

# ANNUAL Report

2025

*Staying committed in a  
challenging time*



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On the road to 2026  
Thanks

# Introduction

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# Editorial

“2025 was a pivotal year for France's nonprofit sector. As public funding declined and political uncertainty grew in France and around the world, we chose not to let these changes dictate our actions. Instead, we remained committed to our mission and continued moving forward.

**Despite these challenges, we are proud of what we accomplished over the past year:**

We maintained our social impact by growing our database not only in quantity but also in quality, reorganizing our structure to adapt to a more constrained funding environment and ensure the continuity of our work, and continuing to expand into new departments, with Gers as our latest addition.

*Victoria Mandefield, Founder and CEO of Solinum.*

## 2026 opens with great enthusiasm

New ways of disseminating Soliguide, a strong return to quality research and guidance, structuring projects on data and deployments in territories where the needs are immense - particularly in rural areas and overseas.

## Thank you for your trust and support.

We look forward to continuing this journey with you as we make access to social information more useful, equitable, and effective.”



# President's message



## **“2025: the year when precariousness strengthened our resolve”**

2025 will be remembered as a pivotal year for the non-profit sector. Between reduced public funding, political uncertainties, and increasing pressure on organizations, the context has never been so demanding. Yet, at Solinum, we have chosen not to be passive recipients of these challenges, but to harness them as the driving force for profound transformation.

## **A year of truth, a year of action**

As president of Solinum, what struck me most was our team's ability to turn these constraints into opportunities. The reorganization we undertook was not a passive response to the crisis, but a strategic, well-considered, and deliberate decision. We rethought our processes, optimized our resources, and strengthened our impact on the ground, without ever losing sight of our mission: **to guide vulnerable populations toward appropriate solutions.**

This report is proof: despite the obstacles, we have maintained, and even increased, our support for thousands of people. Every figure, every testimony reflects **this collective resilience** and **this unwavering commitment** to leaving no one behind.

## **And tomorrow?**

The year 2026 promises to be ambitious. We have a united team, a proven method, and a clear vision: **to make Solinum an even more powerful driver of social inclusion.** But to achieve this, we need your trust and commitment.

**Together, let's continue to write this story of solidarity and innovation.”**

*Didier Jaubert, President of Solinum.*

# Synthesis

In a context of weakening of the non-profit sector and increasing social needs, Solinum has maintained its impact, restructured its model and accelerated its territorial coverage.

**40 french departments   140,000 listed services   €1 = €14.44 of social value created**

## What marked our year 2025:

A **new organization** of the association to refocus its activities and adapt to changes in the sector and funding methods.

The **redesign of the Soliguide mobile application** to improve the user experience and enhance the accessibility of information.

A new measure of social impact from Soliguide, using the Social Return On Investment methodology. **For every €1 invested: €14.44 of social value is created.**

The presentation of the thematic cycle on food, which aims to identify all food systems on Soliguide and develop a tool for visualizing the food supply.  
And **the launch of a new national initiative to improve access to healthcare** for people in precarious situations.

A **call for applications** to find local Soliguide partners and continue the Soliguide expansion. And **the launch of three new territories**: Gers, Indre-et-Loire and Tarn-et-Garonne.



# Solinum in brief

**Solinum is a nonprofit organization dedicated to fighting poverty.**

Since 2017, Solinum has been committed to developing and deploying innovative digital tools that expand access to information about social assistance and services.

## MISSION

Our mission goes beyond simply providing information. We work to better understand the needs of vulnerable communities while collaborating closely with social service providers, partner organizations, and the people we serve.

Through this collaborative approach, we aim to build a more connected and responsive social support ecosystem. By leveraging digital innovation, we seek to strengthen social impact, address the root causes of vulnerability, and contribute to lasting, system-wide change.



