



Annual Report 2023



CartONG

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President's message

In a context of growing humanitarian and development needs, and available funding at an all-time low, CartONG continued its mission of supporting humanitarian, development and social action organizations, to implement projects that are more tailored to community needs. We continued to provide direct support and training in mapping and data management in collaboration with long-standing partners such as Doctors Without Borders (with whom we are celebrating 10 years of partnership this year), the United Nations High Commissioner for Refugees, the French Development Agency and Terre des hommes. The year 2023 also saw the launch of several new projects, including a new collaboration with UNICEF and MapAction to improve birth registration and, as a result, vaccination coverage in six African countries. Another project started in collaboration with the KfW development bank to advance geographic data analytics in the cooperation sector.

Taking into account the stakes around beneficiary data (including for example the risks related to the increasing use of artificial intelligence in the implementation and monitoring of Humanitarian Aid and International Development projects), we also placed particular emphasis on raising awareness of responsible data management, through training courses, facilitating inter-NGO exchanges, and making toolkits available. These activities were carried out as part of the initiative to strengthen civil society organizations in program data management, which began in 2019 and saw its first phase come to an end this year. Within the same framework, and in line with current debates in the sector, we also laid the groundwork on the subject of the localization of aid, and data in particular. The study published at the end of the year ("Changing the outlook: for a local approach to data"), enabled

us not only to fuel the debate, but also to develop our own strategy on the subject, which will be implemented as part of several projects in 2024.

Internally, our association, like many others - notably because of the global economic context - had to face up to a significant financial deficit. Consequently, from mid-year, we had to embark on substantial efforts to redress our accounts (optimizing our management tools, reviewing our practices, prioritizing investments, etc.), which will continue into 2024. However, this year was also marked by the completion of an essential stage in the transformation of our governance. The staff elected from among themselves four members for a collegial strategic coordination body. This was followed by the structuring of an Executive Management team, headed by two Co-Directors. These decisions, based on the principles of collective intelligence, drive us towards a more efficient form of governance while aligning with the association's values and are designed to better respond to the challenges of tomorrow. This positive direction is also evident in terms of associative and volunteer life. Despite the limits imposed by the financial tensions, our loyal and committed volunteer community has enabled us to offer nearly 30 support missions to small and medium-sized NGOs, in addition to their support to our mapathons and events. The Action Plan, which defines the association's priorities for 2024/2025, also explicitly sets out to continue dynamizing the associative life. 2024 will undoubtedly be as rewarding as 2023, and CartONG will continue to work to strengthen its approach and the relevance of its support to the sector and its partners.

