

# Annual Report 2024



**CartONG**

Mobiliser les données  
Renforcer les organisations  
Accompagner le changement

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# President's Message

2024 was another year of challenges, requiring the full energy of CartONG's teams in an uncertain and shifting context. Despite an international environment with increasingly constrained funding, our organization managed to stay on course and meet ambitious objectives. This success is above all, the result of a collective commitment: a dedicated staff team, supported by engaged volunteers working alongside a community of partners active in the field of humanitarian response and development.

It was also a year of significant internal changes. We welcomed new faces in most of our technical teams, which had to be reorganized, as well as within our renewed Governing Board. A year of growth and expansion in our project portfolio. Our collaboration with Expertise France led to the co-development, alongside Cameroonian stakeholders, of an innovative platform for visualizing spatial data applied to urban projects.

Our long-standing partnership with MSF is a strong example of the growing role that CartONG intends to continue playing in supporting humanitarian emergency responses. In several West African countries, our support to UNICEF offices enabled national authorities to be better equipped through map production, staff training, and the development of interactive dashboards that facilitate decision-making regarding immunization and population estimation.

CartONG is also actively engaged in data governance, ethics, and innovation, in connection with the digital transformation of NGOs and agencies. The GDOP project, supported by AFD, illustrates this strategic direction through an in-depth study on these issues, an essential step to advance on the future practices of the sector.

These achievements, however, take place in a troubling global context. As major donors increasingly withdraw from solidarity efforts with the Global South, CartONG remains deeply convinced of the importance of localizing development and humanitarian aid.

To conclude, I would like to extend a heartfelt message to our outstanding staff and our volunteer community. The staff remained engaged and focused, which allowed the organization to deliver the major projects mentioned here, maintain operations, restore financial balance, and reopen key associative initiatives.

The commitment of our volunteers throughout the year enabled CartONG to reach new records: over 700 participants in our events, 33 online and 11 in-person mapathons, more than 84,000 buildings mapped, and nearly 12,000 km of roads traced, twice as much as last year! Their presence at major events like Solidays, their support to partner NGOs, and their daily enthusiasm are a vital driving force behind our work.

As 2025 already appears to be a particularly demanding year for our sector, I would like to offer a message of mobilization and confidence. CartONG will continue its commitment alongside field actors, guided by solidarity, effectiveness, and innovation. We have launched the renewal of our strategy with this in mind, so that together we may continue to put data at the service of solidarity and the needs of the most vulnerable.

**Claire Chaillou-Gillette, President of CartONG**

# About CartONG

Created in 2006, CartONG is a French H2H NGO specialized in Information Management. Our goal is to put data at the service of humanitarian, development and social action projects. We are dedicated to improving the quality and accountability of field activities, in particular through better needs assessments and monitoring and evaluation. We act as a multidisciplinary resource and expertise center, accompanying our partners' strategies and operations. Our staff and volunteers also support the community as a whole by producing documentation, building capacities and raising awareness on the technical, strategic and ethical challenges of digital technologies.

## Our Services

### We equip organizations



*Needs assessments, tool development, production of maps, operational and strategic support.*

### We strengthen capacities



*Tailored trainings, on-site or remotely, practical exercises, awareness raising.*

### We reinforce the sector



*Provision and development of resources, workshops, learning events and webinars.*

## Our Expertise

### Data collection



- survey-centered tools
- map-centered tools
- database development
- participatory mapping
- subjective mapping

### Web applications



- customized geoportals
- tailored applications
- seamless integration

### Mapping, GIS and data visualization



- geospatial analysis
- static maps
- dynamic maps
- dashboards
- remote sensing

### Information management strategies



- assessments of IM processes
- data literacy
- responsible data

## Our Values

### Human-Centric

We put the dignity of individuals and populations at the heart of our choices and actions, respecting their rights and principles of economic, ecological, and social justice.

### Autonomy

Thanks to its structure and continuous transfer of skills, our approach is designed to empower its own members as well as our partners.

### Agility

As an integral part of our DNA, our team is continually looking for ways of innovating and adapting itself to each context and request.

### Connectedness

CartONG is a community nurturing mutual support, new relationships, and individual fulfillment. We look out for one another, valuing our cultural diversity.

### Professionalism

Going the extra mile, we aim for the highest technical quality yet seek pragmatic solutions.

### Collaboration

At all stages of our projects, in the spirit of transparency and sharing, we aim to involve each and every stakeholder.

## Members of



**h——h**  
**H2H Network**  
 Humanitarian  
 Action Support



## The Board

Claire Chaillou-Gillette, President

Marie Faou, Secretary and Mediator

Nina-Flore Eissen, Vice President

Patrick Fuchs, Treasurer

Romain Gilliotte, Board Member

Sylvain Cédât, Board Member

# Key Moments 2024



**January:** A renewed partnership with UNHCR, ongoing since 2007!

**March:** A new visual identity and website for CartONG!

**February:** Publication of the study "Changing the outlook: for a local approach to data."

**April:** Launch of a new partnership between F3E and CartONG.

**May:** Launch of the "Urban Platform in Cameroon" project, funded by the EU with AFD and Expertise France.

**June:** CartONG and Groupe URD launch a new online course: New MEAL training course for field staff.

**July:** Start of the collaboration with AFD to support a more strategic use of mapping.

**August:** CartONG raises awareness among youth in the Auvergne-Rhône-Alpes region about the SDGs through participatory mapping workshops.

**October:** Publication of the study "Beyond the Numbers: Reconciling Innovation, Ethics and Impact".

**September:** Mission to Dar Es Salaam by CartONG and OMDTZ as part of the Anticipatory Action project.

**November:** Two missions in Guinea and Cameroon to support UNICEF in improving immunization coverage using geospatial tools.

**December:** Publication of a case study on improving Anticipatory Action in Tanzania through participatory approaches and GIS tools to strengthen flood resilience.

