewardship extends beyond managing budgets. It means ensuring that resources are directed where they create the greatest impact, maintaining appropriate reserves, exercising prudent oversight and providing transparent reporting to partners and supporters.

Every dollar received represents confidence placed in IMEC by donors, partners and travellers who believe in responsible mountain tourism. Financial stewardship is the commitment to honour that confidence by managing resources transparently, investing wisely and ensuring that every contribution helps create lasting benefits for mountain communities and the environments they depend upon.

The following Annual Financial Statements present IMEC's financial position as of 31 December 2025 and have been prepared from the organisation's accounting records for review by the Board of Directors.

Funding

2025

Strong partnerships are built on sustainable funding. Every programme delivered, partnership strengthened and climb supported is made possible through the confidence of donors, partners and supporters who invest in IMEC's mission. Their support enables long-term investment in people, communities and mountain environments.

During 2025, IMEC continued to diversify its funding base through a combination of grants and institutional contributions, individual donations and the Climber Contribution Programme. This balanced approach strengthens organisational resilience by reducing reliance on any single funding source while ensuring that resources remain aligned with the organisation's mission and long-term strategic priorities.

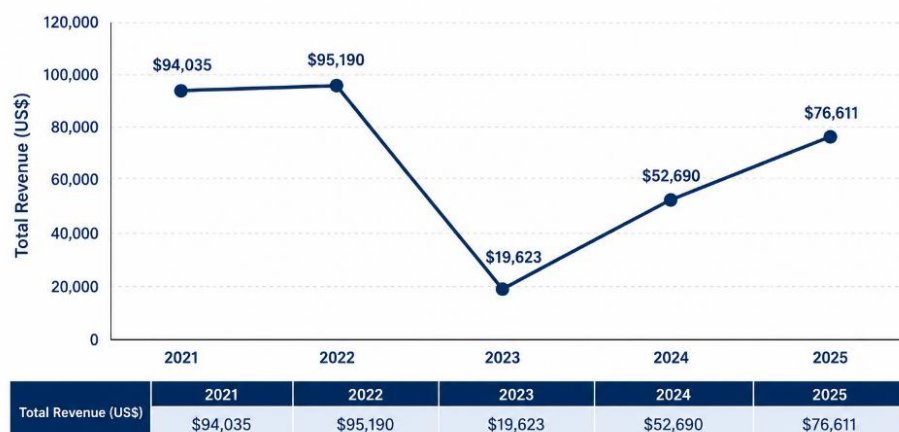
Five-Year Trend

The five-year funding trend reflects both the challenges and resilience of responsible mountain tourism. Following strong post-pandemic support, the global funding environment became more constrained as donor priorities shifted and competition for grant funding increased. These conditions were reflected in IMEC's funding during 2023, reinforcing the importance of prudent financial stewardship and a diversified funding base.



FIVE-YEAR FUNDING TREND (2021–2025)

Total Revenue (US\$)



After the significant disruption of 2023, funding has steadily recovered, reflecting renewed confidence in IMEC's mission and impact.

communities, environmental stewardship and responsible trekking. Together with the ongoing generosity of donors, grant-makers and partners, this diversified funding base provides a stronger platform for future programme delivery and long-term sustainability.

Over the following two years, funding strengthened steadily, increasing from **US\$19,623** in 2023 to **US\$52,690** in 2024 and **US\$76,611** in 2025. Although funding has not yet returned to the levels achieved immediately following the pandemic, the positive trajectory demonstrates renewed momentum and continued confidence in IMEC's mission, partnerships and long-term impact.

The continued growth of the Climber Contribution Programme has strengthened IMEC's funding model by creating a direct connection between responsible travellers and programmes that support mountain

Investment

2025

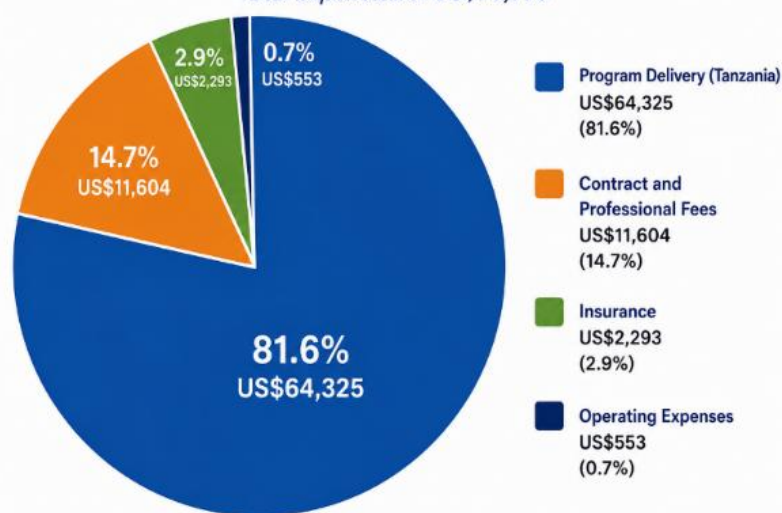
Every contribution entrusted to IMEC is invested in strengthening responsible mountain tourism through programme delivery, responsible stewardship and sound organisational governance. During 2025, total expenditure amounted to **US\$78,775**, reflecting IMEC's commitment to directing resources where they create the greatest impact.