Edmond Wach, President

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



Principles *for*
Digital Development

The Board

Edmond Wach, President

Florent Bédécarrats, Board Member

François-Xavier Dosogne, Board Member

Jean-Paul Nicoletti, Conciliator

Maud Hazan, Secretary

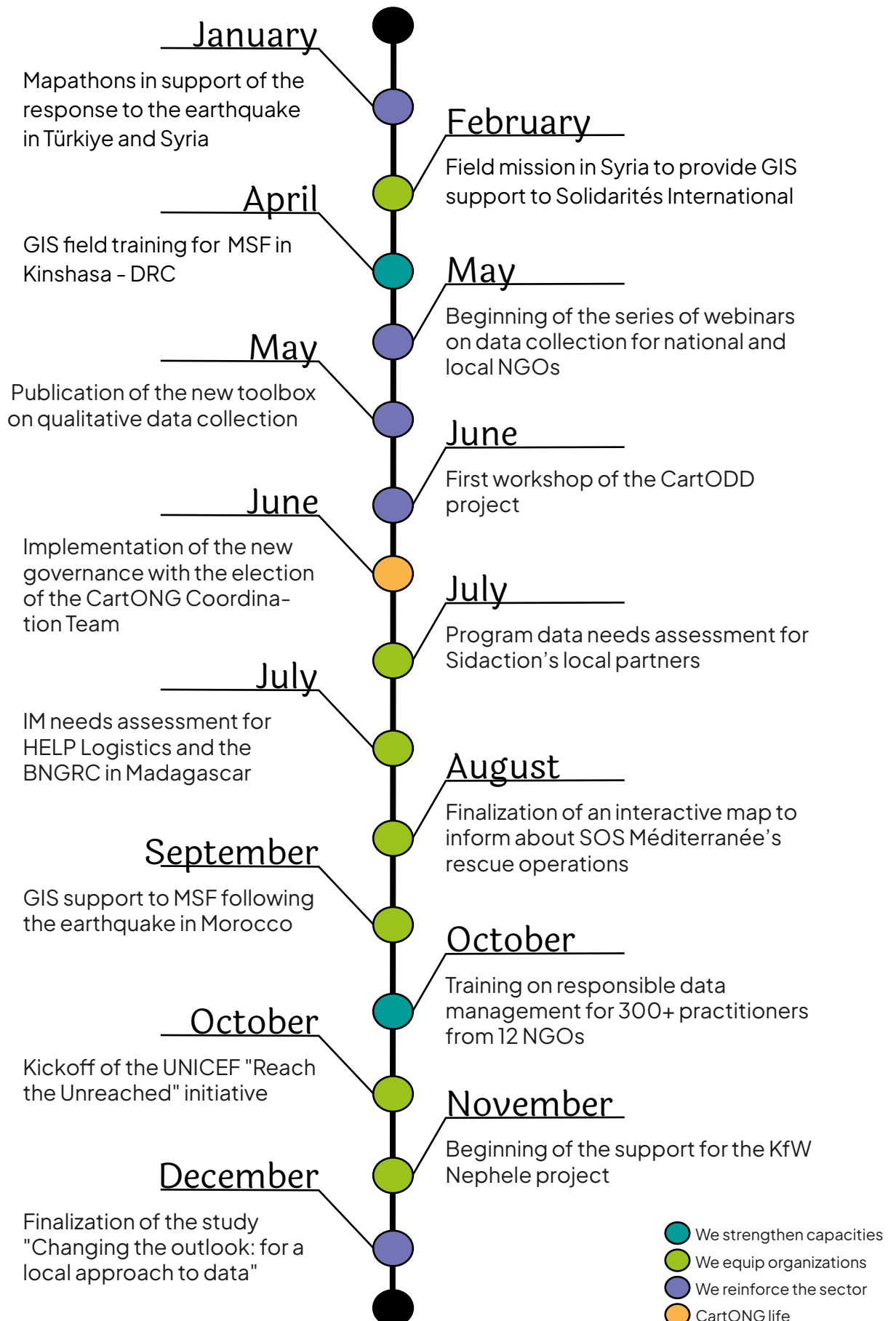
Nina-Flore Eissen, Board Member

Patrick Fuchs, Treasurer

Or

IN SHORT

Key moments



2023 in figures



43 staff

including civic service
volunteers and interns



40%
males

60%
females



53 projects



12 field missions



**1,000+ professionals
trained**



415+ maps

produced throughout the year



6,820 downloads

from the IM Resource Portal



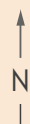
30+ active volunteers



26 pro bono projects

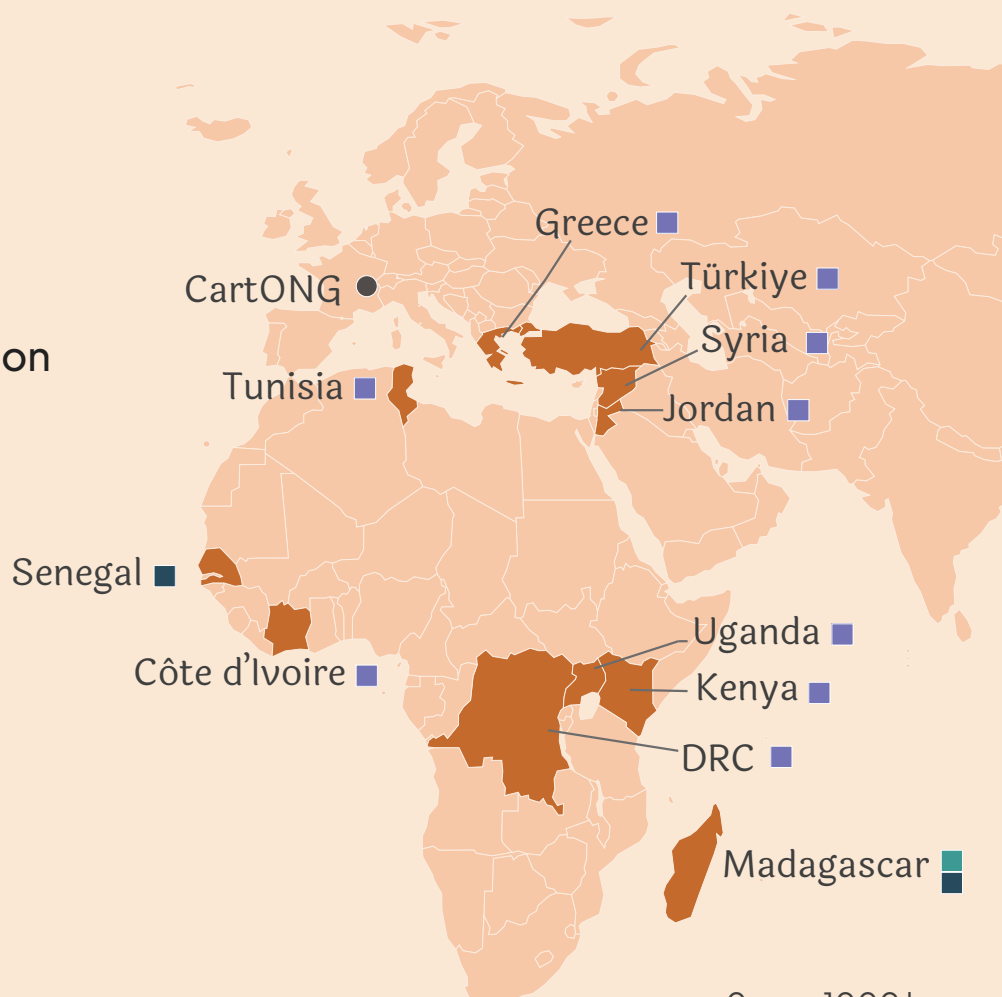


58,477 buildings mapped
through our mapathons



Our field missions in 2023

- Needs Assessment Mission
- Implementation Mission
- Training Mission



A few highlights

Implementation of the new governance

Following CartONG's rapid evolution over the past few years, we initiated a process to review and update our governance in 2022. In 2023, we implemented this new system, adhering to the principles of collective intelligence and democracy adopted by the team. We began by electing internal pole facilitators, utilizing collective decision-making processes, and testing the hiring of our first Executive Director through a participatory process. This process culminated in the nomination of the CartONG Coordination Team, our new strategic leadership body, in July. The second part of the year proved this new leadership's agility since the imagined system had to be adapted quickly. We identified 2 co-executive directors internally (to compensate the departure of the ED who did not fully share the governance model that the CartONG team had voted for the organization in 2022), and revamped the organization chart with the creation of a Head of Programs role. The governance continues to adapt following the changes of CartONG's context, but we are glad to have the opportunity for these in-depth debates that make us stronger to face these challenges.



Election without candidates of the CartONG Coordination Team

10 years of partnership with MSF

From the Ebola emergency in West Africa to the Rohingya crisis in Bangladesh or the conflict in Ukraine, CartONG has supported Médecins Sans

Frontières (MSF) since 2013 with the production of maps on humanitarian emergencies. Beyond emergency response, Throughout the years, CartONG has considerably contributed to structuring MSF's GIS workstream. In particular, our teams have collaborated since 2015 on defining the various strategies of the GIS Centre as well as developing the MapCentre platform and then the GeoMsf Platform, central to MSF for map sharing. Other services were then developed, including the training of GIS Specialists in the field and the development of complex cartographic outputs such as mobile applications for epidemiological monitoring.

A local approach to data

While CartONG has always been supporting all kinds of humanitarian partners since its creation, our partnerships have historically been more with International NGOs and UN agencies, except for our volunteers' projects, and our partnerships with local OpenStreetMap communities. As the humanitarian sector is witnessing a global debate on localization and decolonization of aid, CartONG could not stay out of it. In line with our 2022–24 Strategy, and thanks to a co-funding from the French Development Agency, CartONG wrote end of 2023 "Changing the outlook: for a local approach to data", a study which both gets the lay of the land on this question of localization of humanitarian data and is a first attempt to write our vision and strategy on it. CartONG is working to develop this strategy through new projects and partnerships, with the aim of empowering local players by enabling them to define the objectives of our activities. We will in particular focus on supporting local "support actors" like us, in order to foster stronger data ecosystems in-countries and have the most relevant and localized support to humanitarian & development actors.

O2

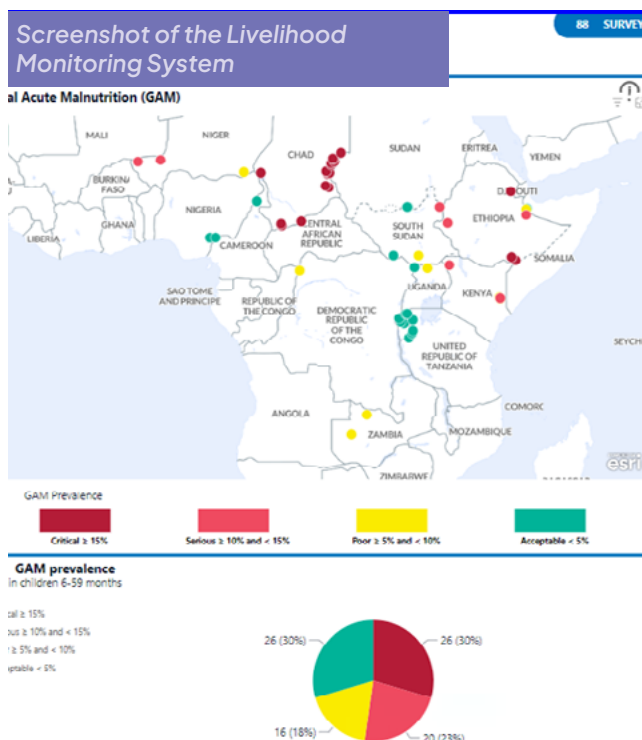
PANORAMA OF 2023

Our activities

WE EQUIP ORGANIZATIONS

SUPPORT TO UNHCR ON THE LIVELIHOOD MONITORING SYSTEM

In 2023, CartONG continued to support and onboard countries and their respective operations to the Livelihood Monitoring System, a hands off approach for the operations as data collation, cleaning and preparation of Country Analysis Note is being completed for them. They can thus focus on the data collection and review of results. The project contributes to the standardization and comparability of livelihoods data through the use and promotion of global indicators. Indicators and reports ready to be disseminated can be visualized and downloaded from [here](#).



