

ANNUAL REPORT 2025



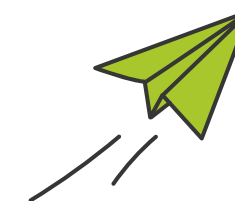
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MESSAGE FROM THE CHAIR



The year 2025 was marked by a continued decline in funding for the international solidarity sector, even as multiple crises affecting millions of people persisted across the world. Against this backdrop, our teams remained fully committed to pursuing our work alongside partners, supporting them in delivering their operations and assisting affected populations. As a result, we were able to strengthen our support for Médecins Sans Frontières teams, notably through the rollout of several new products and a series of training courses, as well as for the United Nations High Commissioner for Refugees and the French Development Agency.

We also continued initiatives aimed at building partnerships with peer organisations and local actors, a vital step in a rapidly evolving sector where collaboration is becoming increasingly essential. This was the case, for example, with the support provided to the CONAFOHD network in the Democratic Republic of the Congo to design and deploy KOLData, a national platform for centralising and visualising data from local NGOs, and with the establishment, through the H2H Network, of an information management helpdesk for local stakeholders in Syria.

2025 was also a pivotal year in our organisation's history. Faced with significant constraints, we were required to make difficult decisions about our structure and future direction. To continue strengthening

and guiding our work, we undertook a strategic review that led to the development of a new organisational strategy, finalised at the end of 2025 and adopted in early 2026. I would like to express my sincere gratitude to our staff for their dedication throughout this process and their determination to increase CartONG's impact while remaining true to its values. Their daily work alongside our partners is the foundation of our strength. I would also like to thank our volunteers and members, whose commitment enables the organisation to continue evolving and providing ever more relevant support to those working in international solidarity.

"Supporting those working in international solidarity and fostering the autonomy of local stakeholders through fair, effective data management rooted in realities on the ground" is the strong ambition reaffirmed in our new strategy. By 2026, we aim to further strengthen our action in this direction and consolidate the model that will enable us to realise this ambition over the next five years. As we celebrate our 20th anniversary, we are more determined than ever to bring the values of solidarity and cooperation to life through our continued commitment to those working on the ground and the vulnerable communities they support.

Claire Chaillou-Gillette,
President of CartONG



Our values

HUMAN-CENTRIC
AUTONOMY
COLLABORATION
AGILITY

GIS and data
visualization

Mapping

Web applications

Data collection

Needs assessments
and information
management strategies

Our expertise



KEY FIGURES

9
field missions

More than
420
static maps
produced

48
geospatial
applications
developed

30
staff-led
projects

33
staff members

57,5%
women

42,5%
men

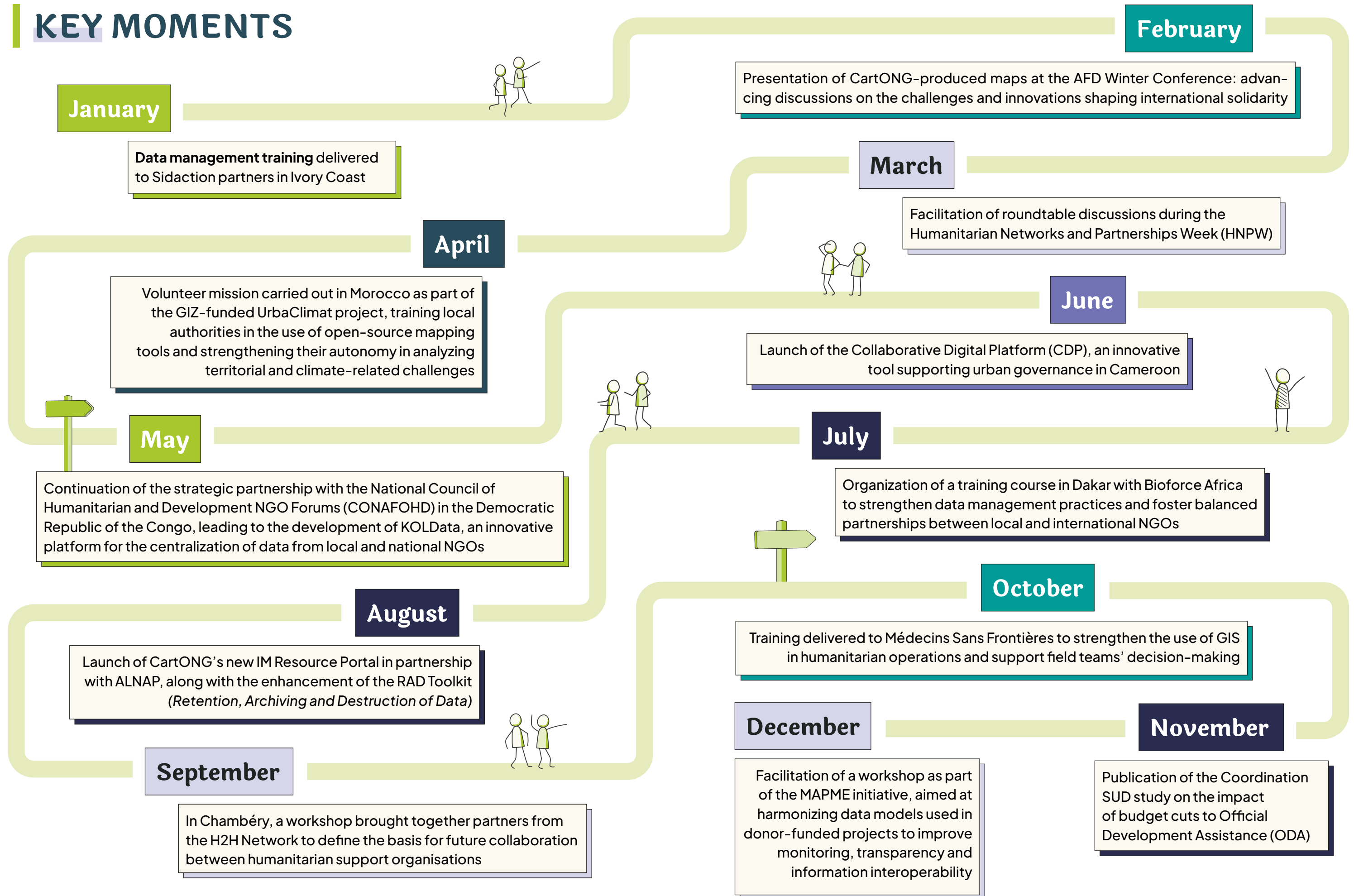
25
training
sessions
and webinars

108
members

90
volunteers

3 055 volunteer hours
36 mapathons organized

KEY MOMENTS





A Sector Under Pressure, Data More Essential Than Ever

Against a backdrop of widespread project closures and funding cuts, effective data management is no longer a luxury, it is a critical necessity.

How can funding decisions be made without reliable and comprehensive data on needs? How can information be preserved, transferred, or secured to prevent irreversible losses when funding comes to an end?

In response to these challenges, CartONG continues to provide solutions through practical and accessible resources made available via its Learning Corner. Existing toolkits facilitate data collection and analysis for international solidarity programmes, while the new RAD Toolkit (Retention, Archiving and Data Destruction) provides concrete guidance on managing the end of the

data lifecycle, even in uncertain contexts. The dissemination of these resources also relies on the active commitment of CartONG's volunteers, who contributed to the redevelopment of the resource centre and the integration of new materials to ensure they benefit as wide an audience as possible.

In 2025, CartONG produced the Coordination SUD study analysing the impacts of French budget cuts on the sector. This clear-eyed assessment of current vulnerabilities has significantly informed the development of CartONG's 2026–2030 Strategy, developed in response to the dynamics of the humanitarian reset and the need to sustainably adapt the sector's practices to a rapidly evolving environment.

Localisation: Concrete Commitments in Support of Local Actors

In 2025, CartONG reaffirmed that localisation is not merely an abstract principle but a practical commitment implemented in close collaboration with local actors and grounded in their realities. Through a range of projects, the organisation strengthened the autonomy, visibility and decision-making capacity of national and local organisations by enabling them to take greater ownership of information and data management.