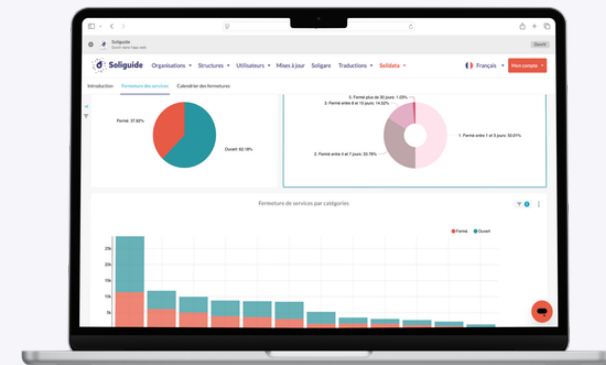
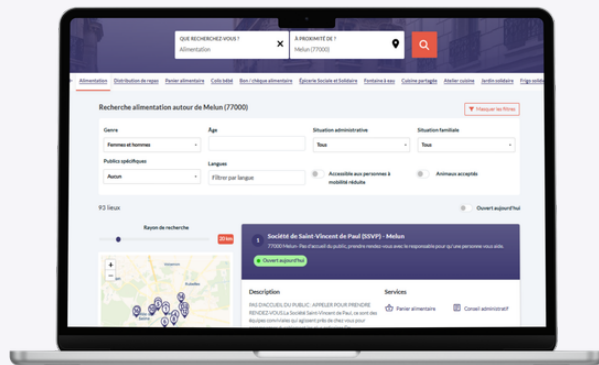
Two tools, one goal: connecting more people with the support they need.

Solinum develops **two complementary tools** based on a single database of **solidarity-based** offers:

**Soliguide**, a national platform that helps people experiencing hardship find nearby social services

**Solidata**, a territorial analysis tool that turns Soliguide data into actionable insights for local governments and nonprofit organizations.

Together, they make the solidarity ecosystem more legible, more coordinated and more efficient.





## Promoting access to essential rights

Soliguide is a simple, fast and multilingual guidance portal that allows people in difficulty to find the help available around them :



Food



Health



Accommodation



Rights



Hygiene



Available in several formats:

Site web - soliguide.fr

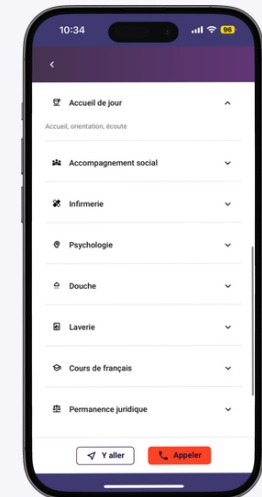
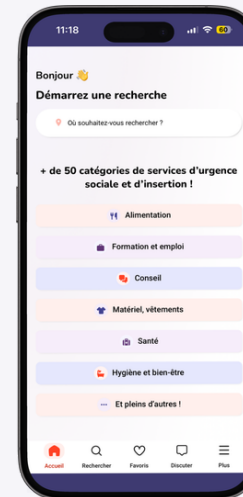
Application mobile

API

Guide paper

Messaging

Widget



Soliguide adapts to the uses and realities of the public.

It's not just a directory :

**It is a guidance infrastructure that brings people closer to solutions.**

## Transforming social data into a lever for action

Public and non-profit actors often lack visibility on the social services available in their area.

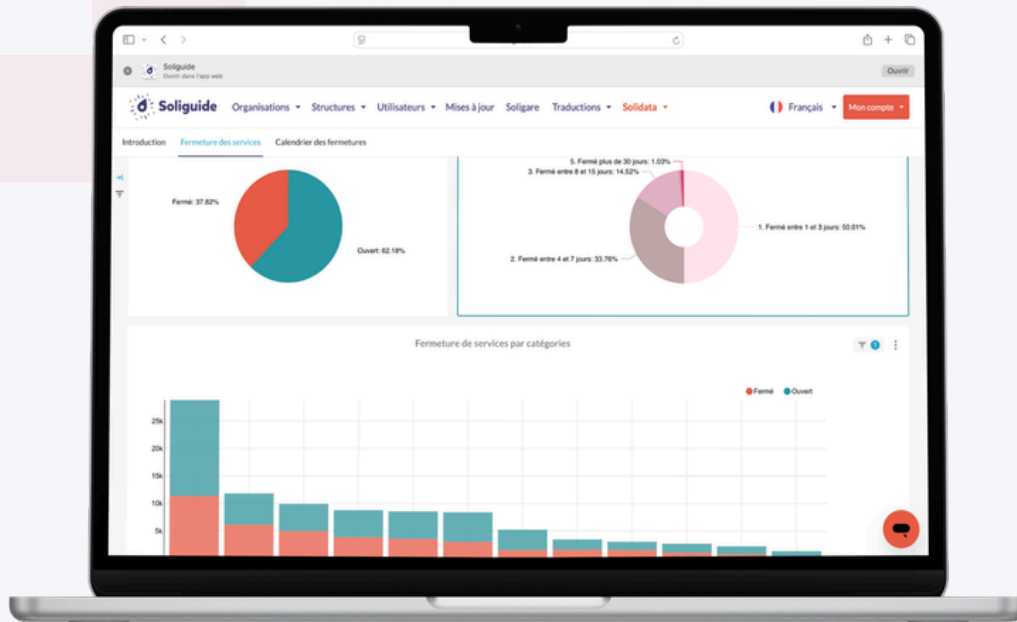
Solinum provides them with dashboards and interactive visualizations derived from Soliguide data.