KEY FIGURES

- 415+ maps produced
- 20+ organizations supported
- 45 projects

GIS SUPPORT FOR MSF

From the mobilization during Cyclone Mocha in Burma in May and the earthquake in Morocco in September, to the production of maps and geographic applications on themes such as water and sanitation in refugee camps, larviciding and medical activities (monitoring epidemics, vaccination, and nutrition), 2023 was marked by the growing importance of geographic applications in the day-to-day management of MSF's activities. Building the skills of GIS specialists based in the field was one of the year's priorities, notably through two capacity-building sessions organized in Kinshasa and Kampala, and a support mission to Kenya. A mission to Madagascar also enabled us to support the MSF mission on-site by collecting data and producing statistical and dynamic maps on three themes: accessibility, epidemiology and the environment.



On behalf of all the Information Management (IM) team members, I would like to thank you for these two weeks, for your patience, your pedagogy and your flexibility. We learned a lot and are very satisfied with the training and the final products you provided.

– Solidarités International Operational IM Manager
talking about CartONG's mission in Syria

DATABASE AND MAPS FOR SOLIDARITÉS INTERNATIONAL TEAMS IN SYRIA

Our team assisted and trained SI's in-country staff in creating a centralized database and an interactive map to display all SI's activities and location areas in the north of the country for better coordination of their humanitarian response. Such visual representation and the possibility to extract, edit, and visualize the information needed improved cross-departmental integration and the flow of information within SI's mission in Syria.

IM NEEDS ASSESSMENT FOR SIDACTION

CartONG has conducted an assessment of data management practices of 8 Sidaction partners, based in West Africa and the Great Lakes region. The assessment was conducted in two phases: a secondary data review, which gathered qualitative and quantitative data on the information and tools already available, and semi-structured interviews. These allowed CartONG to understand the difficulties, needs and skills. The end result was a comprehensive needs assessment report including the outcomes of the assessment and a visualization of data flows with recommendations to be implemented in the short and medium term. In 2024, some of the recommendations, such as the training of some of the partners, should occur as a follow up activity.

DATA LITERACY FOR MAX HAVELAAR

CartONG supported Max Havelaar France's (MHF) Data Unit to improve data literacy amongst the staff at its headquarters to enhance best practices around data management. An assessment of the data available at MHF and the various interactions with that data was done. The support helped to clarify roles and responsibilities, to harmonize approaches as well as to put in place and promote efficient practices around data management practices such as storing and sharing of data amongst colleagues and departments throughout the organization.

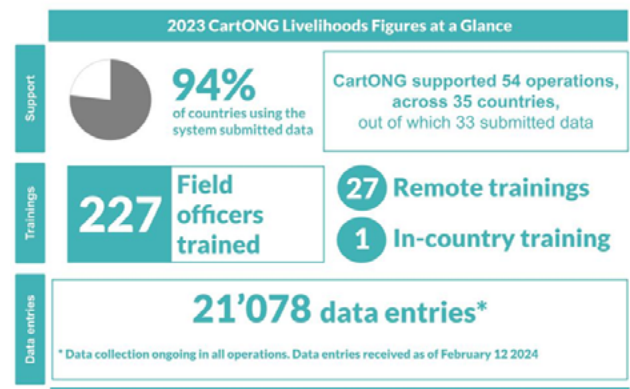


AUTOMATION OF A POWERBI DASHBOARD FOR UNHCR

Having previously built a [public Power-Bi Dashboard](#) to display nutrition indicators globally, CartONG improved the processes around the data collation through automation. In the past updating the database hosting all historical nutrition indicators was manual and cumbersome, now this process has been automated through Power Automate and Power Query harvesting the data from Kobo and loading it into the database set up for visualizing the data on the dashboard. Now, once the Senior Nutrition Officer at HQ level has validated the records on Kobo, they will be appearing on the dashboard after the scheduled scripts have been executed.

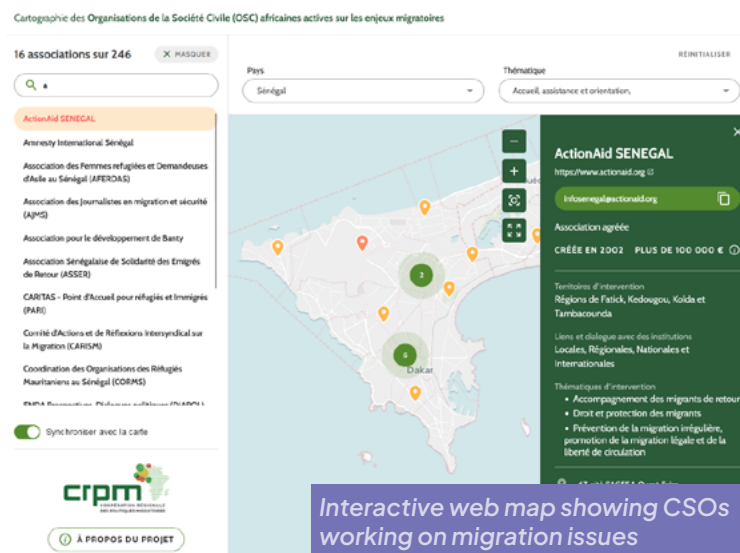
SUPPORT TO THE UNICEF INNOVATION VENTURE FUND

CartONG supported the UNICEF Venture Fund in Sweden in analyzing and harmonizing their data collection processes on their innovation investees as they were interested in cutting the manual aspects and the time it took to collate the data into the same database. The first step was to simplify and declutter: look into the master database and how data quality and redundancy could be improved. Second step was to consolidate and organize how the data was aggregated. Third step was to systematize and automate: including data validation rules and auto populate. Then as a fourth step, the data collection process was newly designed to cut some of the manual work and a proof of concept with recommendations put in place on how to link the data to a PowerBi Viz platform.



MAPPING AFRICAN CSOs ACTIVE ON MIGRATION ISSUES

Supported by FORIM, the CRPM «Coopération Régionale des Politiques Migratoires» program aims to strengthen dialogue between 7 African countries on national migration policies. One component of this program focuses on civil society organizations, and aims to create and sustain mechanisms for dialogue between CSOs and national and regional authorities on migration policies. Within this framework, the Grdr NGO called on CartONG to develop an [interactive web map](#) which visualizes the various CSOs active on migration issues, with the possibility to search by theme and country.





Workshop conducted in the framework of CartONG's support to KfW

SUPPORT TO THE KfW NEPHELE PROJECT

CartONG supported KfW's Open GeoData team, with data-related technical support and the development of a community engagement strategy for MAPME, an initiative between KfW, GIZ, AFD and IRI to provide free and open access to GIS tools and earth observation in international development cooperation. The work on the latter comprised workshops and bilateral meetings with the 4 institutions supporting the initiative to define the community goals, clarify the audiences, map the stakeholders as well as build the community engagement action plan.

NEEDS ASSESSMENT FOR BNGRC IN MADAGASCAR

The BNGRC, responsible for Madagascar's National Risk and Disaster Management Strategy, faces challenges in effectively managing a large volume of supply chain information. To help it meet these challenges, HELP Logistics called on CartONG's expertise to support the BNGRC in improving the management of supply chain data, analyzing it in a relevant way to make the most of it, and thus guaranteeing its coordinating role. This support began in 2023 with an assessment phase and an on-site mission, and continues in 2024 with the development of a roadmap and recommendations.

