

Community Systems Foundation

# ANNUAL REPORT 2024

Data-Driven Sustainable  
Development for All





## CSF is a non-profit organization applying information technology for sustainable development

We increase people's choices through innovations that harness the power of data to benefit communities economically, socially, and environmentally, in support of the 2030 Agenda.

Our vision is to increase opportunity and equity for those most in need through information technology solutions that protect and promote well-being in every community.

Our mission is to improve quality of life through applied research and technical assistance to communities by pioneering technological solutions that yield measurable results, and that leave no one behind.

From the President's Desk



## The end of an era is in sight, but will we make good on our promises?

This year, the development community became collectively aware that the eve of the 2030 Agenda was upon us.

The reality hit that the commitments made to sustainable development goals were coming due in 6 short years. And too many communities were far from achieving too many goals.

For CSF, in 2024, that meant a heightened urgency and increase in the continued engagement with communities in the debate to rethink development. And to find ways to do more with less and to speed up the process as we continue to put data in the center of development planning and action.

We are striving to expand options by building capacities in ways that lead to good development outcomes sustained by responsible development processes. We are increasing people's choices through innovations that harness the power of data to benefit communities economically, socially, and environmentally.

Jon F. Kapp





#### TOTAL PROJECT FUNDING:

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\$ 2,980,788 ▲ 9%

#### DATA-DRIVEN PROJECTS:

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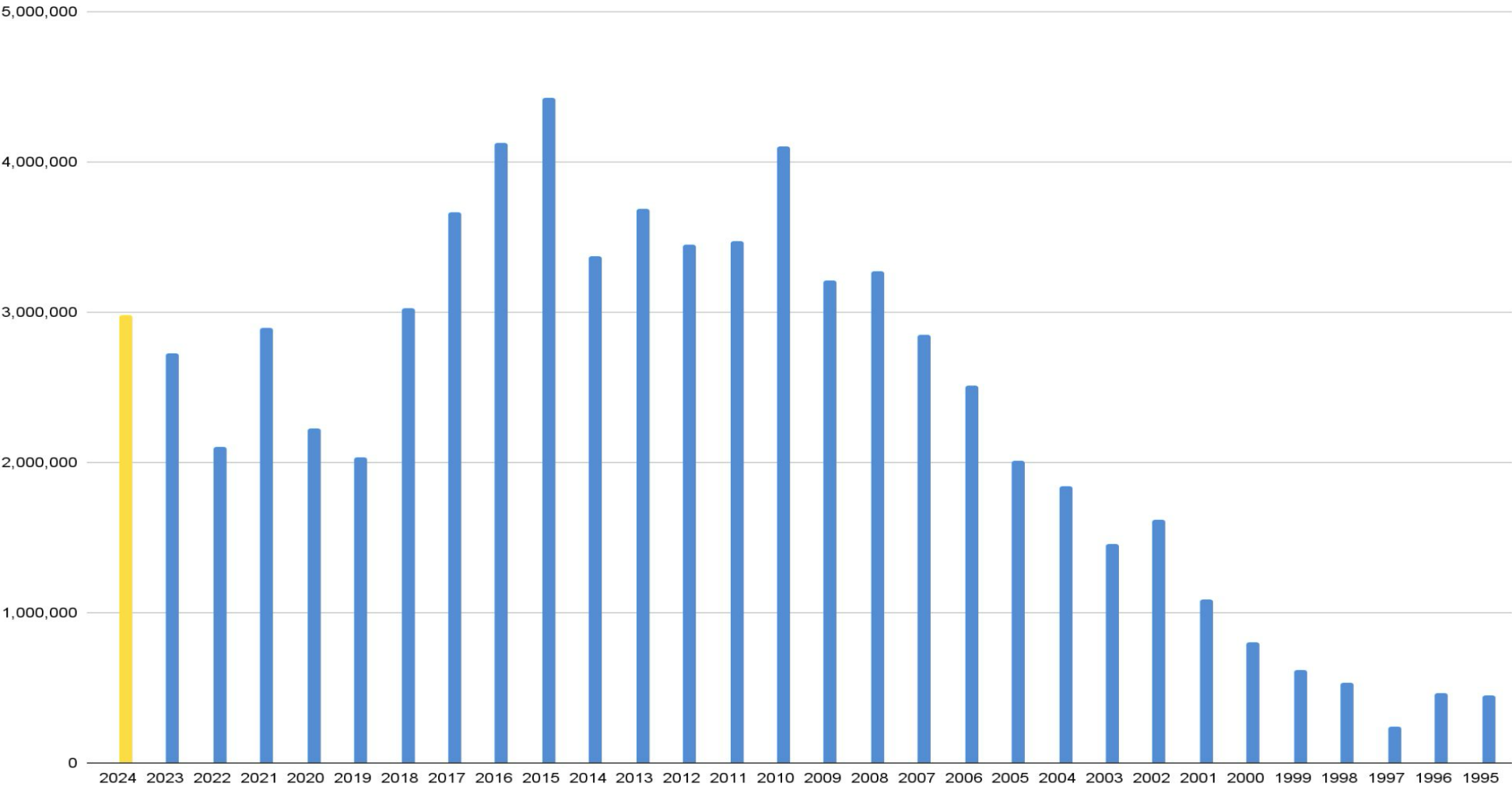
56 ▲ 5