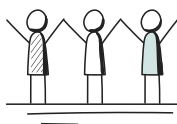
# 2024 in Key Figures



40 Projects

55% 

33 Staff members



 45%



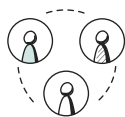
16 Field missions in 8  
different countries

+15 Training projects  
and webinars



+75 Members  
+50 Volunteers  
+500 Volunteers actions





**33 online Mapathons  
+ 11 in-person**

Thanks to the mapathons, we mapped

**+ de 84 000 buildings**  
(twice as many as in  
2023!)



**+11 750 km  
of roads** (that's enough to  
cross the entire African  
continent from Cairo to  
Cape Town!)



## Our field missions in 2024





# 2024 Few Highlights

## 1. Toward greater efficiency: CartONG renewed governance.

2024 has been a crucial step in the structural evolution of CartONG, consolidating internal transformation. Through the establishment of pole facilitators, now fully operational after more than a year of existence, and the reinforced structuring of our key functions, notably with a firmly established Head of Programs position, CartONG has equipped itself with a stronger framework to coordinate its actions.

The CartONG Coordination Team (CCT), also in place for over a year, has played a central role in this new dynamic, by facilitating dialogue and supporting the co-leadership in the strategic steering of CartONG. Despite growing challenges in an unstable international environment, 2024 was a year of recovery, with a clear improvement in the financial situation and the launch of major structural initiatives, thus validating the relevance of the choices made.

## 2. Strategic international partnerships: CartONG strengthens its global impact

2024 was also a year of consolidation and strengthening of our relationships with key partners, particularly in the field of international cooperation and development. The strategic alignment with institutions such as the French Development Agency (AFD) and the KfW development bank, especially through the MAPME initiative supported by CartONG, illustrates our commitment to working alongside major actors in international solidarity.

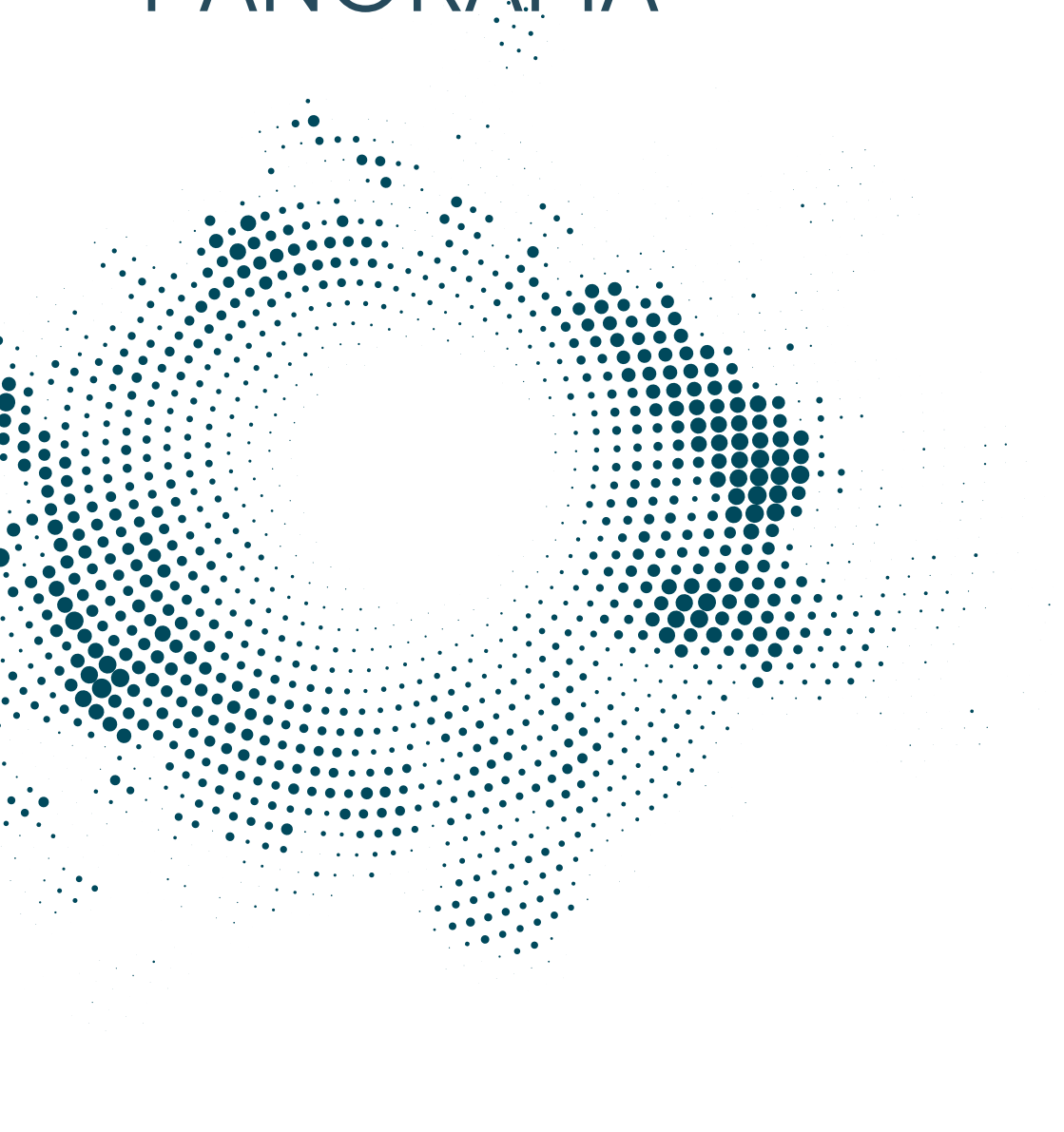
These structuring partnerships contribute to the growing recognition of our expertise in the fields of information management and GIS. It is a way to further anchor our work within international dynamics, by actively contributing to strategic discussions and to the development of more integrated responses to today's challenges.

## 3. Localization of aid, localization of solutions

Localization remains at the heart of CartONG's strategic priorities, a conviction that guided our actions in 2024. We have expanded our network of local partners, with strengthened collaborations with OpenStreetMap communities in Senegal, Bangladesh, and Tanzania. These partnerships go beyond the implementation of projects; they contribute to genuine skill transfer (on both sides) and the co-construction of adapted solutions. Localization also involves direct support to national authorities, as demonstrated by our collaborations with national authorities in West and Central Africa through our projects with UNICEF and Expertise France.