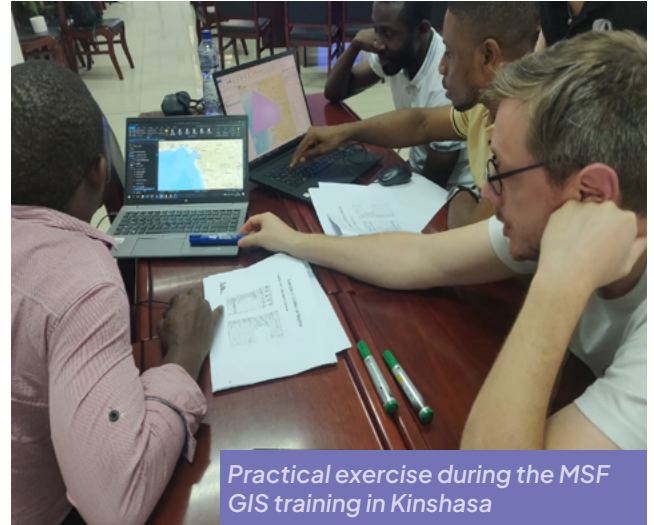
Workshop in Madagascar in the framework of the needs assessment for the BNGRC



We strengthen capacities

FIELD TRAINING FOR MSF STAFF IN DRC, UGANDA, JORDAN AND BELGIUM

CartONG contributed to several 1-week GIS field trainings for MSF staff. These courses covered mainly static and dynamic mapping tools, in particular ArcGIS and ArcGIS Pro, and data management. Delivered in English and French, they allowed field teams to harmonize their practices and better understand their needs for a more tailored operational support.



Practical exercise during the MSF GIS training in Kinshasa



GIS training for MSF in Kinshasa

KEY FIGURES

- 1000+ people trained
- 30+ organizations supported
- 63+ remote and in person training courses
- 113+ days of training
- In person training sessions in 9 countries



I'm better equipped to be a GIS ambassador for my mission. With what I've learned on a technical and operational level, I have better strategies for providing well-adapted support to the various teams that look after our beneficiaries. I'll be able to help them better in their work and decisions thanks to GIS.

- MSF GIS Specialist from Cameroon , participant in the MSF training session



Support to the onboarding of a MSF GIS Manager in Kenya



Thank you for the support and in very few words I would say that this training was very interactive, engaging, impactful and enjoyable.

- MSF GIS Manager, Nairobi, Kenya

SUPPORT TO THE ONBOARDING OF MSF STAFF IN KENYA

CartONG sent one of its staff for three weeks to Kenya to support the onboarding of an MSF GIS Manager in Nairobi. The support included an assessment of MSF GIS needs for that mission, training on static and dynamic mapping, data management, and the creation of a timetable and action plan for the first months.

IM TRAINING FOR EXPERTISE FRANCE

Over several months, CartONG carried out a training cycle in English and French, with remote and in-person sessions, for Expertise France staff. The training, organized in collaboration with the Groupe URD, delved into the program data management cycle and the tools that can be used in the project management and monitoring and evaluation processes.

GIS training for MSF in Brussels





A big thank you to the trainers for their level of expertise and their ability to convey fairly complex concepts in a fluid and clear way.

- Participant in the QGIS training for GIZ, KfW, AFD and WB

QGIS REMOTE TRAINING FOR GIZ, AFD, KFW AND THE WORLD BANK

CartONG provided an introductory GIS training course on QGIS over five sessions, at the request of GIZ. The course was open to French-speaking employees of GIZ, AFD, KfW, and the World Bank. The format mixed theoretical and practical sessions, as well as work sessions in small groups to ensure close follow-up, despite the distance!

GIS TRAINING FOR SGDD-ASAM IN TÜRKIYE

CartONG conducted a 1-week training for the SGDD-ASAM NGO, which works in the field of migration. The training covered basic GIS principles with a focus on QGIS. Participants practiced through exercises created using their own dataset. CartONG also provided an step-by-step guide and recommendations based on the assessment of SGDD-ASAM's datasets and data practices.

Figure 1: Feedback related to the QGIS training for GIZ, AFD, WB and KfW





GIS training for the Tunisian Urban Rehabilitation and Renovation Agency

GIS TRAINING FOR ARRUE IN TUNISIA

In the framework of its support to the evaluation methodology of the Tunisian government's program for the rehabilitation of residential areas, CartONG conducted a 1-week training for the staff of the Tunisian Urban Rehabilitation and Renovation Agency (ARRU). The training was mainly focused on open source mapping tools and data collection in the field.

EXCEL TRAINING FOR SOS MÉDITERRANÉE

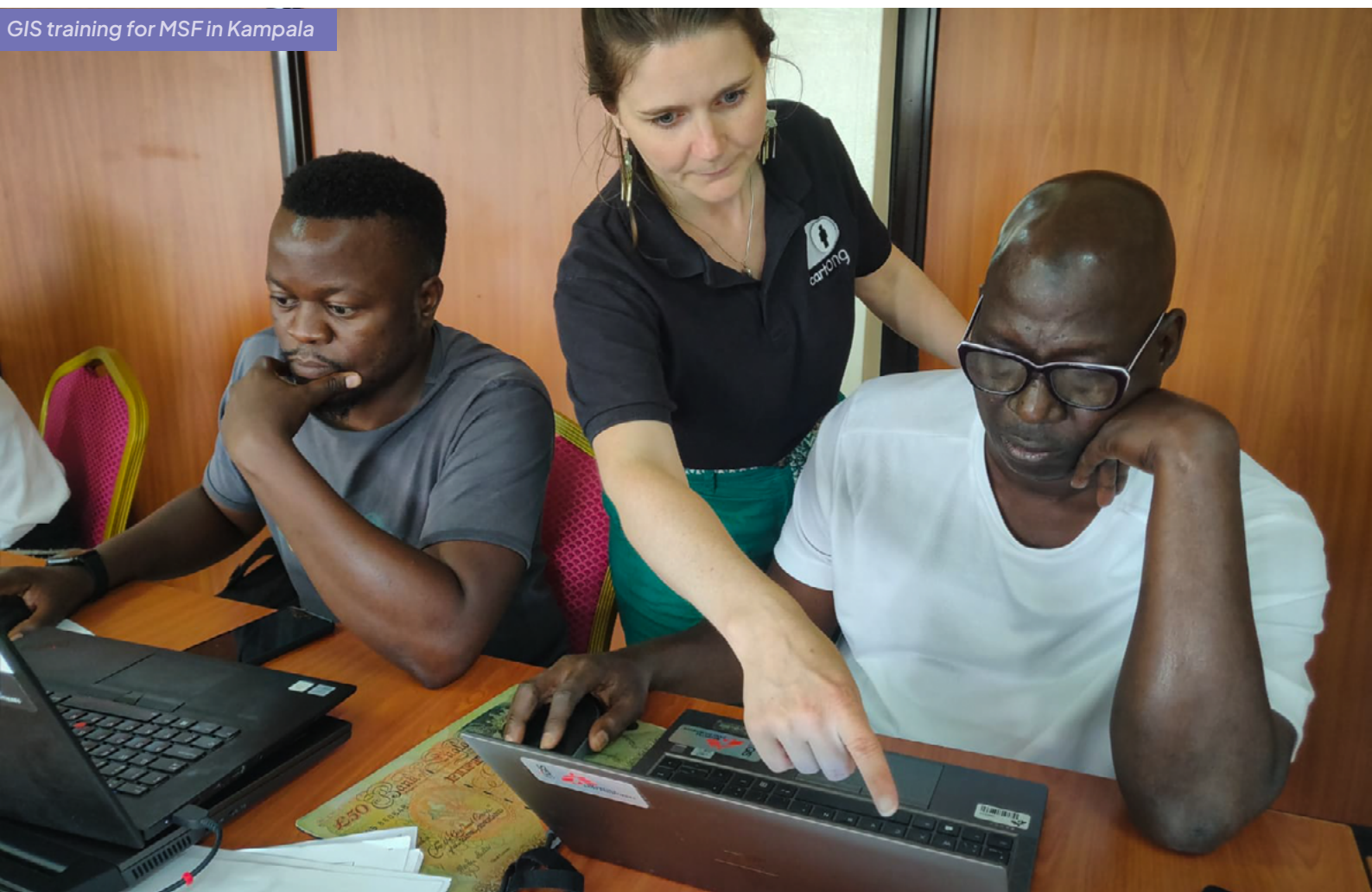
CartONG conducted a 2-day training for SOS Méditerranée in Marseille. The training focused on Microsoft Excel, alternating theoretical and practical exercises. Participants attended in-person and remotely and, according to their competences, they were provided with basic and/or advanced notions, depending on their experience with the software.