#### PROJECT COUNTRIES / REGIONS:

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29 ▲ 7%

# Trends of Project Funding





# Work

## Teamwork



BOARD OF TRUSTEES:

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10

STAFF & CONSULTANTS:

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120

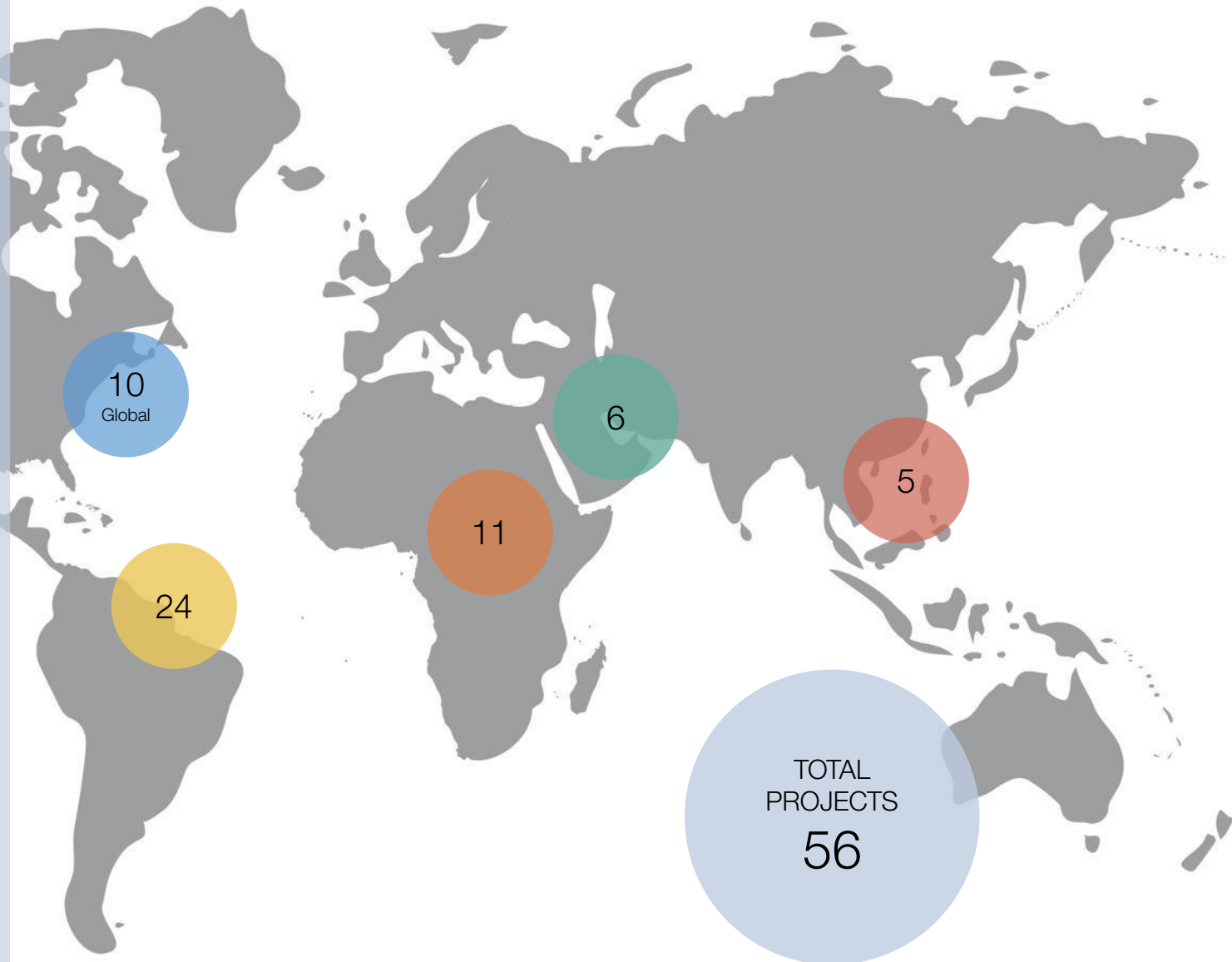
TECHNOLOGY & IMPLEMENTING PARTNERS IN  
INDIA, JAMAICA, SINGAPORE:

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65 + 30 + 6

## CSF Impact at a Glance

In the last year, we implemented 56 data-driven development projects and sent \$2.9 million to the field from our sponsors. We completed 16 projects in Africa where we continued to increase our impact. 10 projects had a global impact.