These visualizations allow us to:

**To support diagnoses and studies**

**Identify areas not covered and the distribution of solidarity services**

**Anticipate changes and put in place coordination.**



Solidata transforms an information base into a territorial management tool.

# Key figures

[End of 2025]

**40**

Deployed  
departments  
(3 openings)

**47 200**

organizations  
(+16% vs 2024)

**+66%**

consultations on  
Soliguide between  
2024 and 2025\*

**140 000**

services listed on Soliguide (+32% vs 2024)

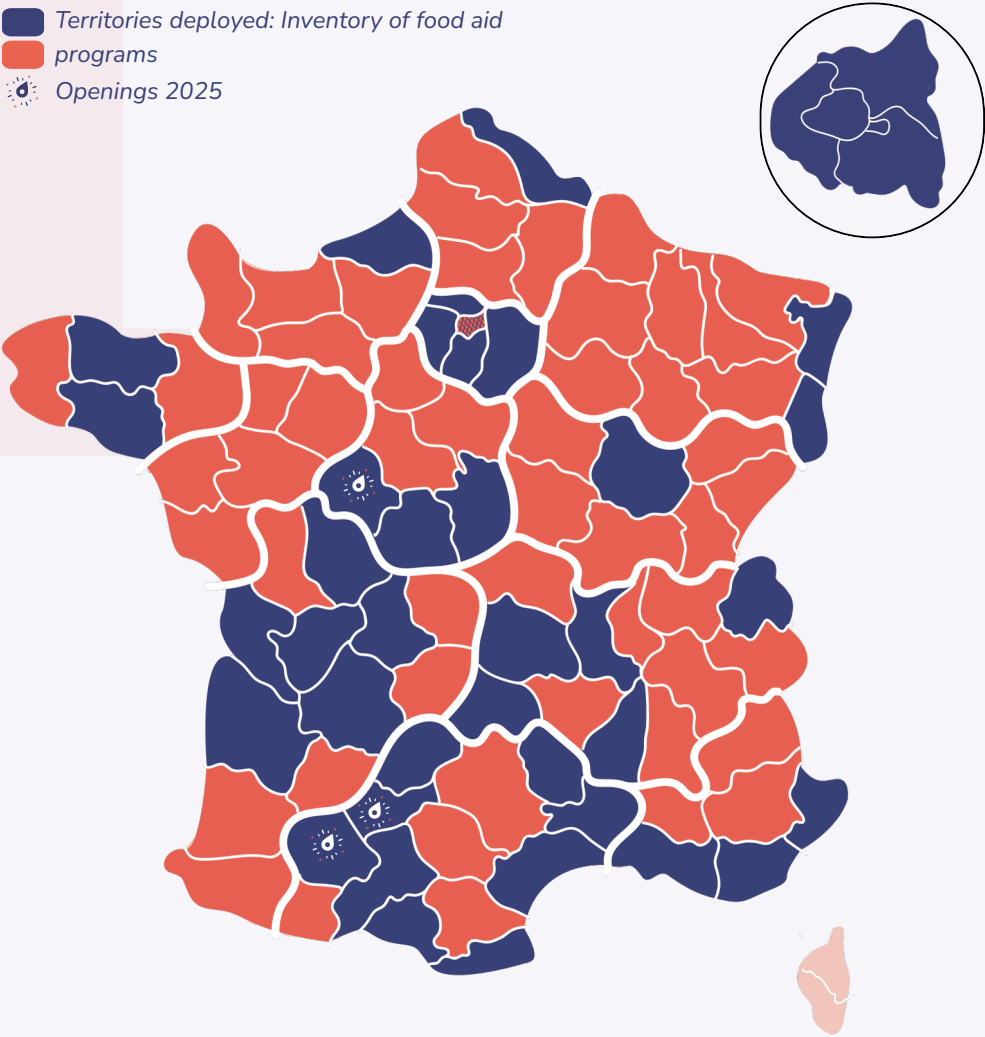
**22 162**

business accounts  
(+25% vs 2024)