”

Both the comprehensiveness of the training and using our own dataset made the training very effective for us.

- SGDD-ASAM Training participant

GIS training for MSF in Kampala



WE REINFORCE THE SECTOR

TRAINING CYCLE ON RESPONSIBLE DATA MANAGEMENT

In the framework of its initiative aimed at strengthening francophone CSOs in data management, CartONG organized a five-week remote training in English and French on data protection and responsible data management for 300+ practitioners from 12 humanitarian organizations. The training, supported by the Crisis and Support Centre of the French Ministry for Europe and Foreign Affairs, used a mixed approach, including theory, interactive exchanges, practical exercises, and the interventions of field experts. It allowed the participants to delve into the topic and to use the acquired knowledge to improve their organizations' day-to-day data management practices.

NEW STUDY «CHANGING THE OUT-LOOK: FOR A LOCAL APPROACH TO DATA»

CartONG published a [new study](#) as a follow-up to the study it published in 2020, "Program data: the silver bullet of the humanitarian and development sectors". This new study aims to fill a blind spot in the 2020 study, namely the proper consideration of local actors in the data chain. It therefore applies the principles of localization to the topic of data, with the start of a transformative process of the various sector actors in their relations with local CSOs and organizations.



This training course knocked the scales from my eyes regarding certain aspects of data protection. I learned a lot of things that are likely to change my data management practices.

- Responsible Data Management Training participant



I have a better understanding of the key issues behind each topic. As a result, I feel more confident about these subjects, and the presentations and documents will enable me to continue the task of training our teams.

- Responsible Data Management Training participant

KEY FIGURES

- 8 webinars
- 450+ participants
- 300+ people trained

CARTODD

CartONG developed a serious game that uses cartography and participatory mapping principles to raise awareness among youth about the stakes of the day: climate change, migration, sustainable cities, and gender inequality. The game will become an additional awareness-raising tool for OSM communities worldwide to initiate discussions within their local spheres on critical global issues.



”

I found the CartODD game to be a great way of raising public awareness of the usefulness of participatory mapping. ... this game makes us realize that everyone can help Alma - and by extension thousands of other people - by mapping «forgotten» areas of the world on OpenStreetMap. Besides having a great time, I left with a stronger motivation to get more involved in participatory mapping.

- CartODD Game participant, Chambéry, France

The CartODD serious game



SERIES OF WEBINARS ON DATA COLLECTION

With the support of the AFD, CartONG organized a series of 10 webinars aimed at helping francophone national or local civil society organizations with their data collection practices. The sessions used a practical approach focused on solutions to recurring problems in data management and experiences shared by field practitioners. This allowed participants to discover the basics, tips and tools for successful data collection in the field.

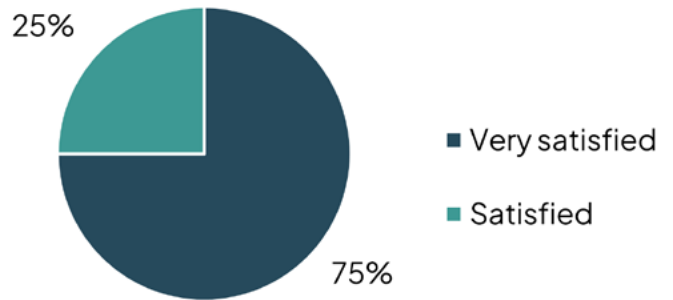


I really appreciated the format of the webinar, its structure (with new information for me), as well as particularly the testimonials from the two organizations alongside CartONG.

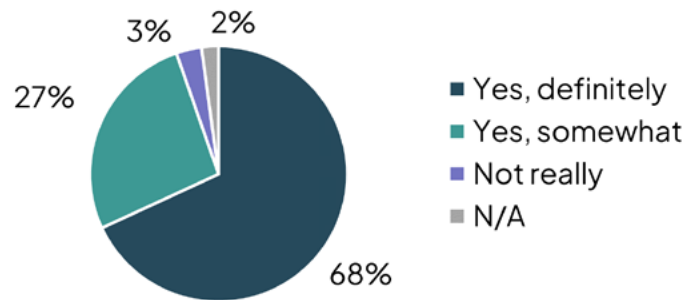
- Participant in the series of webinars on data management

Figure 2: Feedback related to the series of webinars on data collection

Are you satisfied with the webinar?



Have you acquired useful information on data management ?



Inter-NGO exchange day on program data management organized by CartONG

RESOURCE CENTRE

Beyond continuing our work to select and share relevant resources on the [IM Resource Portal](#), this year we also produced three new toolboxes (OpenStreetMap, Qualitative Data Analysis, and SurveyCTO), which we published on the [Learning Corner](#). The toolbox on Responsible Data Management has also been updated and finalized. In order to keep improving this section of the IM Resource Portal, we also worked on an analysis of the needs related to the Learning Corner based on the feedback received on its use. This analysis will be used to inform the next phase of the project and focus more on a learning by doing approach.

We also produced a few videos explaining how the portal works and presenting some key resources, to help users get to grips with and use the Learning Corner resources in particular.

IM Resource Portal & Learning Corner

- 63+ publications
- 3 new toolboxes
- 53,180+ visits
- 6,820 downloads



”

This toolbox meets a real need in a field that is becoming increasingly important within our organization. It provides both a solid theoretical framework and practical tools adapted to the specific problems of NGOs.

- Humanity & Inclusion staff talking about the Responsible Data Management Toolbox

”

As part of my mapping and data management journey, the IM Resource Portal has been a real goldmine!

- User of the IM Resource Portal

Volunteers' corner

In 2023, our volunteers took on new roles and missions. We benefited from Mindchangers funding which enabled us to carry out the CartODD project, in which a group of young volunteers designed a serious game to raise awareness of humanitarian mapping, climate change and gender inequalities. As in previous years, many of our volunteers were involved in missions in support of other NGOs. Organized in teams, they create maps and provide data management support for small and medium-sized humanitarian organizations. In 2023, they also supported our employees in the mission definition stage, i.e. making these organizations aware of the usefulness of mapping and data in the aid sector, as well as identifying their needs.