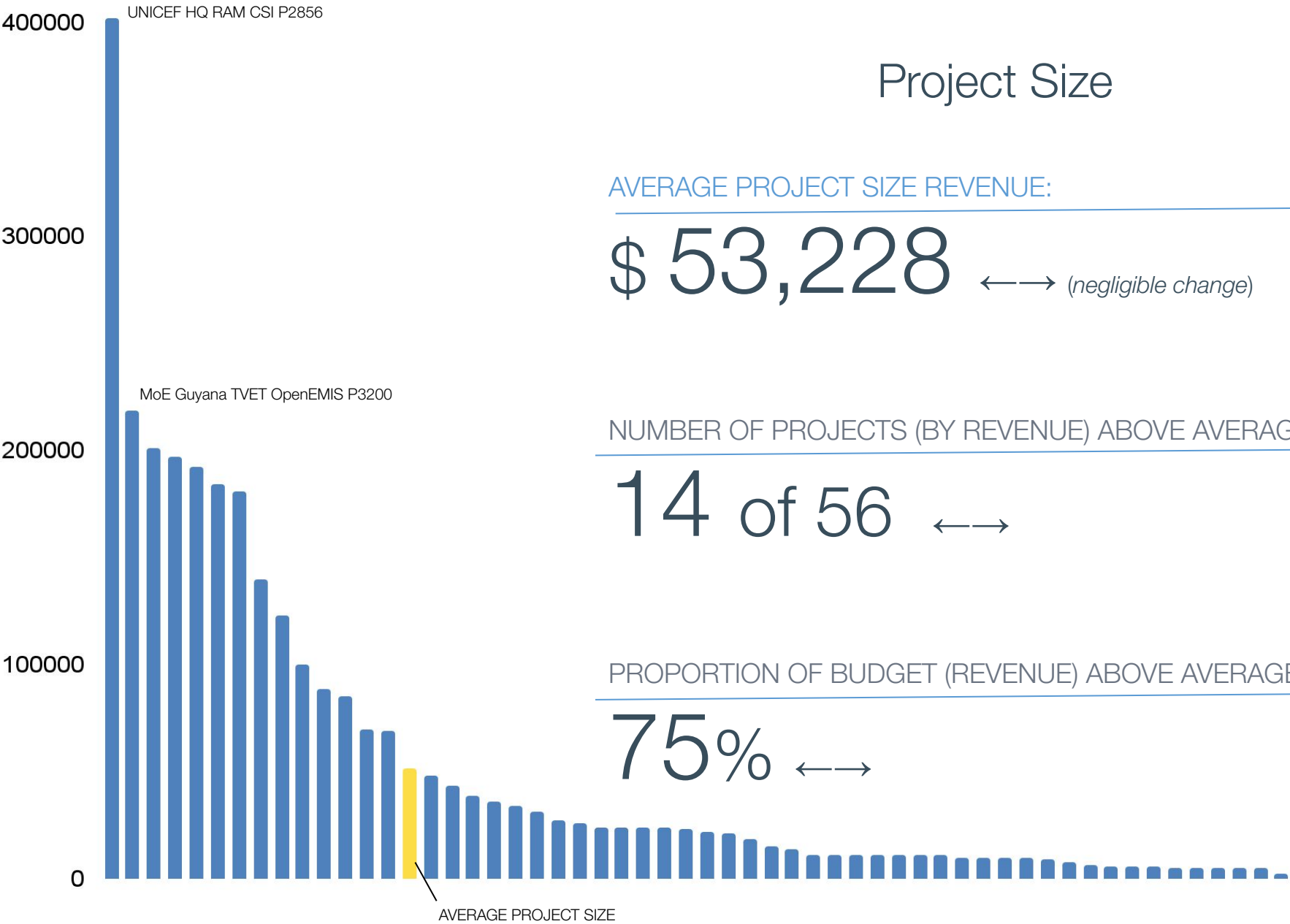
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*We benefited a lot from the direct technical assistance provided to countries across the globe which again reflects CSF's commitment in fostering positive change on a truly global scale.*

**Ruwan Samaraweera**, Headstart Pvt Ltd - Sri Lanka



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## Portfolio by Sectors



# Initiatives



Community Systems Foundation continued to advance its long-term global initiatives in 2024, building on years of sustained partnership and innovation in data systems for sustainable development.