In the Democratic Republic of the Congo, CartONG supported the **CONAFOHD** network in the co-design and development of **KOLData**, a national platform for the centralization and visualization of data on local NGOs. By increasing the visibility of national organisations and their activities, KOLData helps place national actors back at the heart of humanitarian coordination within their country while showcasing their work to international organizations and donors.

In Syria, with the support of the H2H Network and in partnership with **iMMAP**, **MapAction**, and **HOT**, CartONG established an **Information Management Helpdesk** serving local NGOs, national networks, and public authorities. Standardized datasets, mapping services, training activities, and strategic

support contributed to more inclusive coordination and strengthened national capacities, including at the ministerial level.

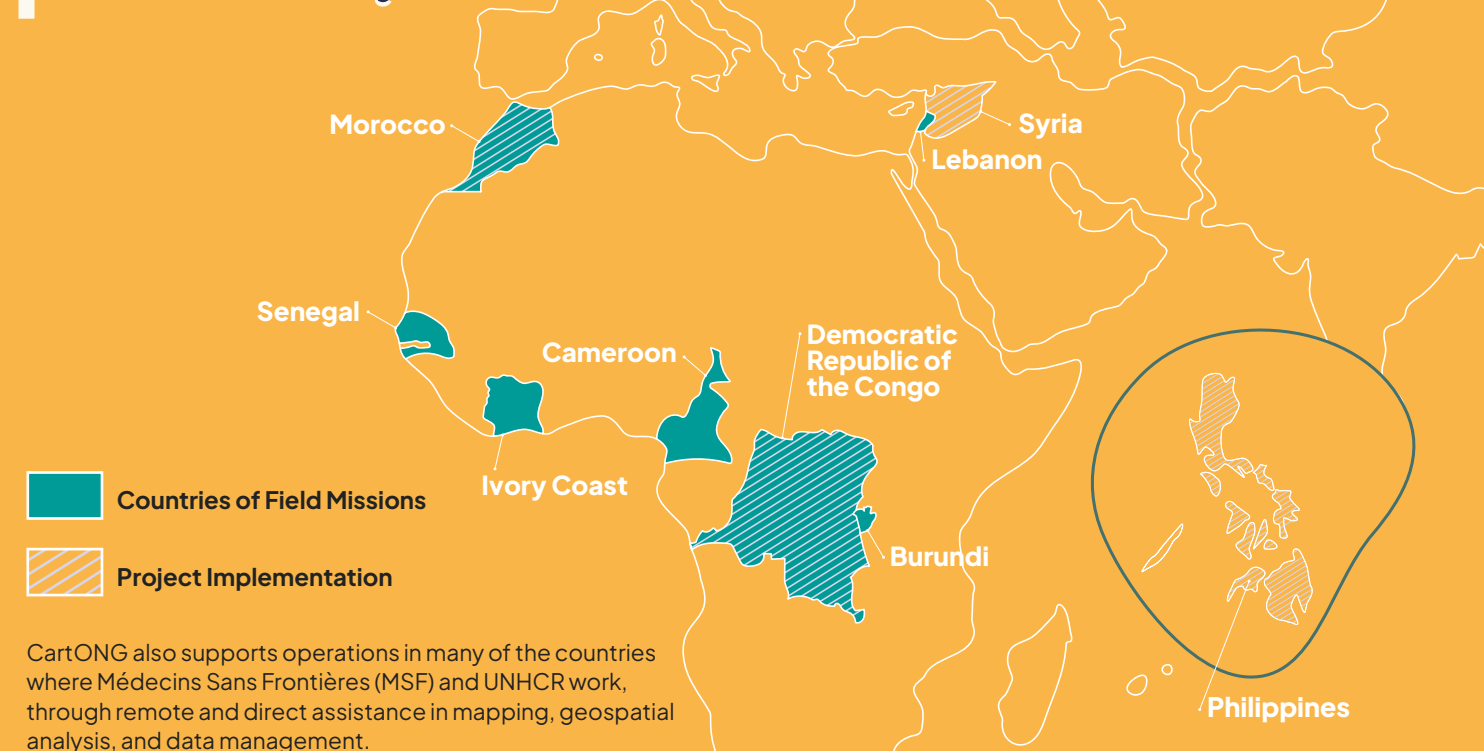
This commitment was also reflected in the project supporting **Sidaction's local partners in Burundi and Ivory Coast**, which helped strengthen their capacity to manage, analyse and protect HIV-related data.

In Dakar, a regional training course delivered in partnership with **Bioforce Africa** provided an opportunity to test and disseminate CartONG's recommendations on local data governance.

These training sessions not only strengthen civil society actors technically but also enhance their capacity to design and monitor projects in collaboration with their international partners and governments.

These initiatives reflect CartONG's commitment to promoting sustainable and co-designed local data governance, a commitment that is embedded in its **2026–2030 Strategy** and will continue to be implemented through close collaboration with national and international stakeholders across the sector.

CartONG Around the World



Panorama 2025

We equip organisations



Partnership with the MSF GIS Centre Mapping and Innovation in Support of Humanitarian Action

In 2025, CartONG continued its partnership with **Médecins Sans Frontières (MSF)** by developing strategic mapping tools and supporting the integration of GIS within operational teams. The objective was to improve mission security, anticipate risks, and enhance the effectiveness of humanitarian action.

Capacity building remained a key focus, with several GIS training sessions organized in Abidjan for a wide range of participants, both specialists and non-specialists. These training sessions highlighted the value of tools such as **ArcGIS Pro**, **Experience Builder**, and **QGIS**, demonstrating their practical application in the field.

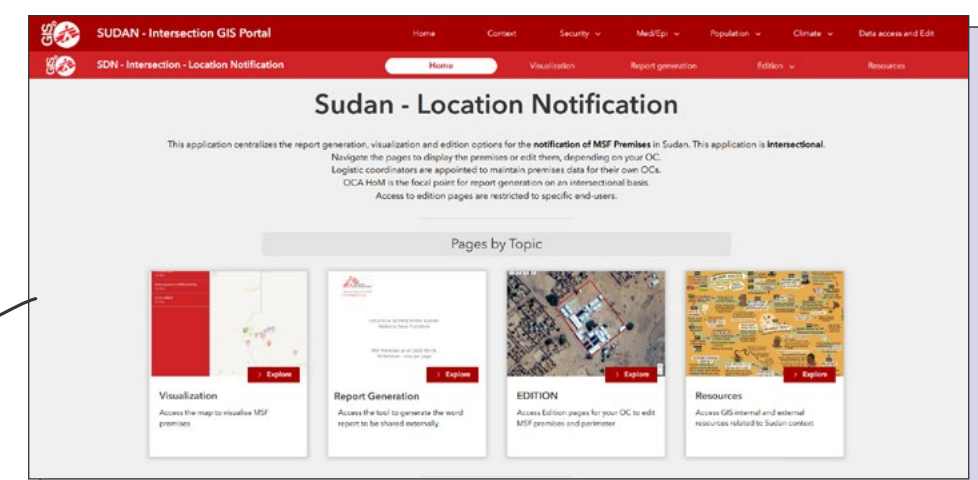
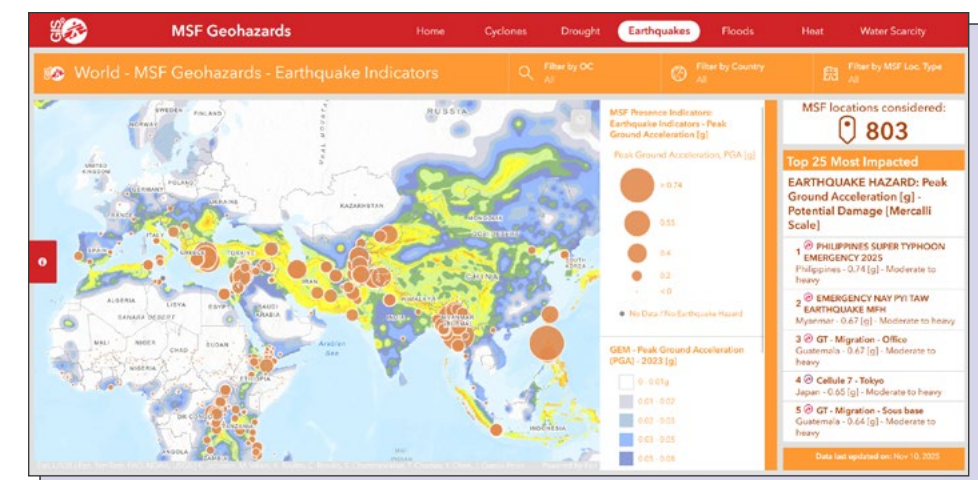
Among the major products developed in 2025, the **Location Notification App** played a central role. Deployed across several countries, it enables MSF to securely

and consistently share the locations of its facilities in conflict-affected areas, helping to prevent incidents and strengthen staff security.