In parallel, we have continued to highlight the relevance of localization in international forums, such as the Humanitarian Networks and Partnerships Week (HNPW), through the publication of studies dedicated to localization, and within networks like the H2H Network, where we amplify the voices of actors who place decentralization and empowerment at the core of their action.

# 2024 PANORAMA

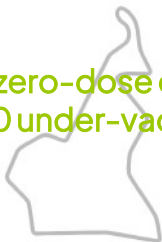


## We equip organizations

### Mapping to Reach the Unreach: CartONG improves immunization through Geospatial data in 5 African countries

In 2024, CartONG accomplished the first phase of the Reach the Unreached project, a joint effort in collaboration with UNICEF alongside MapAction and WorldPop (University of Southampton), with the objective of improving childhood immunization in five African countries: Cameroon, Chad, Côte d'Ivoire, Guinea and Mali. Each year, around 20 million children are born in West and Central Africa, and nearly one in three of them are considered “zero-dose” children—those who receive no DTP vaccine in their first year of life. The initiative focused on reducing the number of “zero-dose children” by leveraging innovative mapping and data approaches to support national planning efforts. After a first kickoff bringing country representatives together in Dakar, the operations were visited in-country and stakeholders engaged to carry out a thorough landscape analysis including a data quality and data coverage assessment.

**+70000 zero-dose children**  
**+100000 under-vaccinated children**



CartONG Reach the Unreached Initiative (unicef) Chad



Needs assessments were conducted to ensure all resulting geospatial products will be tailored to the stakeholder's needs. In addition, health catchment or health areas were assessed and in some countries missions effected to pilot a health accessibility model. For Chad, there were volunteer driven mapathons organized using OpenStreetMap to fill critical road network gaps – a crucial step in planning immunization routes to hard-to-reach communities. As a last step, capacity building workshops were conducted to present and handover the products tailored to the countries' needs. Overall, a total of 12 field missions were carried out and more than 100 stakeholders trained. The project also faced challenges on data management: limited data availability, outdated demographic information, and the difficulty of obtaining geolocation data for population estimates.

To support replication and share lessons learned, the project partners developed an online toolkit documenting the tools and processes applied, while also fostering strong dialogue with national stakeholders to improve access to data. Local actors reported concrete applications of the skills gained, from improving health area delineation to better estimating population figures for planning purposes. These promising results demonstrate the transformative power of combining frontier data technologies with local capacity-building, and underscore the vital role of geospatial data in ensuring equitable access to health services.

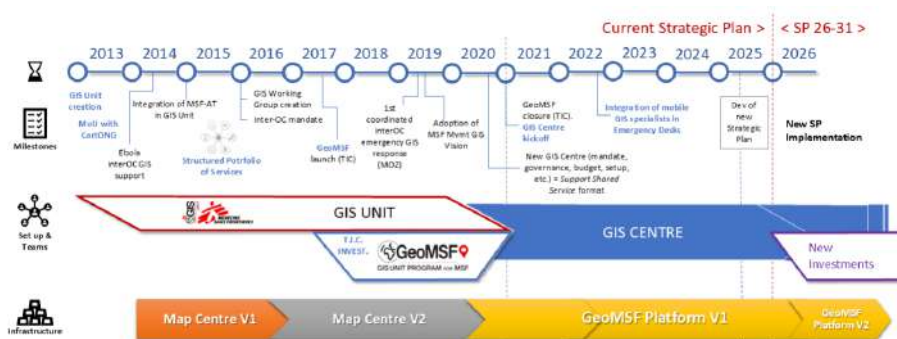
### **Strengthening Data Collection and Analysis Tools for Water, Sanitation and Hygiene (WASH)**

In 2024, CartONG continued its long-standing collaboration with the Swiss Water and Sanitation Consortium (SWSC) by enhancing and developing data collection and visualization tools for their WASH projects. Through this partnership, a global dashboard was created to support health facilities and schools across several countries, including Bangladesh, Burkina Faso, Madagascar and more. CartONG adapted and created mobile data collection forms (XLSForm) compatible with KoboToolbox, facilitating data entry in the field. An interactive dashboard was also developed using Power BI to consolidate and visualize the collected data.

### **CartONG supporting Cameroon in the creation of an innovative urban planning space in Yaoundé: the Cameroon Urban Platform**

In 2024, CartONG launched a new partnership with Expertise France and Cameroonian authorities to develop the Cameroon Urban Platform (PUC) as part of the “Cameroon – Green, Inclusive, and Sustainable Cities” program, funded by the EU with support from the AFD and Expertise France. This platform, a first of its kind on the African continent, aims to strengthen urban governance through simplified, open, and sustainable access to urban data. Co-designed with national stakeholders using a human-centered approach, the PUC also aims to become a replicable tool for use in other countries or sectors. It is firmly rooted in the local context and strengthens the capacities of a Cameroonian organization tasked with independently managing and developing the platform. The official launch took place in June 2025 at a national event gathering all major project stakeholders.





## CartONG strengthens local capacities in Madagascar in risk coordination.

In 2024, CartONG completed its support to the Bureau National de Gestion des Risques et des Catastrophes (BNGRC) in Madagascar, finalizing the diagnostic phase and issuing a set of recommendations. This effort followed an initial phase carried out in 2023 in partnership with HELP Logistics, which laid the foundation for improving data management in supply chains and reinforcing the coordination role of the BNGRC in disaster and risk management. The impact of the first phase was significant: through 12 interviews conducted with key BNGRC members, CartONG was able to gain a better understanding of existing practices and information management needs. This analysis enabled the development of tailored recommendations for the second phase, which aims to strengthen local capacities. Three major areas of improvement were identified: IT infrastructure, information management, and building awareness around a strong data culture through best practices.