Examples of our volunteers' activities in support of several partner NGOs

- Creation of maps on violations suffered by migrants in Niger, in support of Forum Réfugiés.
- Creation of an interactive map tracking the installation of latrines in Haiti, for Inter Aide. This map is linked to a KoboToolbox form used in the field, enabling real-time updates.
- Co-animation of a Gogocarto training session for France Volontaires.
- Creation of a Lizmap map for OceanEye.

Several of them also took on the role of mission referent, managing these missions and exchanges with the beneficiary organizations, to ensure the quality of the outputs.

KEY FIGURES

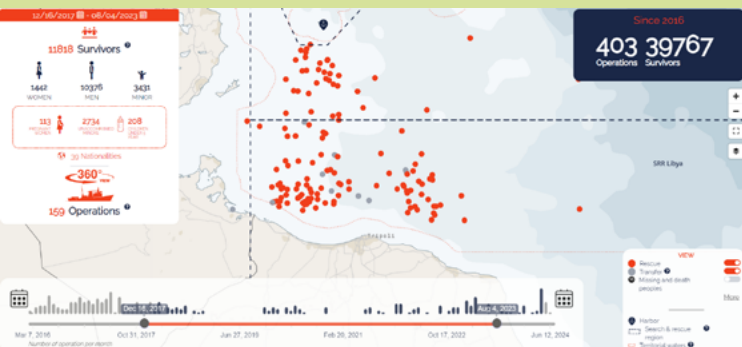
- 89 members
- 81 mapathons
- 38 validation sessions
- 1,512 hours of OSM contributions
- 26 volunteer missions
- 2,892 hours of involvement from our volunteers

Examples of our volunteers' activities in support of CartONG

- Comparative analysis of interactive mapping tools for beginners.
- Participation in the deployment of a survey on Associative and Volunteering Life.
- Developed the infrastructure for a service that would generate maps with little or no human intervention, depending on the type of emergency.
- Stand at the Chambéry forum of associations and the International Festival of Geography.

In action

A dashboard for SOS Méditerranée



A team of CartONG volunteers developed a dashboard with an interactive map to support SOS Méditerranée in its fight against misin-

formation about its rescue operations. Each dot indicates the location of an operation, and users can learn more by clicking on it to display a summary sheet containing key information about the operation. The dashboard equally allows users to search for a specific or several operations within a given period, using filters integrated into the timeline and map legend. A fine example of how mapping can be used to promote high-impact, activist activities!

Associative Life

In 2023 we launched a survey on the Associative and Volunteering Life, which followed on from our 2020–2023 strategy and was then used as the basis for drafting our next Associative and Volunteering Life strategy. The Working Group on Associative and Volunteering Life was involved in the design and deployment of the survey, which consisted of:

- a questionnaire for active volunteers, former volunteers and supporters,
- a questionnaire for the salaried team; personal interviews with our volunteer community

The outcomes were then analyzed and presented in a report, and during a consultation session at the Get Together, our volunteers and employees brainstormed on possible solutions. They have also helped prioritize activities in 2024 and will help build a new strategy for CartONG in 2025.



General Assembly 2023



The CartONG team

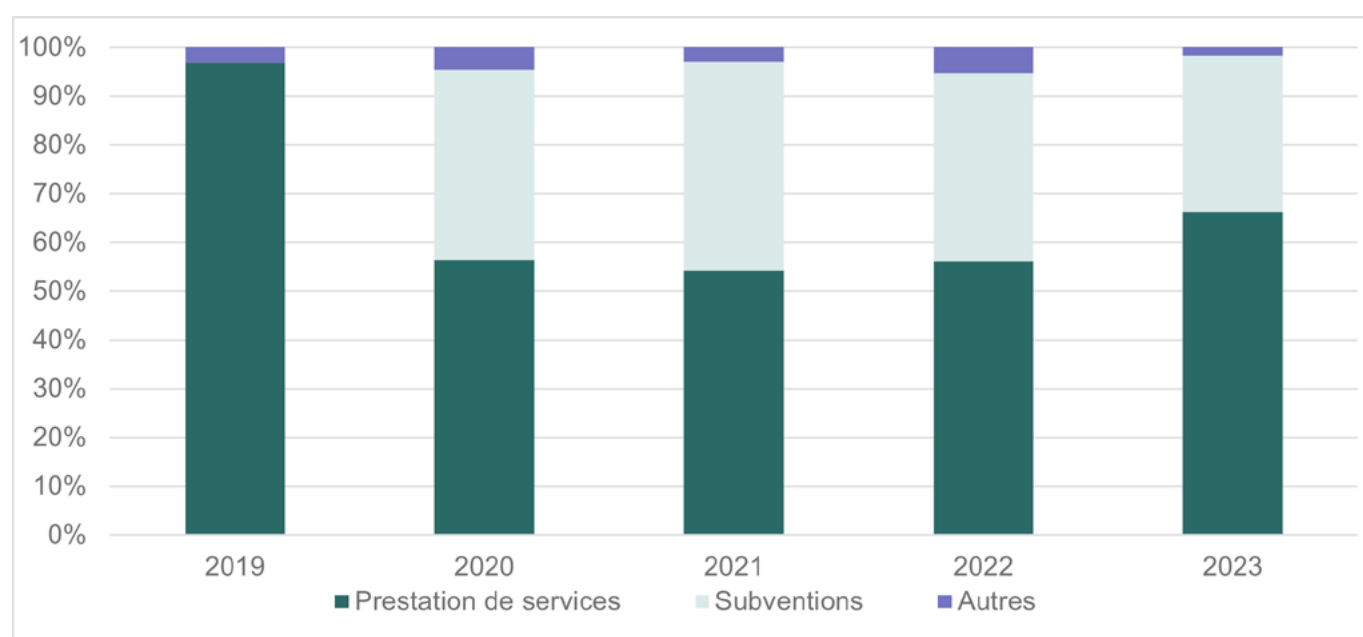
03

Financial Report

Income

After several years of important growth, in which CartONG's budget increased by 62% in five years, the budget stabilized in 2023 with a slight increase of 3%, reaching a total of €2,006,872 (operating income).

However, this increase in revenue must be seen in the context of a general decline in the resources available to our partners to finance humanitarian actions.



* Note that UNHCR grant (representing 41% of revenues in 2019) has only been considered as a grant (and not service provider) from 2020 onwards.

For the most part, our budget continues to be financed by our humanitarian partners in the form of service provision (excluding training) (66.2%), with a significant proportion coming from public and institutional donors (32.2%). The proportion of grants slightly reduced in 2023, mainly due to the financing of a project by AFD, at their request, financed as a service rather than a grant. The remainder of our resources comes from donations from corporate partners (0.1%), training sessions (1.3%), individual donations and membership fees (0.1%), and other miscellaneous sources (0.1%).

Our partners MSF (47%) and UNHCR (24%) continued to be by far the biggest contributors to our budget, with MSF, in particular, increasing its share of our income by 6 points in 2023.

However, it is worth highlighting our ongoing efforts to develop and diversify our sources of funding, which enabled us to acquire new partners and donors this year (Resacoop, SOS Méditerranée, Help Logistics etc.) and maintain good relations with several others - notably Agence Française de Développement (AFD) and UNICEF, who are now among our main partners.