CartONG also contributed to **MSF GeoHazards**, an application dedicated to the visualization of climate and environmental risks, such as floods and droughts. The tool supports the prioritization of exposed projects and helps anticipate potential impacts.

Finally, the **Staff Health Unit GeoApp**, developed by CartONG, illustrates how mapping can be used to address concrete staff health and well-being needs within MSF.

These achievements demonstrate the key role of mapping as both an operational and strategic tool for humanitarian action.



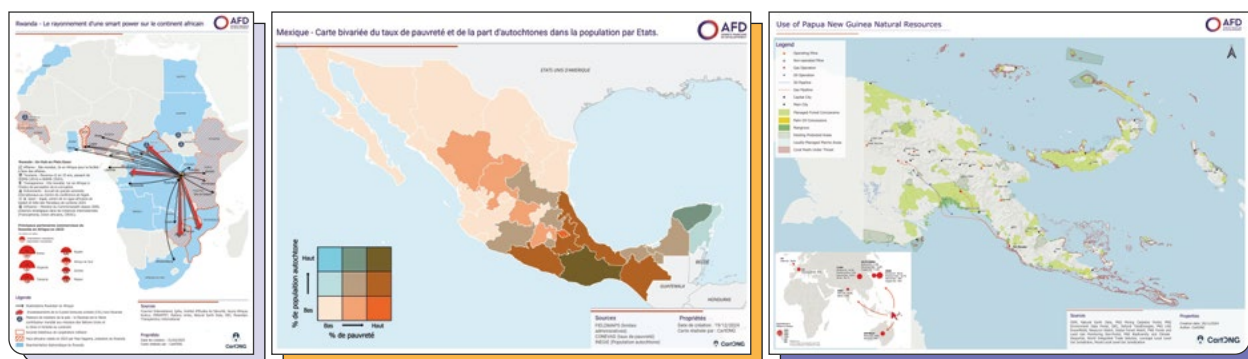
AFD Geography: Mapping in Support of Strategic Decision-Making

In 2025, CartONG continued its support to the **French Development Agency (AFD)** through mapping services and strategic geospatial intelligence support. The ongoing **AFD Geography project** aims to strengthen the strategic use of mapping across the AFD Group, both at headquarters and in country offices, to inform contextual analysis, programming, and intervention planning.

Throughout the year, CartONG produced approximately 80 maps addressing a wide range of needs, including territorial analysis, the assessment of sectoral challenges, support to strategic reflection processes, and internal communication.

In parallel, an assessment of GIS practices and needs provided a better understanding of existing approaches, identified staff expectations, and laid the foundations for a structured capacity-building strategy. Two training sessions were also delivered to support the development of GIS skills among AFD teams.

Still ongoing, the **AFD Geography project** demonstrates the added value of mapping not only as a decision-support tool, but also as a means of fostering a shared culture of geographic data within a globally operating organization.



Sidaction: Data in Support of Local Autonomy

In 2025, CartONG supported **Sidaction** through a data management capacity-strengthening project involving partners in **Burundi** and **Ivory Coast**. Faced with fragmented tools, varying skill levels, and limited control over data management systems, the project aimed to enable local actors to produce and use reliable, useful, and secure HIV-related data.

Through a regional training programme in **Abidjan** and targeted field missions, **37 professionals**—including MEAL and Information Management staff, data officers, and medical coordinators—strengthened their skills in mobile data collection, data analysis (Excel and Power Query), data visualization, and data protection. The success rate increased from **20% to 70%** between the pre-training and post-training assessments.

Participants highlighted the practical and operational value of the support provided: “*Very satisfied, the training module was dynamic and highly educational*”, “*Excellent explanation of Kobo software, very enriching*”, “*The data visualization component was particularly useful and clear.*”

By placing local teams at the centre of information systems, this project directly contributes to the **localisation of aid** by supporting organizations that are better equipped, more autonomous, and more capable of analysing information, making informed decisions, and reporting sustainably.



Data Management Training in Ivory Coast

Strengthening Local Coordination in the Democratic Republic of the Congo through KOLData



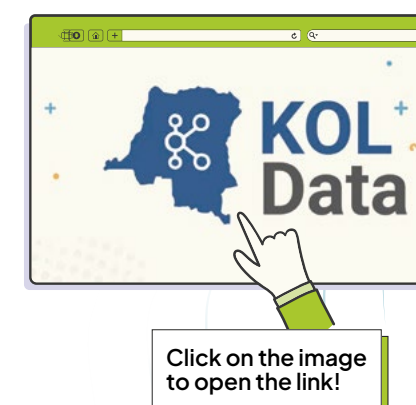
Between April and November 2025, CartONG worked alongside the **National Council of Humanitarian and Development NGO Forums (CONAFOHD)** on a strategic project aimed at strengthening coordination among local actors in the **Democratic Republic of the Congo (DRC)**. Supported by the H2H Network, this collaboration led to the development of **KOLData**, a national platform dedicated to the centralization and visualization of data on Congolese NGOs.

In a context where humanitarian response relies heavily on frontline organizations, KOLData addresses a critical need: increasing the visibility of local actors and their work. The platform currently registers **191 national and local NGOs**, documents **263 projects**, and offers mapping, visualization, and data export functionalities tailored to operational needs. Designed as an open and sustainable tool, it is administered directly by CONAFOHD.

The project was built through a highly participatory process. Shared assessments, workshops, consultations, and surveys helped co-design a tool aligned with the realities and priorities of Congolese organizations. This approach also included a substantial capacity-strengthening component, combining webinars, decentralized training sessions, and online resources that benefited more than **300 stakeholders**. During the pilot phase alone, **43 NGOs** were granted editing rights on the platform.

Already used by OCHA to support coordination mechanisms, KOLData is emerging as a national reference tool. Developed using open-source technologies and fully documented, the platform is designed for long-term sustainability and to become a lasting component of the Congolese humanitarian ecosystem.

Welcome to the KOLData Platform Developed by CartONG :



20 Years of Partnership Between CartONG and UNHCR

Two Decades of Mapping Innovation Supporting Humanitarian Response

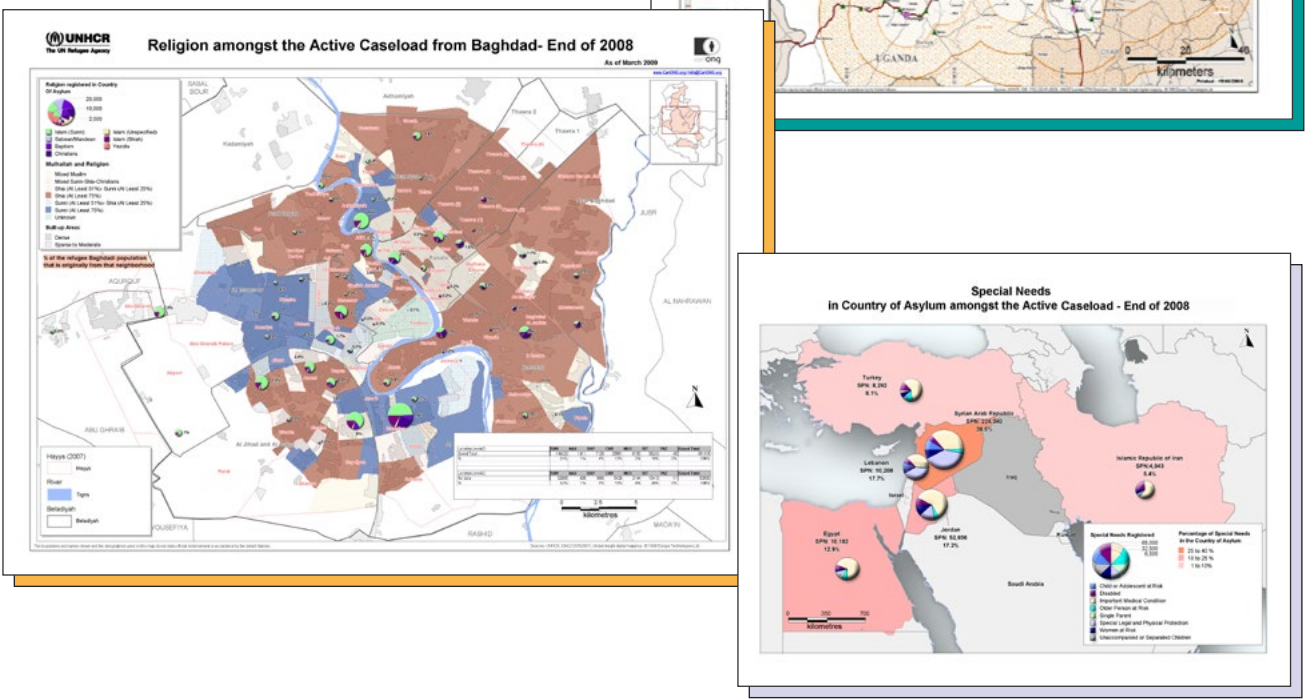
For nearly two decades, CartONG and the **United Nations High Commissioner for Refugees (UNHCR)** have built a strong and enduring partnership based on a shared conviction: geographic information is essential to ensuring the effectiveness of humanitarian response. UNHCR remains one of CartONG's longest-standing and most strategic partners.