## CartONG & MSF: Over a Decade of GIS Successes in Humanitarian Emergencies.

For over ten years, CartONG and Médecins Sans Frontières (MSF) have jointly built a unique entity: the GIS Centre. Today, this geospatial expertise hub has become indispensable in guiding the organization's humanitarian responses. CartONG has supported the progressive co-design of a comprehensive GIS service offer, evolving from ad-hoc static map production to a fully operational platform that integrates dynamic analysis, interactive tools, and operational support. The GIS Centre now lies at the heart of MSF's operations. The maps produced by the GIS Centre, often with the support of CartONG, provide vital information to enable sound and timely decision-making. More recently, in 2024, several advancements further shaped the GIS Centre: CartONG resumed responsibility for the creation of dynamic products, integrated agile project management through the SCRUM approach, and responded to growing operational demand for tools to monitor security contexts. Together, they continue to demonstrate how a structured and co-constructed approach to GIS can transform humanitarian action.

## CartONG Supporting AFD's Cartographic Transformation

Since September 2024, CartONG is accompanying the Agence Française de Développement (AFD) in transforming its cartographic production into a powerful geographic intelligence tool. Thanks to a series of interviews conducted until March 2025, CartONG has delivered a diagnostic aimed at identifying needs, analyzing current practices, and proposing scenarios to structure, professionalize and centralize the use of cartography within AFD.

**42 maps  
produced for 7  
countries**

Through this project, CartONG highlighted a growing demand for greater sharing of tools and synergies across departments, in order to prevent data and practice fragmentation. The example of the Sahel Regional Office illustrates how adapted organizational structures can better meet diplomatic, analytical, and operational needs, serving as inspiration for other departments to follow suit.

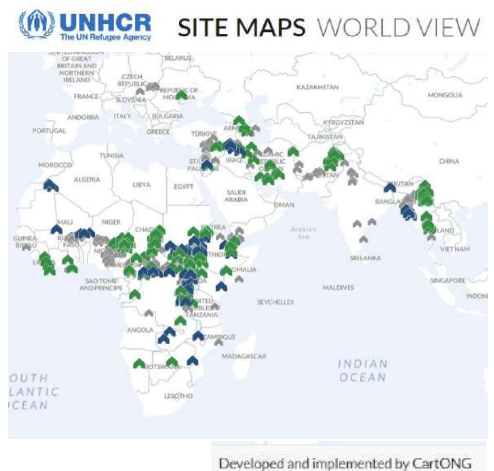
Thanks to this mission, CartONG plays a key role in supporting AFD's transition toward a more strategic and integrated use of mapping across all levels of the organization.

## Data in Action: CartONG Supporting UNHCR's GIS Innovation

The partnership between UNHCR and CartONG continues to play an essential role in strengthening the sustainability and ownership of GIS within the UNHCR. Throughout 2024, CartONG maintained its support across a varied portfolio of activities, including database maintenance, tool development, and strategic advisory services.

One of the key strengths of this partnership lies in its adaptability. CartONG supported the transition of key responsibilities to UNHCR's internal GIS teams. Notably, support for site mapping and the standardization of OPSMAP were gradually transferred between 2023 and 2024, clearly illustrating the success of a progressive exit strategy.

To date, the CartONG-UNHCR partnership has evolved into a strategic collaboration.



## We strengthen capacities

### QGIS Training: CartONG Strengthens Humanitarian Mapping Skills for Action Contre la Faim

In 2024, CartONG led a five half-day QGIS training for Action Contre la Faim (ACF) as part of their GIS Sahel program. This initiative equipped ACF teams with the necessary skills to fully leverage Geographic Information Systems (GIS) in their humanitarian operations, particularly for monitoring and early warning in the Sahel region.

The training reinforced ACF teams' capacities in mapping and spatial analysis. By mastering QGIS, participants are now better prepared to visualize and interpret geographic data, enhancing both planning and humanitarian response.

This ACF close partnership reflects CartONG's ongoing commitment to strengthening the technical capacities of humanitarian actors. Thanks to this initiative, ACF now has a solid foundation to fully harness the potential of GIS in its missions across the Sahel and beyond.

### SERA Project: Renewed Capacity Building for 4 More Years

Since 2020, the Groupe URD, with financial support from Expertise France, has led an ambitious training program on Monitoring, Evaluation, Accountability, and Learning (SERA) practices. CartONG has played a key role in two of these training components.

In 2024, six SERA trainings were primarily delivered to project managers and M&E focal points at Expertise France headquarters. The objective was to provide an operational methodology for designing, implementing, and managing SERA plans suited to field realities, through live sessions, e-learning resources, and practical case studies. Two additional "Plan SERA" sessions further deepened participants' understanding of tools such as logical frameworks and theories of change.

This program had a concrete impact: strengthening Expertise France teams' practical knowledge and tools, improving accountability, and enhancing their ability to embed learning in project cycles.

**6 SERA Trainings**  
**2 online "Plan SERA"**  
**trainings in French and**  
**English**  
**Training Plan 2024 -**  
**2028 confirmed**



### MEAL in Practice: Putting Quality and Accountability at the Center of Humanitarian Response

CartONG, in collaboration with the Groupe URD and supported by the AFD, organized the "MEAL in Practice: Putting Quality & Accountability at the Centre of Crisis Response" online training. Sixteen humanitarian and development professionals—working in MEAL, information management, and project coordination—took part.

The participants followed 10 thematic modules covering MEAL fundamentals, IM systems, qualitative and quantitative data collection and analysis, monitoring plans, and accountability and feedback mechanisms. CartONG brought valuable technical knowledge and a clear, accessible training style.

Participants benefited from practical examples of mobile data collection, context-adapted IM systems, and best practices. This first English-language edition paves the way for a bilingual training offer, helping strengthen MEAL capacity across the international humanitarian sector.

**13 humanitarian  
organizations,  
coming from different  
countries  
Funded by the H2H  
Network with the support  
of the AFD**

## We reinforce the sector

### Mapping Change: How the MAPME Initiative is enhancing monitoring in Development Cooperation.

Launched in recent years by a core team including KfW, GIZ, IRD, and AFD, the MAPME Initiative (Maps for Planning, Monitoring and Evaluation) offers free, open-source geospatial tools to support international development efforts around the globe. Designed to help organizations plan, monitor, and evaluate their interventions more effectively, MAPME responds to a growing need for accessible and collaborative solutions in sectors affected by climate change, poverty, and environmental degradation. With its open tools and flexible framework, the initiative is being adopted by a growing community of development actors worldwide.