Expenses

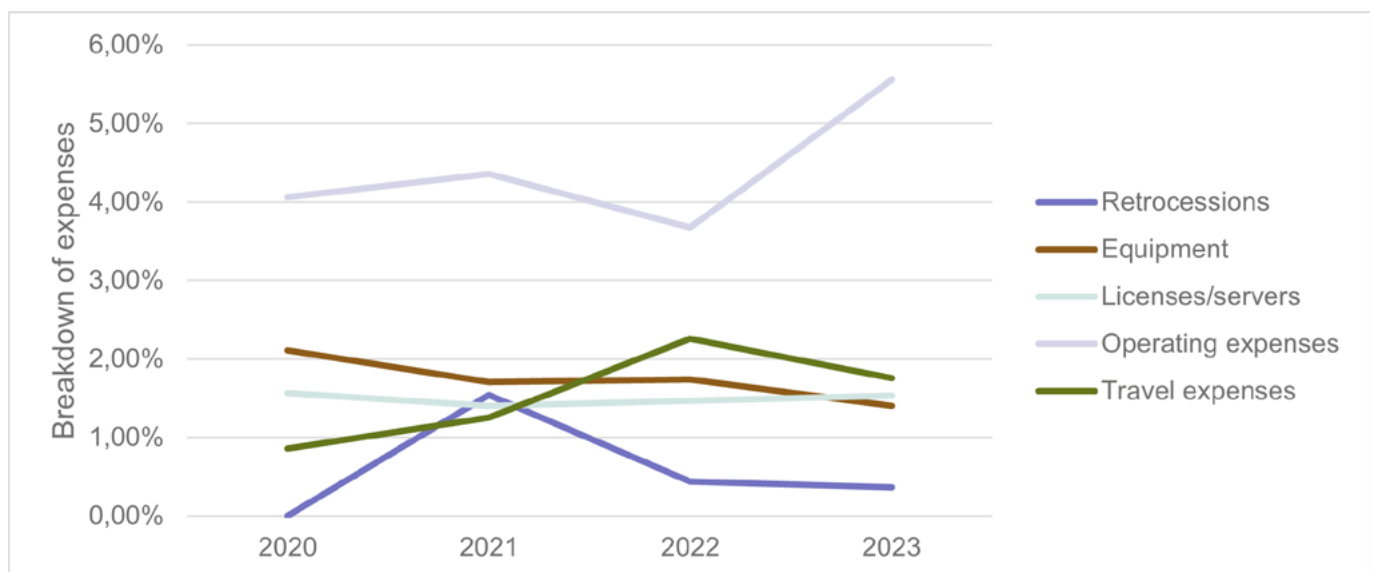
Our operating expenses amounted to €2,172,563 in 2023, compared to €2,046,204 in 2022, an increase of 6.2%.

They are mainly personnel costs (salaries & social security charges, consultants' remuneration and payroll taxes), which account for 89% of total operating expenses, a level comparable to what was observed on average over recent years.

The expenses grew significantly again in 2023, at a higher rate than our products (+6.2% vs +2.6%). However, there are two important points that put this increase into perspective:

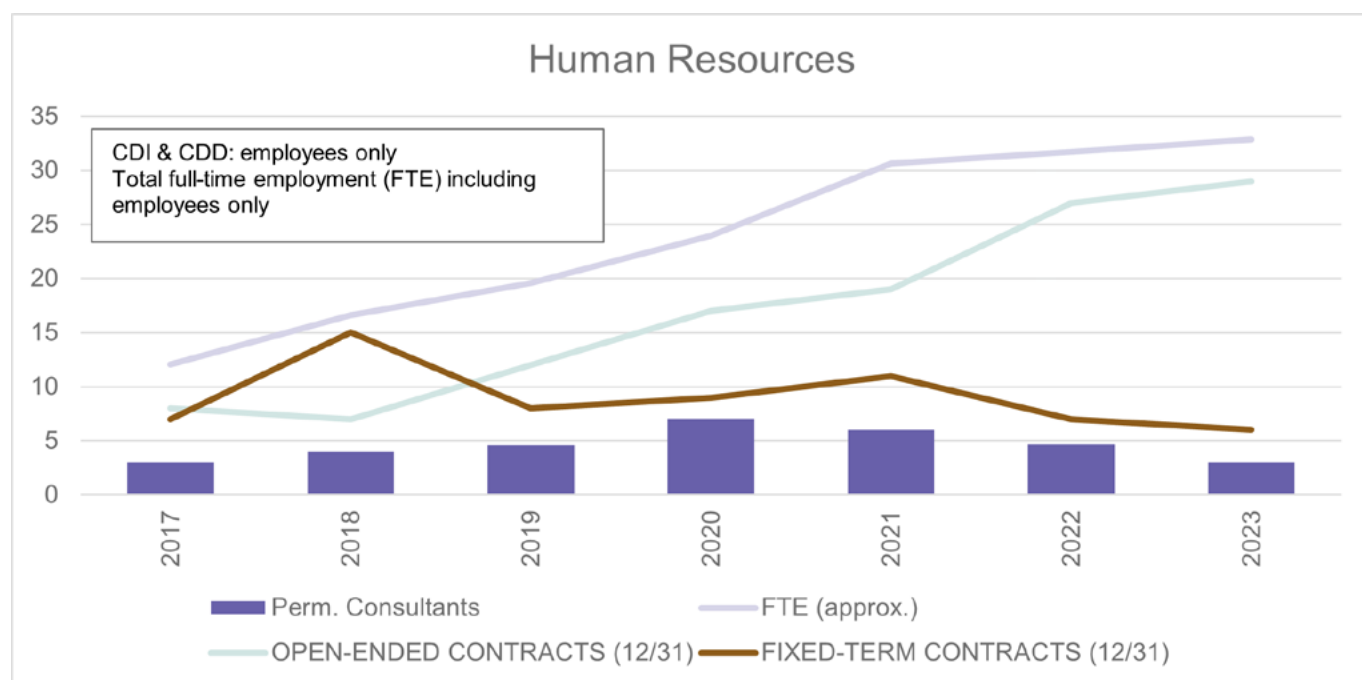
1) 84% of this increase was due to higher payroll taxes and social security charges (the latter rising three times faster than wages).

2) As already mentioned, a number of measures have been taken to contain the announced deficit. Two of these measures are worth mentioning here: the strict limitation of salary increases to contractual commitments, and the non-reappointment of certain positions finishing, notably permanent consultants. The result is a sharp reduction in personnel costs incurred by consultants (- €111k) and a virtual stagnation (+0.9%), in a context of high inflation, of total salaries in the strict sense (employees + consultants).



Other current expenditure items, whose overall volume is much more limited (€230k), remain close to those observed in previous years. However, there was a rise in running costs, due to various investments made during the year (technical and legal support for the implementation of a collective agreement, revision of the graphic charter, migration of communication tools, recruitment costs, etc.). More generally, the costs financed directly by

the association have risen by 129% compared with total expenses, which have risen by only 74% over the last 5 years. This has had considerable consequences for the last two financial years (2022 & 2023), as we have seen. We must reduce our investments over the next few years and improve the financing of our costs via our projects as much as possible, and limit investment from our own funds to the strict minimum.



As we have seen, human resources continue to account for the lion's share of our expenses. This is not as a result of an unconsidered increase in salaries, but mainly of the impact of tax and social security charges (with, in particular, the introduction of a provident fund for employees) and a temporary adjustment in staffing.

CartONG needs to continue acquiring the skills it needs to maintain and develop its activities, and to align its support functions as a result. Following the introduction of a new governance model, an Executive Director has been appointed for a few months, and the IT and Admin/HR departments have been strengthened to support various internal projects. However, in view of the financial situation, a number of these recruitments were deliberately temporary, limited to a few months between 2023 and 2024.