The collaboration began in 2007, marking CartONG's first major project. Based at the time in **Uganda**, in the districts of **Gulu**, **Pader**, and **Kitgum**—areas heavily affected by displacement resulting from the conflict involving the Lord's Resistance Army—CartONG supported UNHCR and its partners in mapping internally displaced persons (IDP) camps, monitoring population returns, and strengthening data collection processes. This foundational mission established the framework for CartONG's integrated approach to mapping and information management.

Over the following years, the partnership expanded progressively. Support to UNHCR's **Middle East and North Africa (MENA)** Bureau marked a significant milestone, particularly through the production of a major analytical report combining mapping and registration data on Iraqi refugees. In 2009, CartONG also supported operations in Malaysia by mapping registration data in Kuala Lumpur at a finer spatial scale using geographic layers based on postal codes.

As digital tools evolved, CartONG supported UNHCR in its transition toward interactive, web-based information products. Between **2009 and 2011**, CartONG worked with UNHCR headquarters services (then known as **FICSS**, now integrated into the Global Data Service) to develop geoportals, interactive mapping tools, training materials, and tutorial videos.

With the rise of smartphones around 2010, CartONG also contributed to pioneering initiatives in mobile data collection, particularly through the use of **Open Data Kit (ODK)**. This work supported operations in countries such as the Democratic Republic of the Congo and Kenya, helping streamline household-level data collection and improve the capture of geographic information.



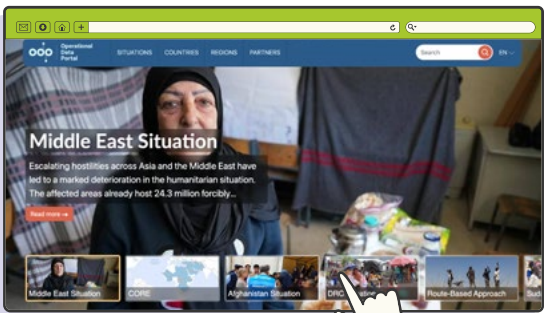
A decisive turning point came in **2012**, with the outbreak of the Syrian crisis. CartONG was mobilized to support UNHCR's emergency response by assisting GIS specialists in neighboring countries and contributing to the initial development of the Operational Data Portal, which remains a cornerstone of UNHCR's information management systems to this day.

From **2015 onwards**, the partnership expanded into new areas. CartONG supported the development of UNHCR's mapping portal, later integrated into the Operational Data Portal, and led an innovative pilot project for refugee site mapping in Rwanda, which subsequently evolved into a broader global initiative. Many of the datasets and methodologies developed during this period continue to support operations today.

Over time, CartONG's data management support diversified across numerous sectors, including public health, nutrition, education, water, sanitation and hygiene (WASH), food security, shelter, as well as ongoing support to livelihoods and energy programmes. As CartONG celebrates its twentieth anniversary, its teams provide mapping support to the **Regional Bureau for East and Southern Africa**, while also supporting data collection and visualization for the Livelihoods, Public Health—including nutrition—and **Education** departments.

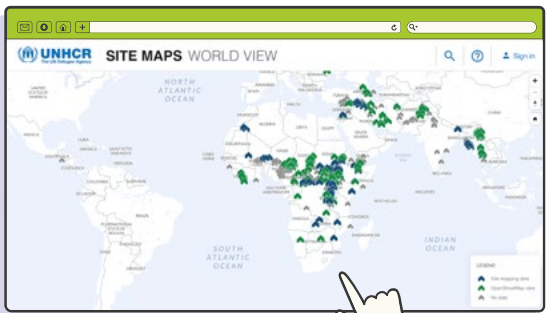
After twenty years, the partnership between CartONG and UNHCR stands as an example of long-term trust, continuous innovation, and a shared commitment to improving humanitarian decision-making through data and mapping.

Operational Data Portal :



Click on the image to open the link!

Site mapping :



Click on the image to open the link!

We strengthen capacities



Building Capacity to Strengthen the Impact of Humanitarian Actors

In 2025, the training activities delivered by CartONG were a key lever for strengthening the impact of its partners by being directly integrated into projects and operational needs. Whether focused on GIS, data management and analysis, or information governance, these activities primarily aim to enable organizations to become more autonomous in the use of their data.

At the heart of this approach are highly practical training formats, firmly grounded in field realities, allowing participants to immediately apply the skills they acquire. These training programmes support both technical teams and non-specialist profiles, helping to foster a shared data culture across organizations.

They also play a structuring role in localisation efforts. By strengthening the capacities of local actors—including national NGOs, networks, and institutions—CartONG contributes to rebalancing access to information and supporting decision-making that is better rooted in local contexts.

CartONG also delivered training activities to a broad range of actors across the sector. As part of the project implemented with Sidaction, local teams strengthened their skills in data collection, analysis, and protection, contributing to stronger information management systems at the national level. In Dakar, a training course organized in partnership with Bioforce Africa brought together participants from local and international NGOs to address issues related to monitoring, evaluation, accountability, and learning (MEAL). The programme covered data security and analysis, systems adapted to local contexts, mobile data collection, and hands-on workshops.

Beyond the technical content, this initiative fostered dialogue and collaboration among stakeholders, laying the foundations for more balanced partnerships and data governance practices that are more firmly anchored in local realities.

The partnership with the Médecins Sans Frontières GIS Centre is a particularly strong illustration of this approach. Training activities delivered to GIS specialists based in field operations, as well as to non-technical teams, have both deepened technical expertise and democratized the use of mapping tools within humanitarian operations.

By facilitating the adoption of practical and immediately applicable tools, these trainings enhance their impact on security, analysis, and operational decision-making.

Beyond individual projects, these efforts are part of CartONG's broader commitment to the sector: sharing knowledge, strengthening professional practices, and supporting the sustainable development of humanitarian actors' skills and capacities.



GIS Training in Dakar with MSF:
Non-GIS Specialists (Logisticians, Epidemiologist, WASH Staff) Trained to Use Mapping to improve Context Analysis and field Decision-Making

Needs Assessment: Understanding Before Acting

Every organization has its own tools, practices, and constraints. Before proposing a solution, CartONG takes the time to understand each partner's reality: their practices, processes, and data culture. This initial assessment of the existing situation is fundamental, as it determines the relevance of everything that follows.

Our approach is inspired by design thinking principles: starting with people rather than tools, exploring the problem before considering solutions, and progressing through successive iterations rather than following a linear process. CartONG acts as a facilitator, creating the conditions for informed co-creation, where empathy for users and teams guides every stage of the process.

From defining challenges to generating concrete ideas, the methodology draws on collective intelligence through interviews, workshops, and observation. This combination of methods makes it possible to bring together different perspectives, uncover needs that go beyond those explicitly expressed, and develop pragmatic, co-designed recommendations aligned with the capacities and strategic priorities of each supported organization.