Through the **Data For All** platform, CSF strengthened national capacities for open data sharing and inclusive decision-making. The organization also expanded implementation of **OpenEMIS**, supporting governments in improving education data management and evidence-based planning. **EQUIST** remained a key tool for equity-focused health planning, while **NIS.Cost** provided robust methodologies for costing national immunization strategies. In further collaboration with UNICEF, CSF continued to enhance the **RAM** platform to improve results-based monitoring and reporting across all country programmes.

Together, these initiatives underscore CSF's commitment to building data-driven systems that empower institutions and communities to achieve the **Sustainable Development Goals**.

# DATA FOR ALL



DFA accelerates UN reform with better data for better decisions.

CSF has developed powerful data-driven systems using the new DFA toolkit, such as, UN Info, EQUIST, and OpenEMIS. These innovations are helping allocate resource and target interventions to reach the most vulnerable first.



In 2024, CSF continued to expand the global reach of the **Data for All (DFA)** Initiative, advancing national data ecosystems through innovative digital solutions and hands-on technical assistance.

Across multiple regions, CSF worked with governments and development partners to make data more accessible, actionable, and impactful. Here are some examples:

In **Jamaica**, CSF collaborated with the Planning Institute of Jamaica, UNDP and the Office of Disaster Preparedness and Emergency Management to strengthen the Emergency Response Coordination Platform with new workflows and is now positioned as the country's central tool for coordinating national emergency responses.

In **Tunisia**, CSF advisors partnered with UNDP to design, develop, and deploy a Decision Support System (DSS) for monitoring the agency's strategic and operational portfolio. The system goes beyond performance tracking—it also facilitates institutional learning by capturing insights from programme implementation.



# DATA FOR ALL

In **Trinidad and Tobago**, CSF developed and launched the DataNeTT platform, supporting UNICEF and the Central Statistical Office (CSO) in the digital release of the MICS findings. The platform is now fully managed by the CSO, which has expanded its content and introduced new thematic dashboards, demonstrating strong national ownership and capacity.

In **Mali**, the SiSO platform was piloted in 140 communes to replace paper-based data collection. Two rounds of reporting were followed by technical support and advanced training for senior advisors, strengthening national expertise and sustainability of the system. CSF also partnered with UNICEF and ODHD to set up a platform to measure the resilience of communities against shocks, a pathbreaking initiative in the region so vulnerable to climate and socio-economic shocks.

Across the **Pacific region**, CSF collaborated with UNFPA to develop a regional platform that connects data from 14 island nations, promoting harmonized reporting and open access through integration with the Pacific Data Hub.

Together, these initiatives reflect CSF's continued leadership in building inclusive, data-driven systems that enable governments and communities to make evidence-based decisions and accelerate progress toward sustainable development.



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*The technical expertise and excellent customer service over the years have helped us to develop both a strong technology product and a nationally-relevant monitoring system.*

**Peisha Bryan-Lee**, Programme Director, Planning Institute of Jamaica



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**Better data.  
Better education.**

OpenEMIS is a high-quality Education Management Information System (EMIS) designed to collect and report data on schools, students, teachers and staff. The system was conceived by UNESCO, and developed by CSF, as a royalty-free system that can be easily customized to meet the specific needs of countries.