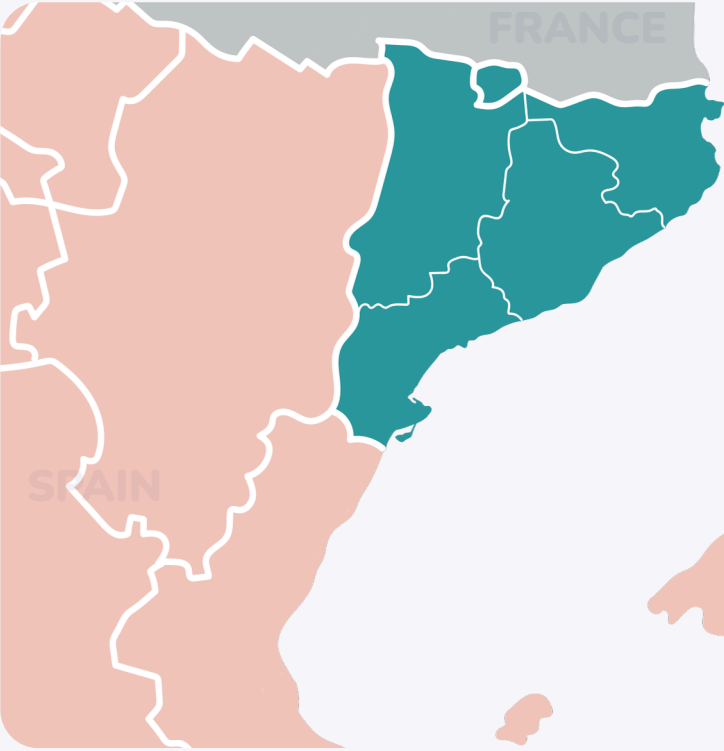
Coverage of Soliguide in France

as of December 31, 2025

- Territories deployed: Inventory of food aid programs
- programs
- Openings 2025



Soliguia in Andorra and Catalonia



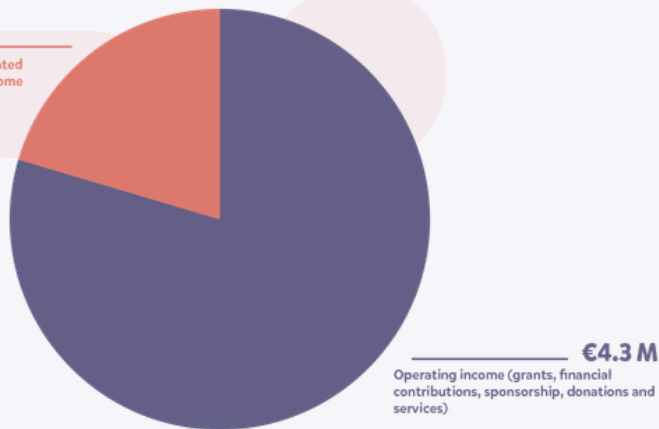
- Soliguia Deployment
- Deployed territories

# Resources 2025

The financial statements audited by RSM France are available on request.

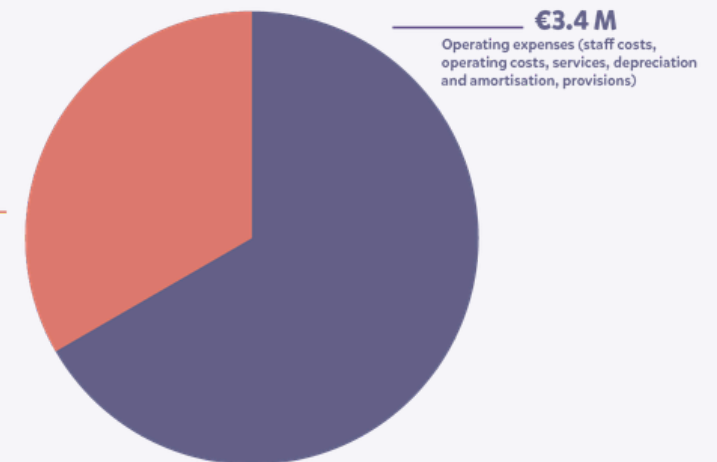
## €5.4 million in funding secured in 2025