In international development and humanitarian responses, access to reliable and timely geospatial data is a key issue. Many traditional tools are expensive, fragmented, or technically inaccessible, making it difficult for organisations to evaluate their projects with precision. MAPME addresses this by offering open technologies, automated data flows, and earth observation tools that enable users to assess project sites before, during, and after implementation, saving time and resources while increasing data quality.

[info@cartong.org](mailto:info@cartong.org) | [www.cartong.org](http://www.cartong.org)



Within the MAPME initiative, CartONG played a central role in advancing open data and geospatial knowledge sharing. This included identifying, evaluating, and curating public sector datasets, while also leading community engagement through events, workshops, and capacity-building activities to strengthen the MAPME network. In parallel, CartONG supported the development of the KfW Open Data Platform—a geospatial content management system based on GeoNode—designed to host datasets, maps, and dashboards for KfW, GIZ, and BMZ. Notably, KfW's significant investment in enhancing GeoNode's functionality and security has extended benefits to other development banks and public institutions. CartONG also facilitated coordination within the MAPME Steering Committee, helping to align strategic direction and foster collaboration.

### ELRHA Project: Artificial Intelligence in Support of Humanitarian Response.

As part of the initiative “AI for Humanitarians: Shaping Future Innovation”, launched by ELRHA, CartONG collaborated with four partner organizations: Open Data Management Tanzania (ODMTZ),

Humanity & Inclusion (HI), Terre des Hommes (Tdh), and Solidarités International (SI). This consortium participated in a program aimed at exploring opportunities and risks related to artificial intelligence in the humanitarian sector. The project provided a learning journey to help participants build their capacity to ethically and effectively integrate AI into their humanitarian activities. Each organization then defined a potential application of AI. In the case of CartONG and its partners, an AI-based tool was proposed to help prepare Focus Group Discussions (FGDs) and analyze qualitative data. This approach aims to improve the quality and efficiency of collecting and analyzing qualitative data. The project demonstrated the potential of AI, while adopting an ethical and inclusive approach.

**CartONG is proud of the research work that led to the publication of the study “Beyond the Numbers: Balancing Innovation, Ethics, and Impact – Updated Overview of CSO Practices and Needs in Program Data Management”.**

Four years after the first edition, this new report provides an updated overview and offers recommendations on the “datafication” of the international solidarity sector. It explores the implications of recent developments, particularly those concerning AI, cybersecurity, accountability, and localization.

#### Data sources for the study



The study highlights several concerning trends: a lack of tangible evidence of data's real impact on decision-making; data collection often driven by top-down reporting requirements; and persistent weaknesses in data quality.

It also points to the growing risk of a two-tier humanitarian data system, where large international organizations have the means to adapt to technical changes, while smaller or local CSOs struggle to keep pace.

The study also explores key sector-wide challenges and cross-cutting themes such as standardization, data sharing and open data, legal frameworks, ethical use of AI, and the sustainability of implemented technologies.

#### Stakes in programme data management



### Anticipatory Action in Tanzania: local Communities and Authorities better prepared to face floods in Dar es Salaam.

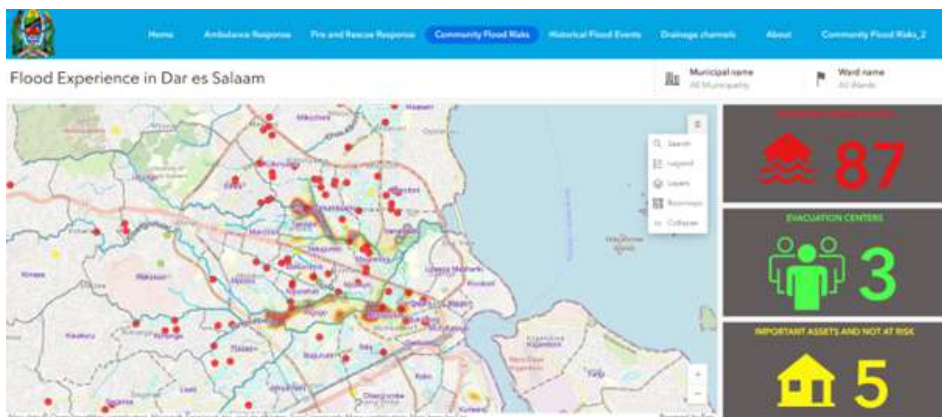
In 2024, CartONG, in partnership with Open Map Development Tanzania (OMDTZ) and supported by the H2H Fund, implemented a pilot project in Dar es Salaam, Tanzania, to strengthen local flood preparedness capacities. The initiative placed communities at the center of anticipatory action by combining participatory data collection and context-appropriate technological tools.

In an area highly exposed to flooding and where communication with authorities was challenging, the project mobilized local residents and trained pilot neighborhoods to collect data feeding into a dashboard that identifies at-risk zones, thus enabling anticipatory response.



The DarMAERT dashboard (Dar es Salaam Multi-hazard Early Risk Team) centralized key information, improved local coordination, and enhanced response capacity in times of alert.

The project also established regular dialogue spaces between authorities, emergency services, and communities to improve coordination, demonstrating CartONG's commitment to aid localization and the development of solutions with communities.



# Volunteer Contribution & Impacts

## A Year of Challenges, Learning, and Success for the CartONG Volunteer Community.

In 2024, CartONG continued its commitment to supporting its volunteer community. Thanks to renewed support from the FONJEP VEC, CartONG strengthened its e-volunteering offer by structuring innovative formats in mapping and data management, while improving volunteer support both in France and internationally.

Our community life continued to evolve, characterized by strong interaction between volunteers and staff, and by new forms of engagement. True to its participatory model, CartONG relies heavily on its volunteer community, which contributes to the success of the organization and its projects in France and abroad.