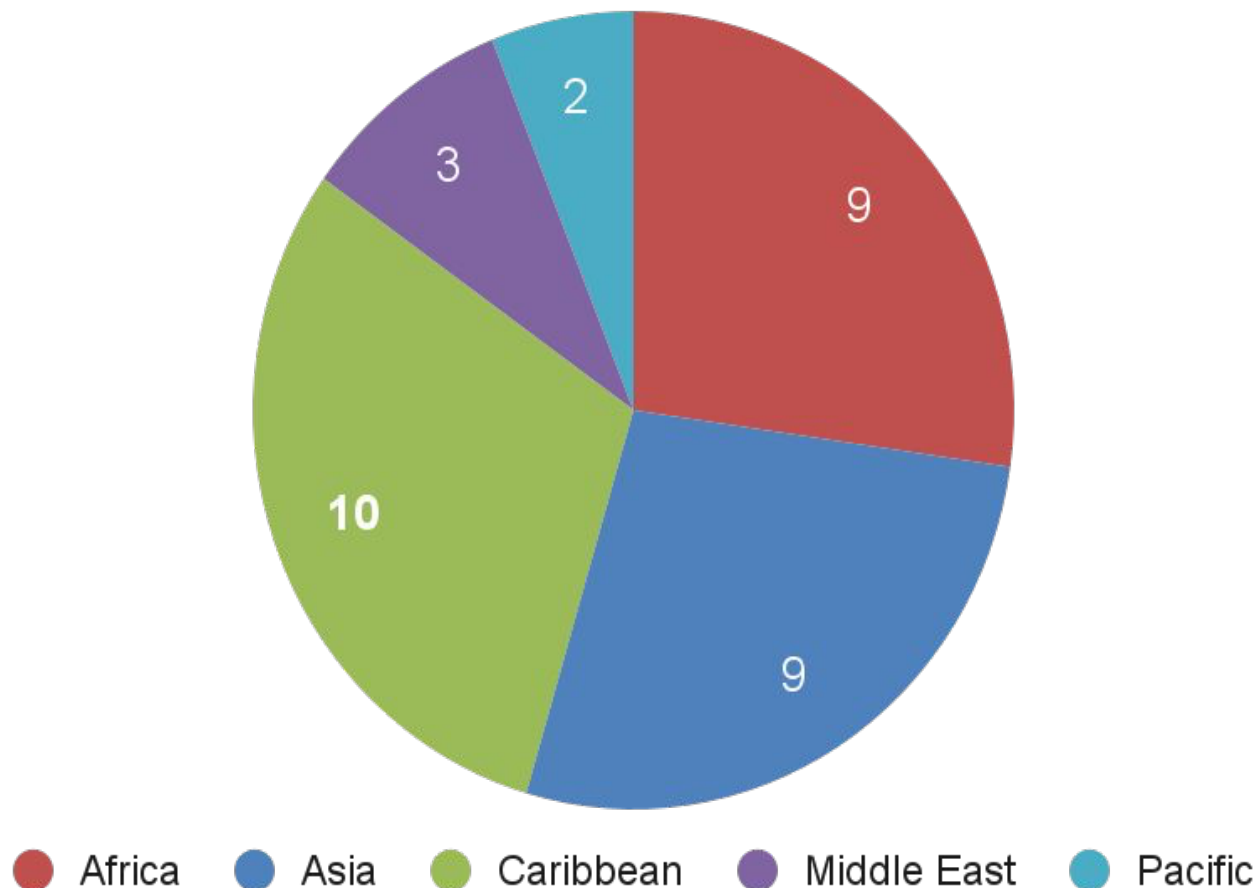


In 2024, the OpenEMIS Community of users continued to grow - reaching over 30 countries using OpenEMIS at scale in every school nationwide.

We believe our vision is as relevant as ever.

CSF strives for OpenEMIS to be a sustainable **global public good**, supported by a multi-stakeholder community, ensuring the availability of a cost-effective, flexible, **shared EMIS solution**, guided by international standards and best practices, underpinning the data needs of teachers, school administrators and education authorities wherever it is needed.

## OpenEMIS Community - Countries by Region



# Costing Life Saving Vaccinations - NIS.Cost

unicef  pour chaque enfant

NIS.Cost

FR

STRATÉGIE NATIONALE DE VACCINATION - ESTIMATION DES BESOINS EN RESSOURCES v 1.0.56

1. FEUILLE DE ROUTE

2. ESTIMATION DES COÛTS

3. BUDGÉTISATION

4. FINANCEMENT

5. RAPPORTS



In 2024, CSF initiated work on a second phase of support to the development of a costing tool for National Immunization Strategies (NIS), providing solutions to generate budgets to fund life saving immunization programs. NIS.Cost V2 will soon be launched as a robust and sustainable web application available to all countries - extending evidence-based decision-making to save lives.



## UNICEF RAM 3.0

In 2024, CSF extended a long-standing partnership with UNICEF in the development and evolution of the Results Assessment Module (RAM) system. Over the years, CSF has worked closely with UNICEF to design, develop, and sustain this results-based management platform that enables systematic monitoring, reporting, and analysis of UNICEF's strategic and programmatic performance. RAM, on the desk of every UNICEF officer globally, serves as a cornerstone for evidence-based decision-making, supporting accountability and transparency across UNICEF's global operations. Through this enduring collaboration, CSF has provided technical expertise in data systems architecture, user-centered design, and digital transformation—helping UNICEF strengthen its ability to track progress, measure impact, and advance outcomes for children and communities worldwide.

## EQUIST - Equitable Strategies to Save Lives

In 2024, CSF continued technical assistance to EQUIST - a data-driven model that identifies **equitable strategies to save lives**. By applying a deprivation analysis, disparities which are often masked in the aggregate are revealed. The system guides health planners towards investments in proven cost-effective interventions that optimize the use of available resources. In 2024, the data model was expanded to include modules on HIV/AIDS and Adolescent Health. Beyond maintaining and improving the software, CSF advisors provided direct technical assistance to Ministry of Health Officials in Afghanistan and contributed to strengthening the baseline data for analysis in the system, adding critical data from 15 national and sub-national surveys.