The largest proportion of expenditure (**81.6%**) supported programme delivery in Tanzania, including responsible trekking, environmental stewardship and community resilience initiatives. Contract and professional services provided specialist expertise to strengthen governance, financial management and organisational capacity, while insurance and operating costs supported effective organisational oversight.

2025 INVESTMENT BREAKDOWN

How We Invest in Responsible Mountain Tourism

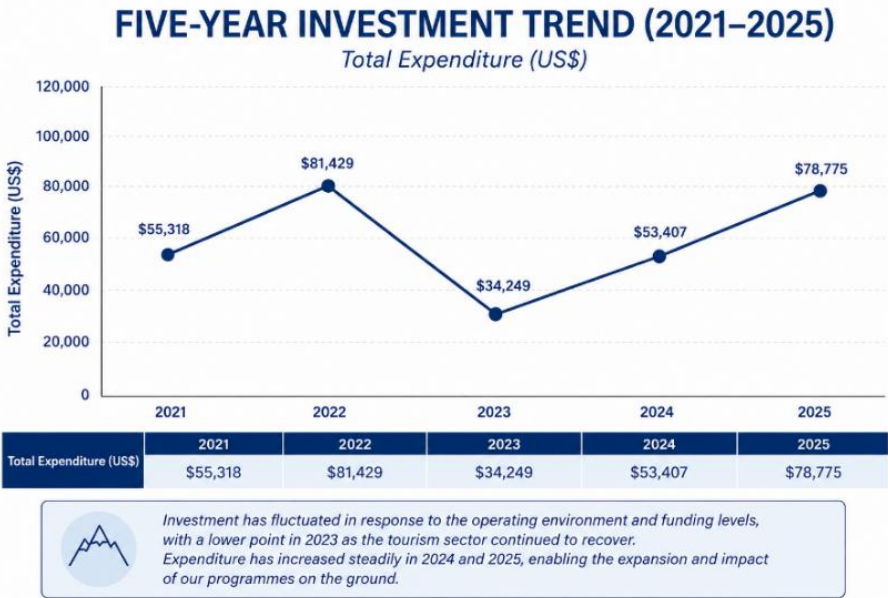
Total Expenditure: US\$78,775



Five-Year Trend

The five-year investment trend reflects IMEC's commitment to maintaining programme delivery through a period of significant change for the global tourism sector. Expenditure fluctuated in response to available funding and programme priorities, with investment reducing during 2023 as tourism recovery continued and the funding environment became more constrained.

As funding strengthened in 2024 and 2025, investment in programme delivery also increased, enabling IMEC and its implementation partners to expand programme activities across responsible trekking, environmental stewardship and community resilience. Total expenditure increased from **US\$34,249** in 2023 to **US\$53,407** in 2024 and **US\$78,775** in 2025, reflecting renewed investment in mission delivery.



While annual expenditure varies according to funding levels and programme priorities, IMEC's long-term approach remains consistent: directing resources where they deliver the greatest benefit for mountain communities, responsible tourism and the protection of mountain environments.

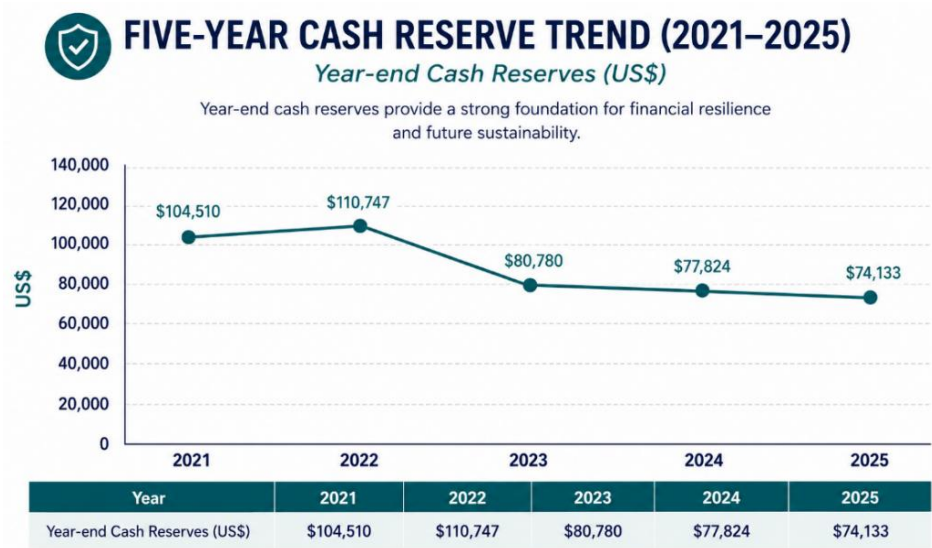
Sustainability

2025

Long-term sustainability is built on responsible stewardship, prudent financial management and the ability to continue delivering impact through changing operating environments. While annual financial results naturally fluctuate in response to funding levels and programme priorities, IMEC remains focused on maintaining the financial resilience needed to support its mission.