Discover CartONG's needs assessment methodology at a glance on the following two-page spread!

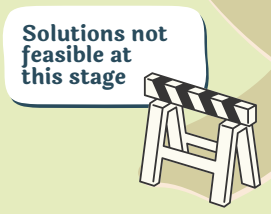
Needs Assessment

Partner



Why conduct a Needs Assessment?
Every organization has its own tools, practices, and constraints. The most effective solutions come from within the organization itself. CartONG facilitates a co-design process by taking the time to understand the unique context, challenges, and needs of each partner.

Current State Analysis



Problem Definition



Ideas to set aside or explore later



Ideation



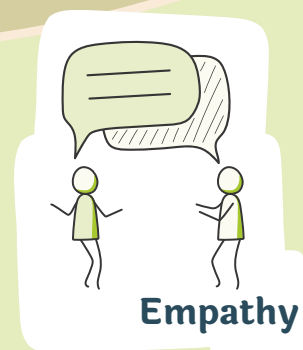
Co-design



New Tools



Collective Intelligence



Empathy

Solution



Solutions tailored to organizational needs

Staff equipped with the necessary skills and tools

Strong stakeholder engagement throughout the process

Appropriate systems, tools, and workflows

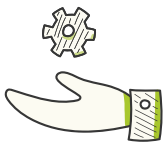


Collaboration



In 2025, CartONG supported a foundation, a donor, and an NGO in defining requirements for the development of a web platform and the review of their information systems

We reinforce the sector



Programme Data Management Project (GDoP) – Phase 2: 2025, a Year of Consolidation, Capacity Strengthening, and Collective Ownership

In 2025, Phase 2 of the **Programme Data Management (GDoP) project**, funded by the French Development Agency (AFD), reached an important milestone by combining the production and dissemination of key resources, capacity strengthening activities, and the facilitation of an engaged community of practice, in a context marked by declining development aid funding.

As the project team summarized: “Maintaining and supporting a culture of responsible data use has become a strategic challenge, even more so in times of severe constraints”.

The year was marked by the continued dissemination of the **Beyond the Numbers / Au-delà des chiffres** study, notably through webinars and international events such as the **Humanitarian Networks and Partnerships Week (HNPW) 2025**. It also saw a strong momentum around **RAD (Retention, Archiving and Data Destruction)**. In June, a series of two webinars was dedicated to this topic, followed by the launch of the RAD Toolkit on the Learning Corner at the end of the year.

According to its contributors: “RAD addresses a blind spot in humanitarian practices: project closure and end-of-life data management,” by providing practical, co-designed tools that can be readily applied in operational settings.

The training component has also seen sustained momentum. In January, a webinar on anticipating and managing data-related risks brought the first training series to a close.

From November to January, the programme “**Turning Data into Decisions: Good Practices for Cleaning and Visualizing Your Data**” brought together more than 130 participants from around 50 organizations, including many local actors.

Finally, 2025 provided an opportunity to explore an innovative aspect through an inter-NGO training programme organized in Dakar in July, thanks to a partnership with **Bioforce**. This initiative illustrates the GDoP project’s commitment to localisation and the sustainable sharing of skills and expertise.



A true one-stop hub for practitioners, the portal brings together a wide range of content—including guides, toolkits, lessons learned, and training materials—to facilitate access to essential knowledge that is often scattered across multiple sources. This approach is part of a broader knowledge-sharing effort aimed at strengthening learning and improving the quality of humanitarian practices.

In 2025, CartONG launched a new version of its **IM Resource Portal**. More intuitive, interactive, and accessible, it offers practical and methodological resources, thematic articles, and a dedicated space for skills development: the **Learning Corner**.



Highlighting the impacts of ODA budget cuts: a study conducted by CartONG for Coordination SUD



In 2025, CartONG carried out a study for **Coordination SUD** aimed at analysing and highlighting the impacts of the budget cuts announced in **Official Development Assistance (ODA)**. In a context of growing financial pressure, this work addressed a critical need: documenting effects that were already being felt by French international solidarity organizations but remained largely absent from public debate.

The study aimed to analyze and illustrate the impacts on beneficiary populations and operations by identifying the affected areas as well as projects that had been scaled back, suspended, or discontinued. It also sought to document the risks facing international solidarity organizations, particularly reduced funding, job cuts, and the consequences for local partners. Finally, it aimed to provide Coordination SUD with tools for advocacy with public decision-makers, in anticipation of the 2026 budget debate.

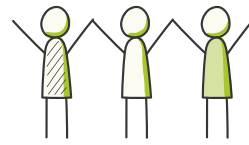
CartONG provided comprehensive methodological support for the initiative, including data collection and analysis, the structuring of findings, and the presentation of results. In addition to the study report itself, CartONG developed a dashboard enabling users to easily explore the study’s findings, as well as a story map designed as an interactive storytelling tool combining data, testimonies, and visual content.

These resources help make complex issues more accessible and easier to understand, thereby strengthening the sector’s advocacy efforts. CartONG volunteers were actively involved in reviewing the study, contributing to the story map, and creating visual materials.

Study Overview :



Associative & Volunteer life



Volunteer Engagement at the Heart of CartONG's Impact in 2025

In 2025, CartONG's volunteers once again played a central role in delivering projects with significant social, environmental, and humanitarian impact. Through their commitment, expertise, and year-round engagement, they helped put data, mapping, and digital tools at the service of dedicated organizations, both in France and internationally.

This contribution is reflected in the [CartONG Volunteer Projects Map](#), which showcases the geographical and thematic diversity of the initiatives carried out in 2025. Health, sexual and reproductive rights, gender equality, environmental issues, GIS training, and access to information are among the areas addressed. The projects supported demonstrate the ability of volunteer engagement to respond to concrete needs expressed by organizations that often operate with limited resources but strong commitment.



36
mapathons
organized

AROUND 20
PROJECTS
INVOLVING
VOLUNTEERS

9
JOSM
TRAINING SESSIONS
DELIVERED TO THE
VOLUNTEER
COMMUNITY



The year 2025 was also marked by the **strong involvement of volunteers in organizing and facilitating mapathons**. These collective events enabled the rapid production of valuable geographic data, particularly through OpenStreetMap, while raising awareness among new audiences about the importance of humanitarian mapping. Thanks to the dedication of volunteers, numerous mapathons were successfully organized, strengthening both CartONG's operational impact and the vitality of its volunteer community.



Among the flagship projects of the year, support for **family planning initiatives** highlighted the key role of mapping in improving access to information and strengthening advocacy efforts.



The **QGIS** training project in Morocco, funded by **GIZ**, reflects a skills-transfer approach aimed at strengthening the autonomy of local stakeholders.

Likewise, CartONG's support to **WECF France** demonstrates how structuring and enhancing data can contribute to initiatives that address both environmental challenges and gender equality.



As every year, volunteer engagement remained a key driver in 2025, helping to sustain and promote mapping for the public good.

Financial Report



OPERATING INCOME

After tripling over the past ten years, CartONG's turnover has now stabilized at around **€1.9–2 million**.

In 2025, our operating income decreased by 14% compared with the previous year, reaching a total of **€1,920,398**.

Two factors explain this trend. First, it should be noted that 2024 was an exceptional year due to a large multi-country mapping support project implemented for **UNICEF**. Excluding the portion transferred to a partner organization (consultancy fees) that implemented part of the project, CartONG's 2024 turnover was close to that of 2023, at around €2 million. This can be compared with the **€1.897 million** recorded in 2025 (excluding pass-through funds).