# Sponsors

# Expanding Sponsorship



During this year, CSF received sponsorship from six UN entities and fourteen national governments.

We continued our programme development strategy to broaden our base of sponsors by partnering directly with government and with other international development institutions.

Sponsor	Budget
UNICEF HQ	731,058
Govt Guyana	458,900
UNESCO Jordan	266,804
Govt Barbados	211,670
UNICEF Libya	180,971
Govt Namibia	150,295
1 on 1 Educational Services	102,224
UNFPA PSRO	99,788
Govt Jamaica	88,921
UNICEF Mali	88,915
UN Women	72,631
Govt Anguilla	68,886
Govt Belize	51,271
Govt Solomon Islands	50,034
UNDP Jamaica	48,353
Govt TCI	38,286
UNFPA ESARO	35,990
UNICEF Eastern Caribbean	34,276
MoE Grenada	32,155
UNDP Tunisia	31,391
Eqra Tech	24,009
Govt Aruba	21,800
UNICEF Egypt	15,420
MOE Saint Kitts and Nevis	10,900
DNPSES Mali	9,796
MOET Tonga	9,663
Chemonics	7,570
ARNEC	5,472
Govt Malawi	5,450
WHO	5,390
Govt Lesotho	5,000
Groupe Defis Strategies	5,000
UNICEF Côte d'Ivoire	5,000
UNICEF Togo	5,000
UNICEF Chad	2,500

## Long-term Agreements

CSF implements a growing proportion of its programme activities through long-term agreements with its main sponsors.

These agreements provide a framework of terms and conditions, valid for a specified time period (usually two to three years), which are concluded between one or more sponsors and CSF for the repeated purchase of specified goods and services at pre-negotiated rates.

UNICEF	United Nations Children's Fund
UNESCO	United Nations Education, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
TASC4	Technical Assistance and Support Contract Four
UNFPA	United Nations Population Fund
UNDP	United Nations Development Programme
UNV	United Nations Volunteers
IGAD	Intergovernmental Authority on Development

UN-UNICEF DevInfo Database LTA  
 UNICEF Data Dissemination Services LTA  
 UNHCR eLearning Framework for Collaboration USAID TASC4  
 for Improved Health in Africa IDIQ  
 UNDP AID Effectiveness LTA  
 UNICEF Nutrition LTA  
 UNFPA Web Development Services Service LTA  
 UNFPA Web Application Development LTA  
 UN WOMEN Participation Level Agreement PLA  
 UNFPA Implementing Partnership Agreement IPA  
 UNICEF EQUIST LTA (in partnership with ICF Macro)  
 IGAD Service Level Agreement  
 UNV Technical Support Agreement  
 UNDP Philippines Data Science Consulting Services  
 UNESCO OpenEMIS Framework for Collaboration  
 UNESCO Jordan Implementing Partnership Agreement  
 UNICEF Programme Cooperation Agreement PCA  
 UNICEF Communications for Development (C4D) LTA  
 UNICEF Social and Behaviour Change (SBC) LTA  
 UNICEF Child Poverty and Social Protection LTA  
 UNFPA Memorandum of Agreement

## Partnership Engagement



**Consultative Status with UN ECOSOC.** CSF maintains special consultative NGO status with the United Nations Economic and Social Council (UN ECOSOC), providing opportunity to actively engage with the United Nations Secretariat, Programmes, Funds and Agencies in a number of ways to promote our mission and the 2030 Agenda around the world.



**UN Global Compact.** CSF's commitment to the ten principles of the UN Global Compact is expressed in our engagement with our stakeholders and the general public with respect to human rights, labor, environment and anti-corruption.