While the Chambéry area remains our primary hub with our office, the 2024 volunteer map confirms the growing presence of our network across France and internationally: volunteers were active in Paris, Toulouse, Normandy, Brittany, as well as in Madagascar, the Comoros, Kinshasa, Bosnia, Chad, Niger, and Cameroon. CartONG volunteers continue to carry the organization's values and expertise far and wide.

## 2024: a year for qualitative transformation of volunteer engagement at CartONG.

Responding to member expectations, the organization expanded its activities,

52 Mapathons  
+500 Volunteer actions  
78 Members  
1136 Hours OSM  
2 783 Volunteer hours  
23 Validation sessions

diversified its tools, and reinforced ties between volunteers and staff. Under the leadership of the volunteer coordination team headed by Thaïs Michelet, a significant shift took place: more training opportunities, the introduction of advanced tools such as QField, KoboToolbox, Survey123, and webmapping dashboards powered by API, as well as increased involvement in concrete projects alongside staff.

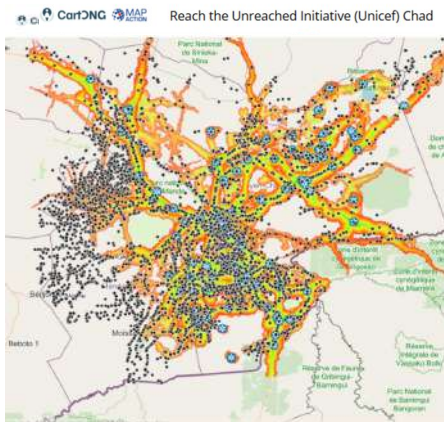
This upskilling also led to a more fluid organization and greater recognition of the role of volunteers in projects. For instance, it was common in 2024 to have up to three volunteer gatherings per week—including training sessions, mentorships, mapathons, and workshops. New faces joined the Monday night mapping sessions, and many volunteers became involved in more technical and strategic activities.



## Mapping the Paths to Health: CartONG Volunteers Supporting Vaccination in Chad

These datasets enabled detailed accessibility analysis for health centers, previously hindered by incomplete geospatial information. Without this volunteer engagement, the quality of the maps produced—and therefore the planning of vaccination campaigns—would have been compromised. This work once again illustrates the concrete and direct impact of CartONG volunteers on the success of major humanitarian projects.

In 2024, CartONG volunteers contributed to a wide range of concrete projects. A few highlights include :



- A sensitive mapping workshop held in Lyon, mobilizing volunteer skills for participatory representation.
- Several mapathons held in partnership with Potentiel 3.0 helped map areas in Bosnia and improve data quality.
- Volunteers supported the Village Green project by integrating data for local environmental initiatives.
- In collaboration with WECF France, a GoGoCarto map was developed for the Nesting project, focused on young children's environmental health.



- In the PACA region, a mapping mission for Le Planning Familial showed interventions related to emotional, relational, and sexual education (EVARS).
- For “We Are Not Weapons of War”, volunteers contributed to the development of an interactive map.

# FINANCIAL REPORT





# Financial Report

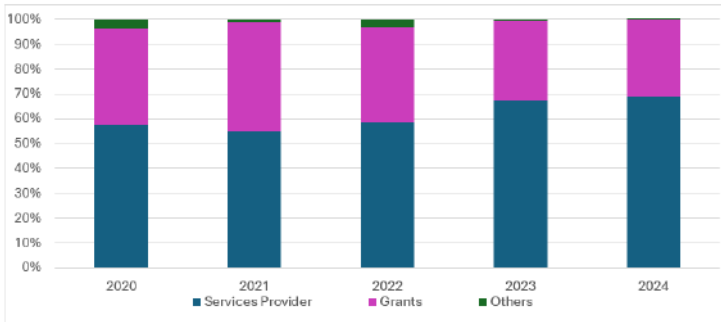
## INCOME

CartONG's turnover has tripled over the past 10 years, and 2024 is no exception. The budget increased by 11% this year, reaching a total of €2,227,370 in operating income.

This growth should be viewed in a broader context where many of our partners are experiencing a general decline in available resources to fund humanitarian actions.

and institutional donors (30.97%). While the share of grants has slightly decreased as a percentage of overall revenue, it increased by €45,000 in absolute terms thanks to the acquisition of new projects.

The remaining resources came from individual donations and membership fees (0.1%), and other miscellaneous sources (0.07%). It's also worth highlighting that projects generating under €100,000 in revenue accounted for €552,580 across 32 projects in 2024, compared to €488,540 across 46 projects in 2023.



\* Others: sponsorship, partnerships, donations and memberships

However, it is important to note a significant rise in financial transfers to other associations (reflected in the "financial aid" account), as well as €210,000 under the "consultancy" account. Without these transfers, our turnover would be €1.981 million, compared to €1.956 million in 2023, representing a more modest increase of only 1.3% in 2024.

The majority of our budget continues to be funded by our humanitarian partners, primarily through service contracts (68.86%), and through grants from public

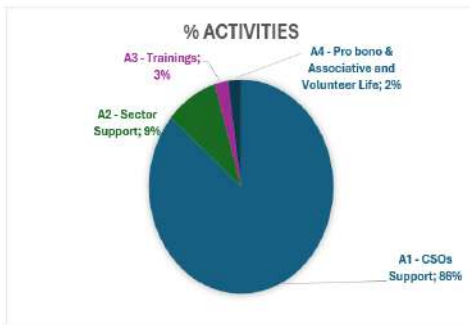
This reduction in the number of projects helped decrease the time spent by project managers and support teams on small-scale projects that typically yield lower margins for the organization.

Our key partners, Médecins Sans Frontières (MSF) and UNHCR, continued to be the top contributors to our budget —accounting for 33% and 20% respectively. However, both experienced a notable reduction in budget share in 2024: MSF by -20%, and UNHCR by -9%, representing a combined drop of 18 percentage points in our income distribution.

Meanwhile, UNICEF emerged as a new major contributor in 2024, with revenues tripling and slightly surpassing UNHCR's share, now accounting for 20.4% of total income.