Financial resilience is demonstrated not only through annual operating performance but also by maintaining sufficient reserves to sustain operations and respond to future opportunities.

Five-Year Trend



Financial resilience is demonstrated not only through annual operating performance but also by maintaining sufficient reserves to sustain operations and respond to future opportunities.

Over the past five years, IMEC has maintained healthy cash reserves while continuing to invest in responsible mountain tourism, even during periods of reduced funding and increased programme demand.

Although cash reserves have gradually reduced as resources have been invested in programme delivery, they continue to provide a strong financial foundation for future operations. Maintaining appropriate reserves enables IMEC to respond to changing funding environments while continuing to support long-term partnerships and programme delivery.

Annual Financial Statements

The following Annual Financial Statements present IMEC's financial position and financial activities for the year ended 31 December 2025.

Statement of Financial Position (Balance Sheet)

	2025 USD (\$)
<u>Assets</u>	
Cash and cash equivalents	74,133
Receivables	-
Total Assets	74,133
<u>Equity and Liabilities</u>	
Total Liabilities	-
Total Equity	74,133
Net Assets w/o Restrictions	77,824
Net Revenue	(3,691)
Total Equity and Liabilities	74,133

Statement of Activity (Income Statement)

	2025 USD (\$)
<u>Revenue</u>	
Grants & Contributions	26,109
Individual Donations	17,382
Climber Contribution Program (Tanzania)	31,592
Total revenue	75,083
<u>Expenditure</u>	
Operating expenses	(553)
Contract and professional fees	(11,604)
Insurance	(2,293)
Program Delivery (Tanzania)	(64,325)
Total expenditure	(78,775)
Total surplus/(deficit)	(3,691)

The Rope Team

OUR PARTNERS & SUPPORTERS

“Every expedition relies on the people connected by the same rope and the same purpose.”



OUR ROPE TEAM

30 YEARS OF PARTNERSHIP



MOUNTAIN CREWS

Recognising the professionalism and dedication of guides, porters, cooks and support crews whose work makes every journey possible.



LOCAL COMMUNITIES

Thanking communities for their leadership, hospitality and willingness to share their knowledge and culture.



TOURISM PARTNERS

Recognising operators who invest in responsible practices and continuous improvement.



IMPLEMENTATION PARTNERS

Acknowledging KRTO and other organisations that translate partnership into action on the ground.



DONORS & SUPPORTERS

Recognising those whose financial and technical support enables long-term impact.



VOLUNTEERS & BOARD

Recognising the voluntary leadership, expertise and countless hours dedicated to strengthening IMEC over three decades.



RESPONSIBLE TRAVELLERS

Every journey begins with a choice. By travelling thoughtfully, respecting mountain environments and supporting responsible tourism businesses, thousands of travellers have contributed to the positive impact reflected throughout this report.

No mountain is climbed alone.

Behind every programme, supported climb, partnership and milestone in this report are people who have invested their knowledge, time, resources and commitment in responsible mountain tourism. Whether highly visible or quietly made behind the scenes, their contributions have shaped IMEC's journey over the past thirty years.

IMEC extends its sincere appreciation to the mountain crews whose professionalism inspires every journey, the communities whose knowledge and hospitality create meaningful connections, the tourism partners who embrace continuous improvement, the implementation partners who bring local leadership and expertise, the conservation organisations that champion stewardship, and the donors, supporters and volunteers whose generosity makes long-term impact possible.

Together, these relationships form a rope team connected by trust, shared responsibility and a belief that responsible mountain tourism creates lasting benefits for people, communities and the places they call home.

“Thirty years of partnership remind us that the highest summits are reached not through individual achievement, but through shared purpose, steady progress and the willingness to keep walking together.”

The Next Summit

LOOKING FORWARD

*“Every summit
reveals the next horizon.”*



spirit that inspired it from the beginning: listening, learning and working alongside others to strengthen responsible mountain tourism for future generations. Every partnership formed, every lesson shared and every step taken together brings the next summit a little closer.

Because the most meaningful journeys are never walked alone.

Thirty years of partnership have demonstrated that responsible mountain tourism is never a finished destination. It is a continuous journey of learning, collaboration and shared responsibility.

As IMEC enters its fourth decade, it remains committed to strengthening responsible mountain tourism through partnership, stewardship, evidence-informed learning and locally led implementation. Building on thirty years of experience, the organisation will continue supporting practical solutions that create lasting benefits for mountain communities and the environments on which they depend.

Continuing the Journey

Every expedition reaches a point where the summit behind becomes the horizon ahead. Looking back over thirty years, IMEC's story has been shaped by partnerships, communities, shared learning and a belief that tourism can create lasting positive impact.

The journey continues with the same



**Thirty years of partnership
The Next Summit Begins Together**