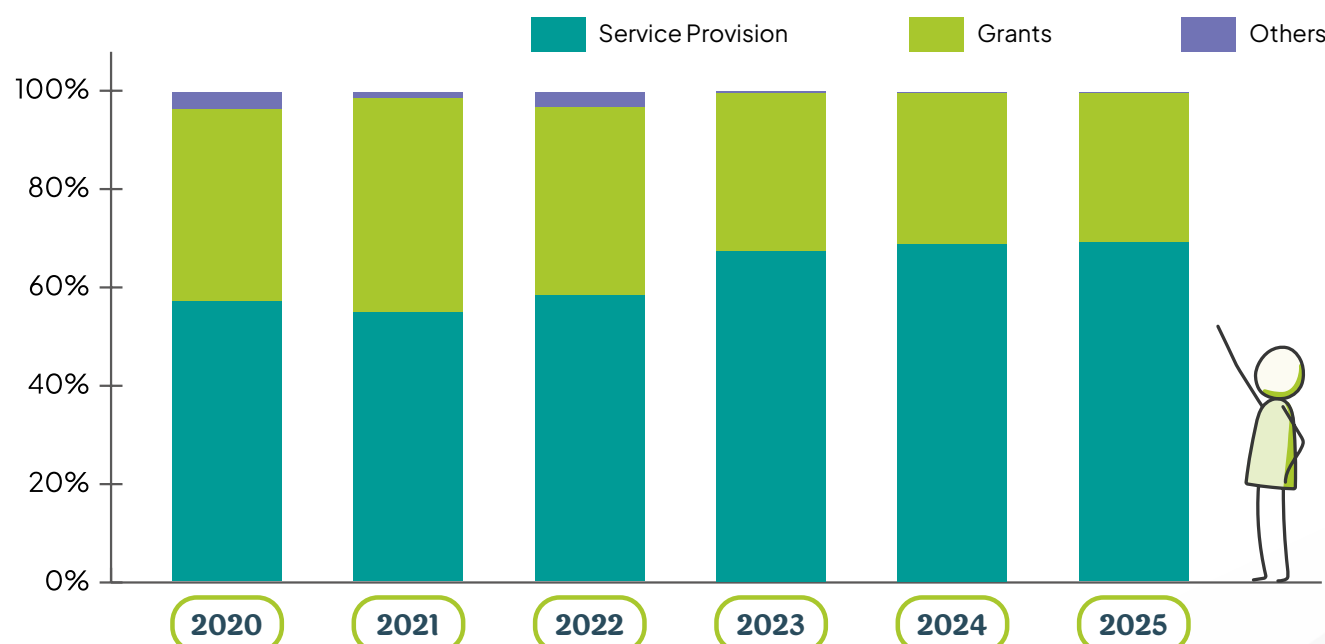
Above all, 2025 was marked by an unprecedented financial crisis affecting both the humanitarian and development aid sectors, which impacted our revenues. The year began in a highly unstable environment characterized by abrupt cuts to U.S. foreign aid funding—the largest contributor to Official Development Assistance (ODA) in 2024—as well as reductions in development aid budgets in France and several other European countries, including Germany and the United Kingdom.

These developments reflect a broader shift among donor governments, marked by reduced commitment to Official Development Assistance and a growing challenge to the principle of international solidarity itself.

Many NGOs and international organizations with which CartONG works were severely affected by these budget cuts and were therefore unable to call upon our services in 2025. The impact was particularly significant for the United Nations system, whose budget relies heavily on U.S. funding. As a result, CartONG was also affected. One UNHCR-funded project could not be implemented, while another was put on hold for several months, creating significant uncertainty for CartONG and for the management of the organization.

This widespread instability, which continues into 2026, has affected all of our partners and the projects entrusted to us. Budget cuts by donor countries are ongoing—France's ODA budget continues to decline in 2026—and signal a new reality for both operational NGOs and support organizations such as CartONG.

This changing financial environment requires CartONG to continue the efforts undertaken in recent years to strengthen financial management, build strategic alliances, and diversify its sources of funding for the years ahead.



For the most part, our 2025 budget continued to be financed through service contracts with **humanitarian partners (69.36%)** and **grants from public and institutional donors (30.51%)**. While the proportion of grant funding remained similar to that of 2024, the actual amount decreased by **€104,178**, reflecting the context described above. The remainder of our resources came from **individual donations and membership fees (0.13%)**.

Our partners **MSF (43.44%)** and **UNHCR (16.91%)** remained the main contributors to our budget. However, it should be noted that UNHCR funding decreased significantly in 2025, falling by **27% in value terms**. As mentioned above, the United Nations was heavily affected by U.S. budget cuts, which explains the reduction in revenues received from both **UNHCR** and **UNICEF**. UNICEF's contribution represented only **3.76% of our operating income in 2025**, compared with **20.42% in 2024**.

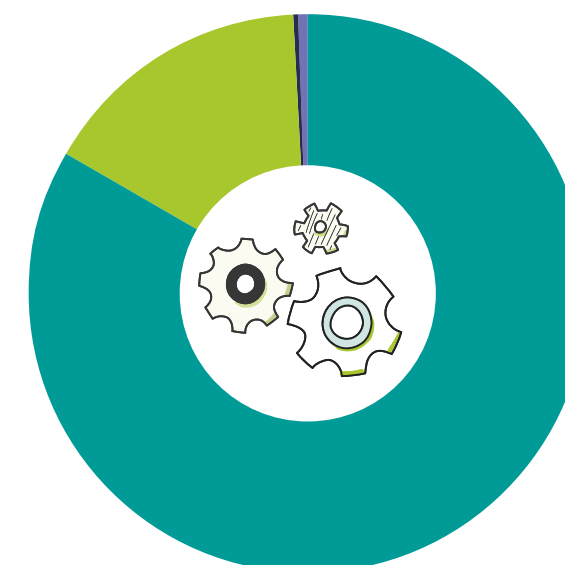
The majority of our activities (**83.59%**) provide direct support to organizations, particularly to partners such as **Médecins Sans Frontières (MSF)**. Through funding from the **French Development Agency (AFD)** under the **GDoP project**, we also provided support to the humanitarian and development sector, accounting for **15.65%** of our activities.

The remainder of our work focused on **ad hoc training activities (0.41%)**, support to the association and volunteer engagement, as well as **pro bono projects (0.35%)**.

This distribution of activities remains broadly consistent with previous years.

It is also worth noting that projects generating less than **€100,000** in revenue during the financial year represented a turnover of **€583,253 in 2025 across 27 projects**, compared with **€552,580 in 2024 across 32 projects**, and **€488,540 in 2023 across 46 projects**.

The reduction in the number of small projects in 2025 helped ease the workload of both the support team and project managers. Over this period, the average value of projects below €100,000 increased significantly.



- A1 - Support to International Solidarity Organizations - €1,605,218.84
- A2 - Sector Support - €300,584.85
- A3 - Training - €7,830.83
- A4 - Pro Bono Activities, Associative & Volunteer life - €6,763.20