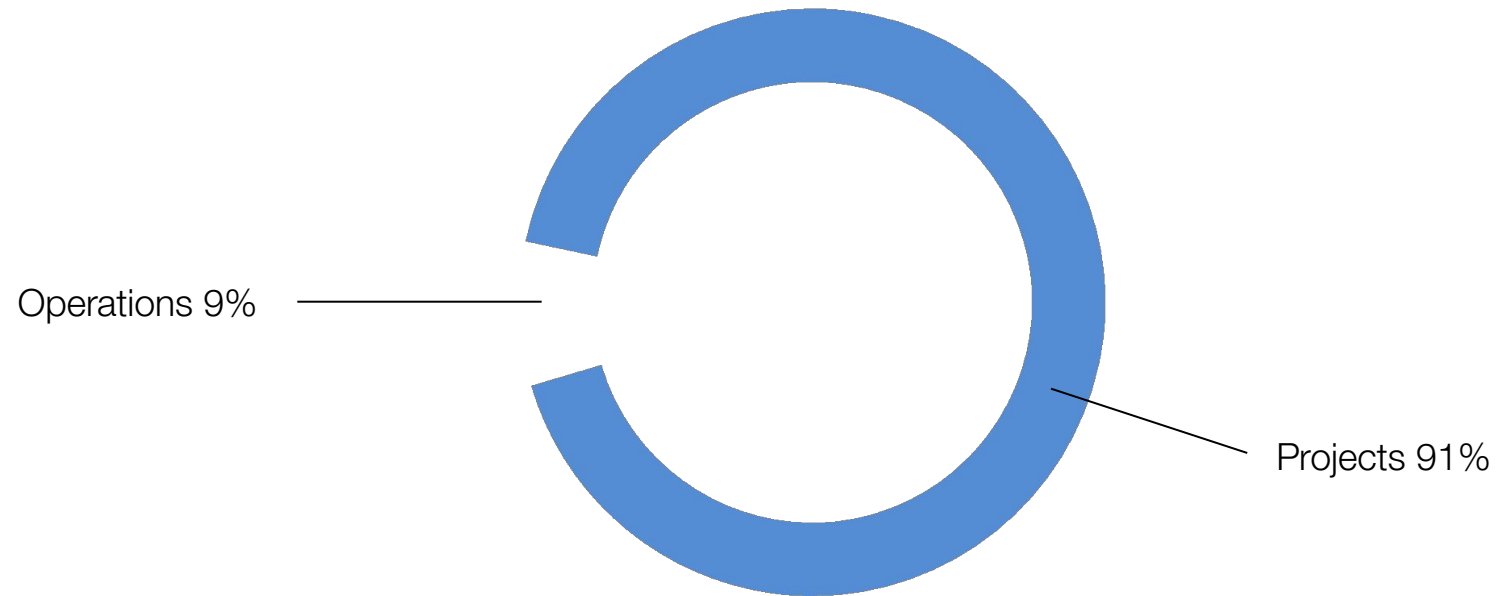


**Global Public Goods.** CSF develops IT solutions that contribute to international development initiatives all around the world. We emphasize community, sustainability and shared public goods.

# Financials



# The 9% Model



Total Programme Budget 1995-2024: \$71.3 million

When we started CSF we made a bold promise to keep our operations lean and efficient to ensure our donor funding would go directly to the field to fund development projects.

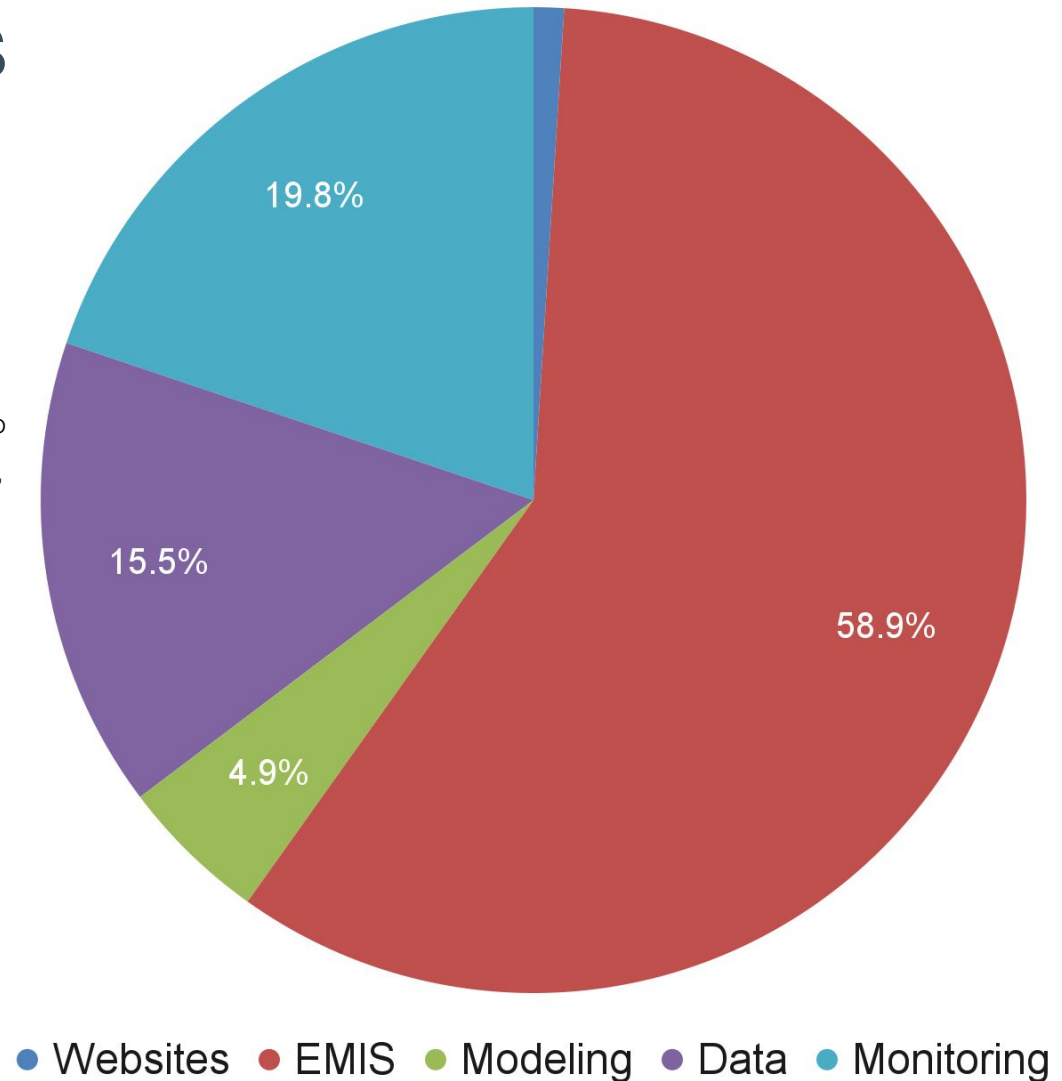
In 2024, we are still keeping that promise.