We also continued our efforts to expand and diversify our funding sources. This strategy enabled us to secure new partners and donors in 2024, such as Asmae and ELRHA, while maintaining strong relationships with existing ones, particularly with the Agence Française de Développement (AFD), Expertise France, KfW (German development bank), the H2H Network, and the Swiss Water and Sanitation Consortium (SWSC), who are now among our key institutional partners.

A large majority of our activities (86.1%) directly support a specific organization, MSF being a prime example.



In addition, thanks in part to AFD funding, 9.2% of our work contributes to broader support to the humanitarian and development sectors. The remainder of our efforts focus on training activities (2.4%) and initiatives that sustain the organization, such as associative and volunteers life and pro bono projects (2.3%). This distribution across activity types remains consistent with previous years.

## Expenses

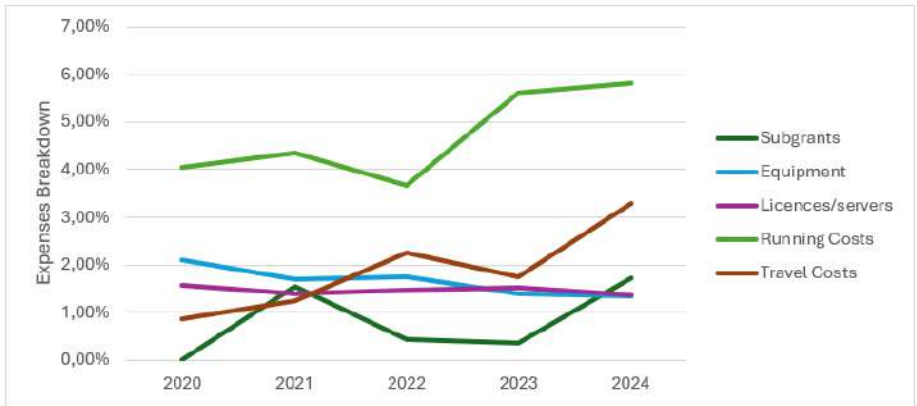
CartONG's operating expenses amounted to €2,134,257.85 in 2024, representing a 1.76% decrease compared to 2023. This includes a more significant reduction in human resources costs (including consultants), which fell by 5%.

The vast majority of expenditures were related to staff costs (including salaries and social contributions, consultant fees, and employment-related taxes) accounting for 86.5% of total operating expenses. This represents a 3-point drop compared to 2023, although it remains close to the average observed in recent years.

The overall reduction in operating costs, excluding financial transfers, was primarily the result of continued prudent management of personnel expenses, as approved by the Board.

Personnel-related costs (including all associated accounts: consultant fees, employment taxes, salaries, and social contributions) totalled €1.845 million in 2024, down from €1.941 million in 2023. This decrease was driven by several factors, the departure of two consultants in 2023 who were not replaced in 2024, unfilled staff positions, either due to attrition or delayed recruitment, timing gaps between staff departures and new hires.

As a result, despite salary increases granted in accordance with our internal pay scale, total expenses under "Salaries and Wages" decreased by €95,000 over the financial year.



The other current expense categories, though significantly smaller in total volume (€252,551), saw an increase of 13.5% compared to previous years. This rise is primarily due to higher operating costs, stemming from various investments made during the year (e.g. fiscal audit) and general inflation, as well as a near doubling of travel expenses—mostly related to projects, with 16 field missions carried out.

This positive and substantial result is the fruit of a collective effort launched in the summer of 2023 by the Board and the Executive Management and implemented by the staff team. It enables the replenishment of the organization's equity, a key indicator of its financial health, which is expected to reach €281,708, up from €186,966 in 2023. This remains below the €443,940 reported as of 31 December 2021.

**More broadly, expenses directly funded by the organization were better managed in 2024, thanks to improved financial oversight and project monitoring. However, in the years ahead, we must continue working to optimize our structural costs, maximize the coverage of these costs through project funding, and limit the use of own funds to what is strictly necessary.**

Several actions were undertaken to return to a positive net result. A detailed analysis of our costs and project margins revealed the significant time and resources invested in governance reflection and the expansion of support functions. These internal investments had weighed heavily on our results, especially as some projects did not generate sufficient margins to cover structural costs.

## Net Result and Allocation

After two consecutive years of significant deficits, 2024 finally saw a return to a positive net result of €94,742.50, which will contribute to rebuilding CartONG's weakened reserves.

The rigorous financial management policy initiated in 2023 was maintained throughout 2024. Measures included a new methodology for calculating and strictly monitoring project margins, and an organizational restructuring to improve

operational oversight—such as the creation of a Head of Programms position and the adjustment of the Administrative and Financial Manager role. Conversely, several support roles were not renewed in 2024 after their contracts ended, including the Communications Officer, IT Officer, and Admin/HR Officer.

Similarly, in a continued effort to reduce spending, the GeONG event, initially planned for 2024, was postponed to 2026.

All of these efforts, to cut costs, improve budget and margin monitoring, reduce time spent on internal initiatives, better manage time spent outside of project delivery, and diversify our funding base, paid off in 2024.

The year 2025 began in an uncertain environment, marked by U.S. budget cuts, and reduced development aid budgets in France, Germany, and other countries. These uncertainties cast a shadow over projections for 2026. However, by maintaining strong partnerships, continuing the financial discipline implemented in 2024, and further improving our management and monitoring tools, we expect to mitigate the effects of this instability.

It is proposed that the 2024 net positive result be allocated to CartONG's associative reserves, as retained earnings, in order to progressively rebuild the organization's equity base.

**Following this allocation, the organization's total equity will stand at €281,708.31.**

## **Balance Sheet**

At the close of the 2024 financial year, CartONG's balance sheet reflects an organization whose financial structure, despite deterioration over the previous two years, has remained capable of meeting its commitments. The positive result in 2024 helped reassure and strengthen CartONG's economic and financial standing.