In addition, we are pursuing the social policy initiated in recent years to secure the long-term future of our salaried positions (the proportion of permanent contracts being 83% in 2023, a slight increase on the previous year,

with a slight decrease in fixed-term contracts over the same period).

Finally, consultancy costs in 2023 fell by 24%, mainly due to the departure of two permanent consultants, only one of whom was replaced, by a salaried position.

In total, we have 35 employees (non-FTE, 33 FTE over the year) at the end of 2023 (including 29 permanent contracts and 6 fixed-term contracts), in addition to our interns (~2/year), civic service volunteers (~2/year), long-term consultants (4 pers.) and temporary consultants (7 pers.).

In 2023, CartONG will have 35 employees and 15 non employees collaborators, similar to previous years except for a slight drop in the proportion of consultancy work due to the internalization of certain skills.

Net income for the year and its allocation

1) For the second year running, our total income (2007k€) was unable to cover our expenses (2173k), leading to a deficit of 165k€ compared with 90k€ in 2022.

As we have already seen, various actions have been taken to reduce the scale of these costs, to which should be added a detailed analysis of our costs and margins, which has highlighted the impact of the time spent on rethinking our governance and the impact of the development of support functions. All these internal investments weighed on our results, while it became clear that some of our projects did not generate sufficient margins to finance our running costs.

The rigorous financial management policy initiated in 2023 will continue into 2024. Margins per project being recalculated and strictly

monitored, and the organizational chart adapted to ensure better monitoring of operations (creation of a Head of Program position and adjustment of the Administrative and Financial Manager position). On the other hand, a number of positions that have been added to the support team will not be renewed in 2024 (after the end of their contract), such as Communications Officer, IT Officer and Admin/HR Officer.

Similarly, to save money, the GeONG event scheduled for 2024 has been postponed to 2026.

2) It is proposed that the General Assembly to allocate this negative result of 2023 to the CartONG association funds.

After this allocation, the association's total equity will amount to €186,966.

Balance sheet

At the end of the 2023 financial year, CartONG's balance sheet shows an association whose financial structure has deteriorated, but which is still in a position to meet its commitments.

To date, CartONG has chosen to finance its growth entirely from its own resources, without recourse to bank loans.

Nonetheless, the association must maintain its strict management approach, ensuring that its accounts are balanced as quickly as possible

and that its equity is gradually rebuilt. This will require in-depth reflection on the association's business model, and the search for a balance in the choice of projects - which remains to be found - in order to ensure that all our projects at least cover all our costs.

Our full financial statements for 2023, compiled by our accountant and certified by our auditor, are available to partners and donors. Please contact us at admin@cartong.org to receive a copy.

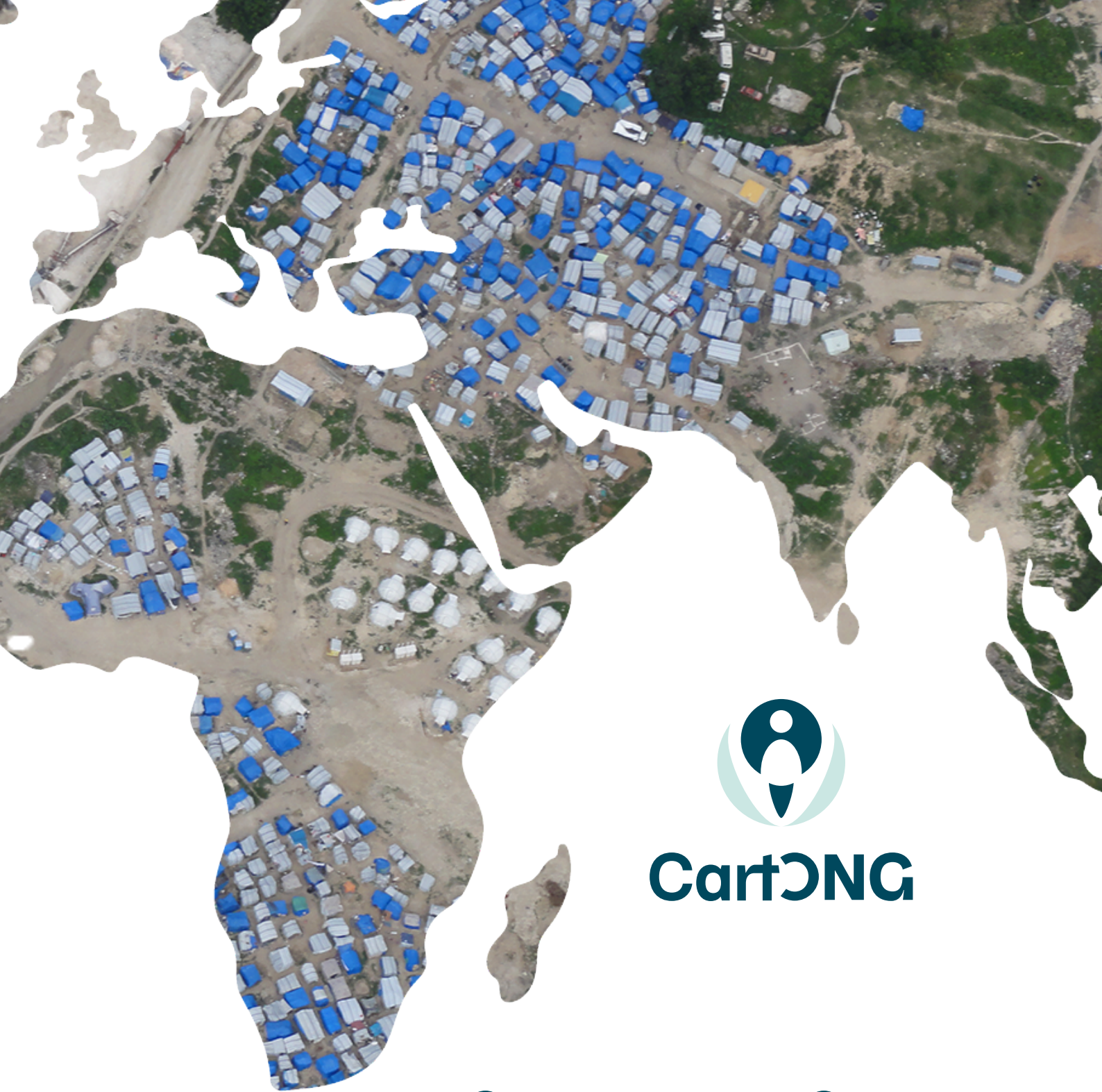
Acronyms

AFD	French Development Agency	HQ	Headquarters
ARRU	Urban Rehabilitation and Renovation Agency	IM	Information Management
BNGRC	National Risk and Disaster Management Office	IRD	French National Research Institute for Sustainable Development
CSO	Civil Society Organization	KfW	Kreditanstalt für Wiederaufbau
DRC	Democratic Republic of Congo	MHF	Max Havelaar France
ED	Executive Director	MSF	Doctors Without Borders
FORIM	Forum of International Migration Solidarity Organizations	NGO	Non-Governmental Organization
FTE	FTE	OSM	OpenStreetMap
GIS	Geographic Information Systems	SI	Solidarités International
GIZ	German Development Agency	UN	United Nations
H2H	Humanitarian to Humanitarian	UNHCR	United Nations' High Commissioner for Refugees
HI	Humanity & Inclusion	UNICEF	United Nations Children's Fund
		WB	World Bank

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