# Data-Driven Projects

## Five Types of Data Projects

More than half of our portfolio was invested EMIS projects. Our team also helped partners to monitor programmes, publish databases, model data, launch interactive dashboards, and both collect and disseminate data by mobile devices.

Project Revenue by Type



# Statement of Financial Position

STATEMENT OF FINANCIAL POSITION		2024	2023
<b>ASSETS</b>			
Current and Cash Equivalents		216,739	102,660
Accounts Receivable		1,020,330	1,055,393
Prepaid Expenses			
Advances/Deposits		23,131	28,332
Other Assets			
<b>TOTAL ASSETS</b>		<b>1,260,200</b>	<b>1,186,385</b>
<b>LIABILITIES</b>			
Current Liabilities		1,174,986	1,136,039
Longterm Liabilities		17,362	
<b>TOTAL LIABILITIES</b>		<b>1,192,348</b>	<b>1,136,039</b>
<b>NET ASSETS</b>		<b>67,851</b>	<b>50,346</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>		<b>1,260,200</b>	<b>1,186,385</b>

# Statement of Activities

STATEMENT OF ACTIVITIES		2024	2023
<b>REVENUE</b>			
Project Revenue		2,980,788	2,736,564
Other Revenue		3,751	50,477
<b>TOTAL REVENUE</b>		<b>2,984,539</b>	<b>2,787,041</b>
<b>EXPENSES</b>			
Project Expenses		2,758,721	2,521,531
Other Expenses		208,313	251,564
<b>TOTAL EXPENSES</b>		<b>2,967,034</b>	<b>2,773,095</b>
<b>CHANGE IN ASSETS DUE TO OPERATIONS</b>			
Gain/loss on Investments/Sale of Assets		0	0
<b>CHANGE IN NET ASSETS</b>		<b>17,505</b>	<b>13,946</b>

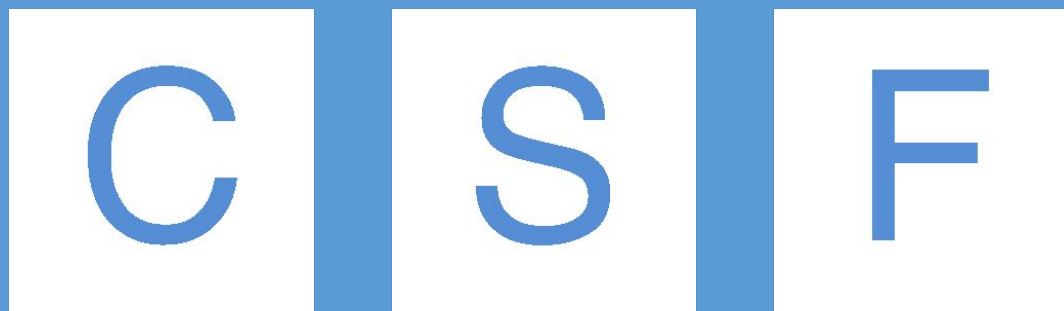
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*I strongly commend CSF for their professional services that have been sensitive to our organizational needs and directly aligned with (our) mandate. CSF met all critical timelines and delivered high-quality results.*

**Mildred Garcia Rodriguez**, United Nations Trust Fund to End Violence Against Women and Girls



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Community Systems Foundation