### **Strengthened Financial Stability**

After allocation of the 2024 result, CartONG's equity level increased by 50% compared to 2023. This improvement has enabled the association to generate a positive working capital of €234,000 and a cash position of €377,000, up significantly from €116,000 in 2023, returning to levels similar to those seen in 2022. This is a very positive development after two challenging years.

General liquidity, calculated as the ratio of current assets (receivables and cash) to short-term liabilities, stands at 1.4, which remains within the recommended range of financial best practices, which advise maintaining a ratio above 1.

While the internal investments made in recent years did place strain on our financial equilibrium, resulting in two years of substantial deficits, our reserves, built steadily since the creation of the association, allowed us to cover these costs without taking on debt or resorting to bank loans. Nevertheless, despite the positive net result in 2024, our current reserves remain relatively limited. The coming years will be critical for reestablishing a stable and resilient financial balance.

## **A Solvent, Debt-Free Organization**

CartONG has so far chosen to self-finance entirely, funding its growth without relying on bank credit.

That said, the association must remain committed to disciplined financial management, ensuring at minimum a balanced budget and continuing to gradually rebuild its reserves, as was successfully initiated in 2024. This will require a comprehensive reflection on our financial model, with a constant focus on finding balance, both in the selection of projects and in the internal structuring (and related costs) of the organization, to ensure that, collectively, all projects are able to cover the full cost of operations.

**Our full financial statements for the 2024 fiscal year, compiled by our accountant and certified by our statutory auditor, are available to partners and donors. Please contact us at [admin@cartong.org](mailto:admin@cartong.org) to request a copy.**

# HR Report

## 2024: A Year Focused on Structuring

In 2024, CartONG continued to strengthen its HR practices in order to support the structuring of its teams, reinforce the role of managers, and adapt its tools to an ever-evolving work environment.

### A Committed and Diverse Workforce

Throughout the year, the association had an average of 33 employees, representing 28.2 full-time equivalents (FTEs). In addition, 4 civic service volunteers and 2 interns were welcomed, in line with CartONG's commitment to knowledge transfer and civic engagement.

Gender parity remains a core value at CartONG, with a team composed of 55% women and 45% men, including an all-women governance (co-direction and coordination committee).

As of December 31, 2024, the salaried team consisted of 26 permanent contracts (CDI) and 5 fixed-term contracts (CDD).

### Turnover and Onboarding: Levers for Improvement

The turnover rate observed during the year (around 30%) remained stable compared to previous years. Aware of the importance of welcoming and integrating new recruits, CartONG continued to develop a structured and well-received onboarding pathway,

aimed at ensuring smooth transitions into new roles.

### Towards a More Structured Management Culture

2024 was marked by in-depth work on managerial competencies. Managers benefited from a three-day training session, funded by OPCO (French administration), as well as occasional coaching sessions for some, with the goal of reinforcing their leadership and support skills.

As part of this structuring effort, CartONG also implemented annual appraisals for all employees. These meetings serve to highlight achievements, identify challenges, and encourage shared reflection on professional development areas, in line with the association's values.

### Remote Work: A Clarified Framework with Continued Flexibility

While remote work has long been practiced at CartONG, a dedicated charter was formalized in 2024. This document outlines the modalities of remote work while responding to the growing need for flexibility. As of December 31, 39% of staff were working fully remotely.

Additionally, discussions began around the possibility of remote work from abroad, in response to the increasing mobility of recruited profiles and CartONG's desire to remain competitive in an internationalized professional environment.

## Towards Greater Clarity on Career Paths

To support internal mobility and anticipate skills needs, CartONG launched a long-term project to develop a competency framework. This tool will ultimately help better guide employees in their professional growth.

## Field Missions Resume

2024 also marked a turning point with the significant resumption of field missions, following a quieter post-COVID period. A total of 16 missions were conducted by around 20 staff members and 1 volunteer, demonstrating both a renewed level of activity and strong team engagement.

# Acronyms

ACF	Action Against Hunger	JOSM	Java OpenStreetMap Editor
AFD	French Development Agency	KfW	KfW Development Bank
ALNAP	Active Learning Network for Accountability and Performance	MAPME	Maps for Planning, Monitoring and Evaluation
API	Application Programming Interface	MDC	Mobile Data Collection
BMZ	German Federal Ministry for Economic Cooperation and Development	MEAL	Monitoring, Evaluation, Accountability and Learning
BNGRC	Madagascar National Office for Risk and Disaster Management	MSF	Médecins Sans Frontières
ELRHA	Enhancing Learning and Research for Humanitarian Assistance	ODD	SDGs – Sustainable Development Goals
ESIS	Environmental Sanitation Information System	OMDTZ	Open Map Development Tanzania
EVARS	Education on Affective, Relational and Sexual Life	OPSMAP	Operational Map (OPSMAP)
F3E	Fund for the Promotion of Preliminary Studies, Cross-cutting Studies and Evaluations	QField	Mobile geospatial data collection app
FDVA	Fund for the Development of Community Life	QGIS	Free and open-source Geographic Information System
FGD	Focus Group Discussions	S&E	Monitoring & Evaluation (M&E)
GDOP	Program Data Management	SCRUM	SCRUM (Agile project management methodology)
GeoNode	Open-source spatial data management platform	SERA	Monitoring, Evaluation, Accountability and Learning
GIS	Geographic Information System	SIG	GIS – Geographic Information System
H2H	Humanitarian-to-Humanitarian Network	SWSC	Swiss Water and Sanitation Consortium
HI	Humanity & Inclusion	TdH	Terre des hommes
HNPW	Humanitarian Networks and Partnerships Week	UNHCR	United Nations High Commissioner for Refugees
IM	Information Management	UNICEF	United Nations International Children's Emergency Fund
IRD	French National Research Institute for Sustainable Development (IRD)	URD	Emergency, Rehabilitation and Development Group (Groupe URD)
		WASH	Water, Sanitation and Hygiene
		WASHFIT	Water and Sanitation for Health Facility Improvement Tool



# AKNOWLEDGEMENTS

We would like to thank all of our staff, volunteers, members, supporters, and partners for their contribution to our work in support of humanitarian action, development, and social action projects. In particular:





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