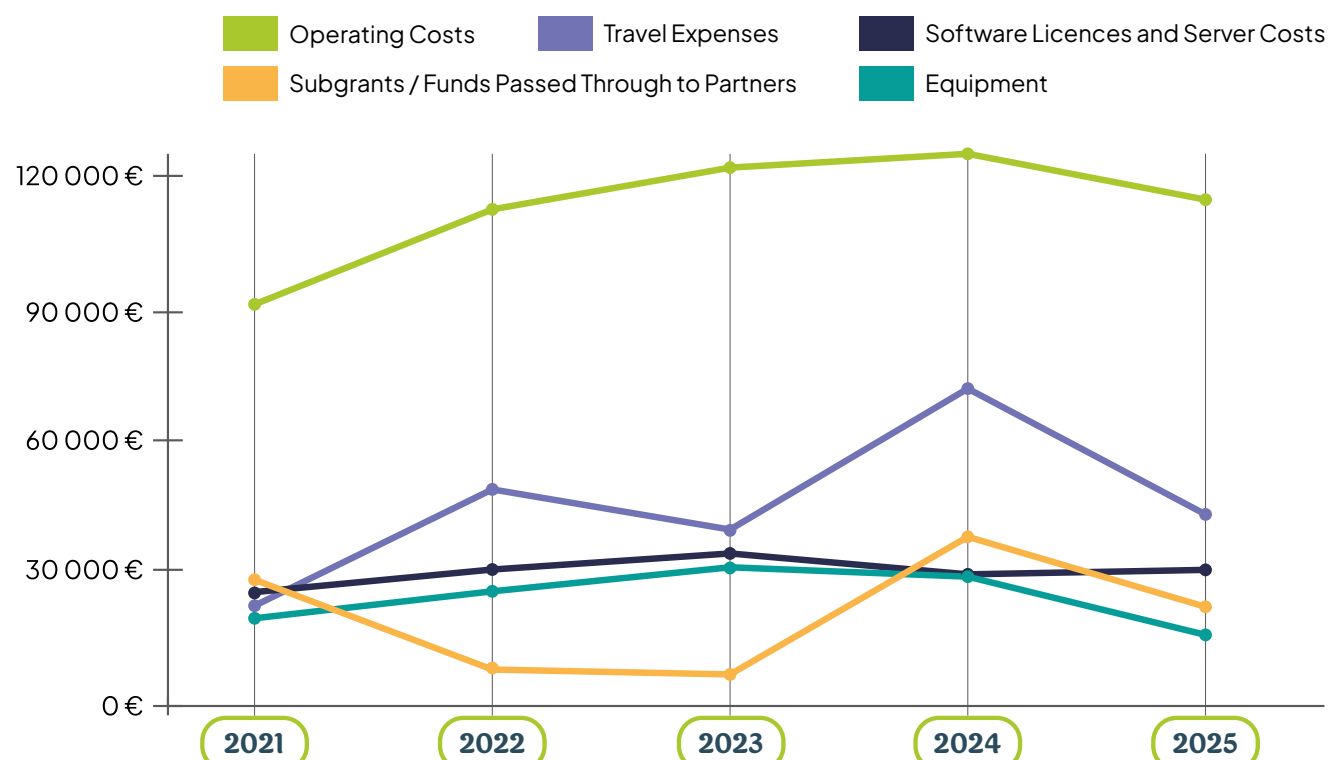
EXPENSES

Operating expenses amounted to **€1,849,449 in 2025**, representing a **13.34% decrease** compared with 2024. This reduction was notably driven by significant decreases in consultancy costs (-51%), insurance premiums (-62%), and travel expenses (-42%), following the completion of the major UNICEF project mentioned above.

However, the decline in operating expenses observed in 2025 compared with 2024 was primarily the result of the continued rigorous management of personnel costs, implemented with the approval of the Executive Board.

This expenditure category—including salaries and social charges, consultant fees, as well as payroll-related taxes and contributions—once again represented our largest expense item, accounting for 87.8% of total operating costs, a level broadly consistent with the average observed in recent years.

In this context of uncertainty, and like many organizations across the sector, we were compelled to respond to the decline in activity that particularly affected part of our team by implementing a workforce reduction plan during the last quarter of the year. This plan represented approximately 8% of our full-time equivalent (FTE) positions in 2025 and was designed to stabilize our economic and financial situation while preparing the organization for the years ahead.



The other operating expense categories, whose overall amount remains significantly lower (**€225,793**), decreased by **22%** compared with 2024 and returned to levels similar to those of 2022 and 2023. This reduction was observed across all expenditure categories, including a substantial decrease in travel costs, reflecting a lower number of field missions than in 2024, although activity levels remained more consistent with those recorded before 2024.

This trend reflects our objective—almost fully achieved in 2025—of reducing our overhead and operating costs to approximately **€110,000**.

More broadly, costs financed directly by the organization were managed more effectively in 2024 and 2025 thanks to stronger financial and operational oversight. In the coming years, we will need to continue optimizing our overhead costs, maximize their coverage through project funding whenever possible, and maintain our ability to finance investments from our own resources.

NET RESULT FOR THE FINANCIAL YEAR AND ALLOCATION OF SURPLUS

In line with 2024, **2025 closed with a positive net result of €73,537**. Combined with last year's surplus, this positive outcome offsets the deficit recorded in 2023 and strengthens CartONG's equity, which had been weakened by two consecutive years of deficits (2022 and 2023).

This result reflects the impact of the various measures implemented from 2024 onwards and continued throughout 2025. Efforts to control expenditures, improve financial and operational management tools, better manage time devoted to internal initiatives, optimize non-project staff time, and strengthen fundraising and funding diversification activities have continued to bear fruit.

The Board proposes that the General Assembly allocate the 2025 surplus to CartONG's retained earnings, thereby increasing the organization's equity.

Following this allocation, the association's **total equity**, a key indicator of its financial health, will amount to **€355,245**, compared with **€281,708 in 2024**. For reference, equity stood at **€443,940 on 31 December 2021**.

STATEMENT OF FINANCIAL POSITION

At the end of the 2025 financial year, CartONG's financial position (Statement of Financial Position) demonstrates an organization that has remained capable of meeting its commitments despite the deterioration experienced in 2022 and 2023. The positive result achieved in 2025 has strengthened CartONG's economic and financial situation.

A STRONGER FINANCIAL POSITION

Following the allocation of the annual surplus, equity increased by **26%** compared with 2024 and has returned to a level close to that of 2022. This has resulted in a positive working capital position (**€323,000**) and **increased cash reserves**, which have returned to a level comparable to that of 2021 (**€584,000 compared with €377,000 in 2024**). These cash reserves represent almost **four months of operating expenses**.

The current ratio—the ratio between current assets (receivables and cash) and short-term liabilities—stands at 1.6, remaining within the range recommended by sound financial management practices, which generally consider a ratio above 1 to be healthy.

A DEBT-FREE AND FINANCIALLY SOUND ORGANIZATION

To date, CartONG has chosen to remain entirely self-financed and has funded its growth without resorting to bank borrowing.

The organization recognizes that the internal investments made over recent years weakened its financial position, particularly following two years of significant deficits in 2022 and 2023. However, the reserves built up since the creation of the association enabled these investments to be financed without taking on debt or securing loans.

Thanks to the positive results achieved in 2024 and 2025, these reserves are gradually being rebuilt. Nevertheless, they do not yet amount to the equivalent of three months of operating expenses. The coming years will therefore be critical to maintaining a stable and robust financial position.

The association must continue its policy of rigorous financial management, ensuring at a minimum that its accounts remain balanced while progressively rebuilding its equity, as it successfully began to do in 2024 and 2025.

This will notably require a thorough reflection on its economic model, careful selection of projects (maintaining a balance between service contracts and grant-funded activities), and continued optimization of its internal organization and associated costs. The objective is to ensure that all projects collectively generate sufficient resources to cover the organization's overall operating costs.

Our complete 2025 financial statements, prepared by our accountant and audited by our statutory auditor, are available to partners and donors. To receive a copy, please contact us at: admin@cartong.org

Human Resources



Staying the Course in a Highly Turbulent Sector

The year 2025 took place in a particularly uncertain environment for the nonprofit and humanitarian sectors. Faced with shifts in international funding, CartONG continued its efforts to strengthen its organizational structure while adapting pragmatically to ensure the continuity of its activities.

Workforce and Team Dynamics

On average, CartONG employed **33 staff members** during the year, representing **27 full-time equivalent (FTE) positions**. The organization also welcomed **three civic service volunteers** and **three interns**, contributing to its missions of knowledge sharing and capacity building.

Gender balance remains an important feature of the organization, with the team composed of **57.5% women** and **42.5% men**.

As of **31 December 2025**, the workforce consisted of **21 permanent employees (open-ended contracts)** and **8 fixed-term employees**, reflecting the organization's adaptation to evolving funding opportunities and project needs.

A Challenging Sector Context

Like many organizations in the sector, CartONG was affected by significant reductions in **Official Development Assistance (ODA)** across several donor countries. This situation created considerable uncertainty, with projects being delayed or not renewed and increased pressure on financial resources.

Thanks to its agility, its size, and the diversity of its partnerships, the organization was nevertheless able to limit the impact compared with many other

organizations. However, in order to ensure its long-term sustainability, CartONG was required to implement **three economic redundancies** during the year.

Strengthening Internal Skills

In line with its training activities for the humanitarian sector, CartONG sought to strengthen its teams' internal expertise in **instructional design and training delivery**. A **train-the-trainer programme** was organized in May 2025, helping to consolidate practices and harmonize approaches across the organization.

Strengthening Management Practices

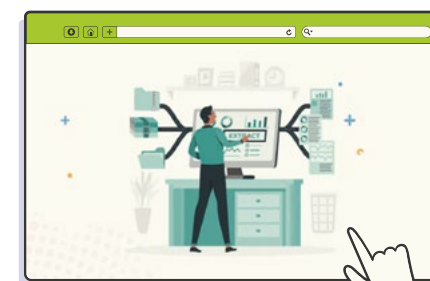
The work initiated in 2024 to strengthen management capacity continued throughout 2025. Newly appointed managers benefited from training delivered by an external provider to support them in their new roles. In addition, all managers took part in workshops dedicated to feedback practices and objective setting, as well as a coaching day facilitated by an external professional coach. These initiatives aim to strengthen the consistency of management practices and equip teams to operate effectively in a demanding environment.

Sustained Field Engagement

Following the strong recovery observed in 2024, field activities remained at a high level in 2025. **Nine field missions** were carried out by approximately ten **staff members** and **one volunteer**, confirming the organization's capacity to mobilize resources and maintain its operational commitment.

Further Reading...

Explore the RAD Toolkit (Retention, Archiving and Data Destruction):



Click on the image to open the link!

Welcome to the Cameroon Urban Platform, developed by CartONG:



Click on the image to open the link!

Discover the study Beyond the Numbers:

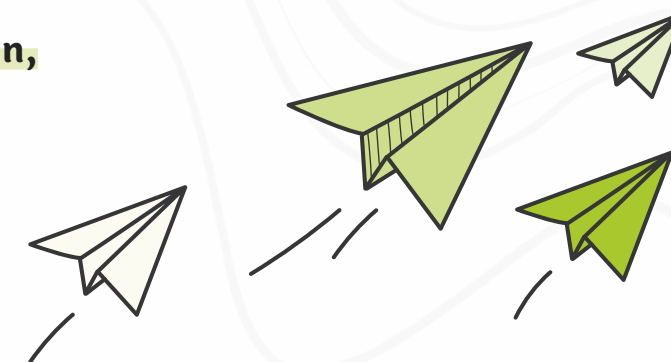
Click on the image to open the link!



Discover a Story Map developed for the MSF GIS Centre:



Click on the image to open the link!



A Shared Strategy, Co-Created by Staff and Volunteers

Throughout 2025, CartONG took the time to come together, listen, and build collectively. Rather than a top-down exercise, the development of the new strategy was designed as a genuine collective journey. Staff members and volunteers met on several occasions to share their experiences, reflect on existing practices, and imagine the future of the organization.

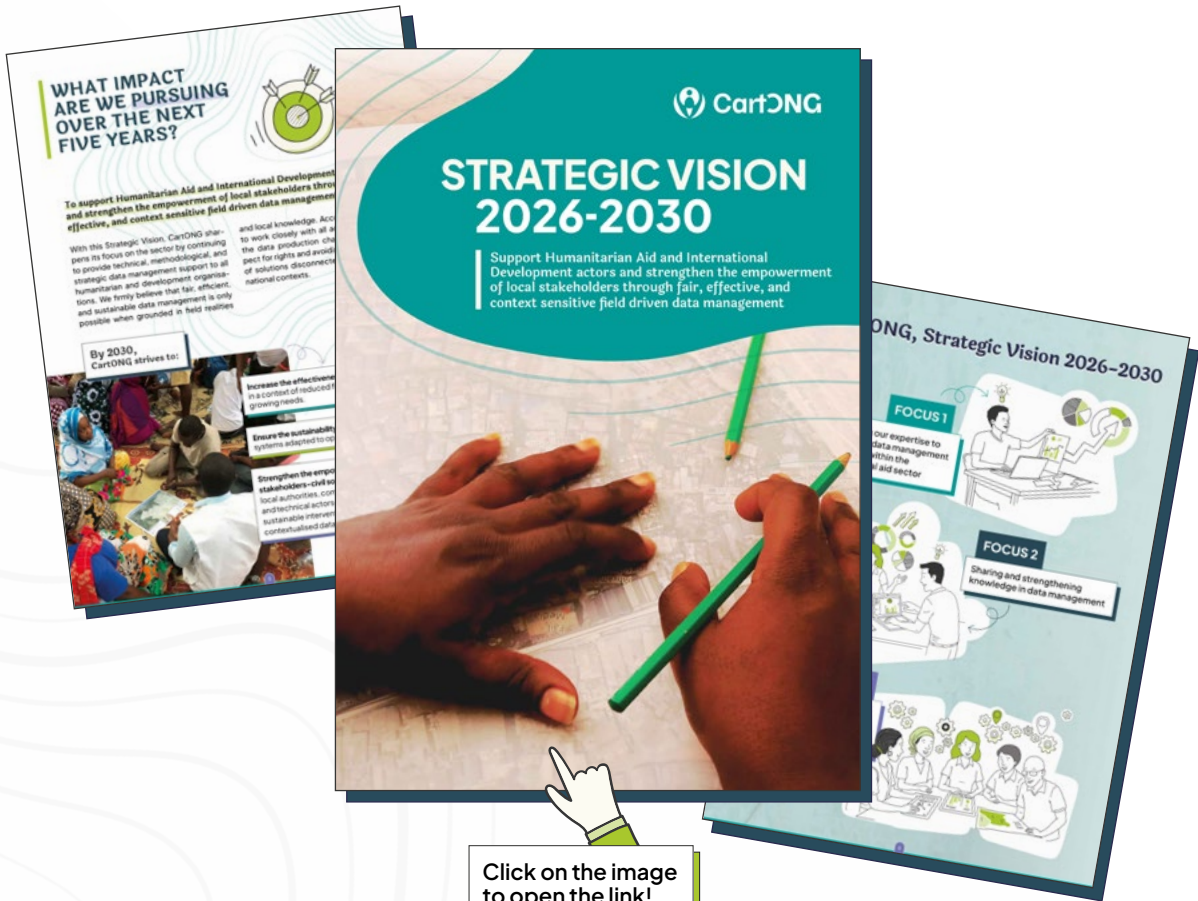
These moments of exchange brought together diverse perspectives, created spaces for dialogue, and helped shape a shared vision enriched by the variety of people who bring CartONG to life every day.

In the same spirit, members were invited to react to and enrich the proposed strategic directions, further extending this process of openness and participation.

Gradually, through discussions and contributions, a strategy emerged that remains faithful to CartONG’s identity and firmly rooted in its core values: human centric approach, autonomy, collaboration and agility.

Finalized collectively, the strategy was presented and formally adopted at the **General Assembly on 17 January 2026**.

Through this process, the strategy is the expression of a collective endeavor and a shared ambition for the years ahead.



ACKNOWLEDGEMENTS



The year 2025 once again demonstrates the strength of the collective effort that drives CartONG forward.

We would like to express our sincere thanks to all our staff members, whose dedication and expertise make our work possible every day, as well as to our volunteers, whose commitment and contributions continue to strengthen our impact over the long term.

We also wish to extend our gratitude to our partners for their trust, collaboration, and support, all of which are essential to pursuing our mission of promoting data management that is fair, effective, and grounded in field realities.



GLOSSARY

AFD – French Development Agency (Agence Française de Développement)
ODA – Official Development Assistance
CONAFOHD – National Council of Humanitarian and Development NGO Forums in the Democratic Republic of the Congo
GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)
GDoP – Programme Data Management (Gestion des Données Programme)
H2H Network – Network of organizations providing technical support to the humanitarian sector
UNHCR – United Nations High Commissioner for Refugees
JOSM – Java OpenStreetMap Editor
UNICEF – United Nations Children’s Fund
MSF – Médecins Sans Frontières (Doctors Without Borders)

NGO / CSO – Non-Governmental Organization / Civil Society Organization
IM – Information Management
GIS – Geographic Information System
MEAL – Monitoring, Evaluation, Accountability and Learning
ODK – Open Data Kit, an open-source mobile data collection tool
QGIS – Open-source Geographic Information System software
RAD / RAD+ – Data Lifecycle Management (Retention, Archiving and Destruction of Data)
FTE – Full-Time Equivalent
Membership & Volunteer Engagement (MVE) – Membership and Volunteer Activities (Vie Associative & Bénévole)
WASH – Water, Sanitation and Hygiene
WECF – Women Engage for a Common Future (France)



LOCALISATION



COLLABORATION



INCLUSION



EFFECTIVENESS



SHARING



SUSTAINABILITY



CartONG

Leverage data
Empower organizations
Enable change

23 Boulevard du Musée
73000 Chambéry (France)
+33 (0) 4 79 26 28 82
info@cartong.org
www.cartong.org