**€1.1M**  
Write-backs from dedicated funds and earmarked income



## €5.08 million in resource utilisation in 2025

**€1.7M**  
Dedicated funds set aside for future projects



### What these resources enable us to do

- ✓ Roll out Soliguide in new regions
- ✓ Continue the internationalisation of projects
- ✓ Invest in the quality of social data
- ✓ Secure multi-year projects
- ✓ Strengthen support for local partners

### Progress and outlook

- +12.5% growth in revenue compared with 2024
- €1.7m in secured funding for 2026 projects
- -30% reduction in external costs between 2024 and 2025
- €336k in profit, helping to strengthen the association's financial resilience

# Summary of activities

## Staying the course in a tense environment

2025 was a year of great tension for the non-profit sector.

Faced with uncertainty, the association made a clear choice :

**To protect its core missions and overhaul its model to ensure its longevity.**

Solinum emerges from this year stronger, and prepared for the future.

# Strengthening our model

## in response to the nonprofit sector crisis

The year 2025 unfolded in a **particularly challenging environment for the non-profit sector in France**, marked by **significant economic uncertainty**. In response to these challenges, Solinum took proactive steps to prepare for the future and implemented an organizational restructuring to sustain our social impact.

This restructuring involved **redesigning Soliguide's deployment model based on the level of maturity of each territory**:

- **In newly launched territories**, we have **retained our multidisciplinary**, department-level model. We remain convinced that the presence of a versatile local coordinator, firmly embedded in the local ecosystem, is essential to successfully launching the project and building a strong network of partners.
- **In more established territories**, we have **adopted a regional model based on specialized expertise**. In these areas, all core activities continue to be delivered: continuous updates to the database, comprehensive verification campaigns twice a year (summer and winter), and the maintenance of a sufficient local presence to coordinate the project and engage partner organizations.

This reorganization has enabled us to preserve our impact, as reflected in one key achievement: **no territories were closed in 2025**.

	2024 Model	Model 2025
Deployment scale	Departmental	Regional
Launch mode	Solinum Teams	Local franchise
Internal specialization	General practitioner	4 areas of expertise

# Measuring our social impact

Measuring social impact is at the heart of Solinum's approach.

In 2025, a new impact assessment of Soliguide was conducted with **444** people experiencing hardship and **1246** solidarity actors. It confirms that Soliguide has become a **key tool for social guidance in France**.

## FOR PEOPLE IN PRECARIOUS SITUATIONS

Soliguide makes it easier to access essential aid

**70%**

Respondents found food assistance through Soliguide

**41%**

found a healthcare offer

[Read the study summary.](#)



*I've had [Soliguide] on my phone for two years, it's great. For food, for clothes in Paris and even elsewhere.*

*A user in Paris*

## FOR SOLIDARITY ACTORS

Soliguide is a reference tool and acts as a territorial monitoring tool:

**81%**

Respondents say they are more familiar with the local offerings

**91%**

they easily find the information they need to find their way.

Soliguide strengthens the link between professionals and the people they support:

**70%**

Respondents report saving time on their assignments thanks to Soliguide, making the support process smoother and more personal.



© Anne Thomes / City of Paris

“

*Soliguide introduced the reception staff to services in the town, services they hadn't necessarily been aware of. [...] For example, showers.*

*Director of CCAS*

A new variable has been integrated into the impact measurement to assess the impact of sharing Soliguide data with other tools. Among the 15 organizations surveyed that are reusing Soliguide data in 2024:

The quality of the information is unanimously recognized:

**100%**

Users who have reused the service feel that they are accessing more complete and reliable data than they used previously.

**80%**

Users believe that this data has improved the quality of their work by strengthening the relevance of their actions.

Soliguide simplifies the management and updating of information:

**93%**

Users report saving time in their tasks, particularly in collecting and updating data.

**1/2**

The respondent points out that this reduction in workload allows them to free up time for other essential tasks.

A catalyst for new projects:

**2 out of 3**

Users indicate that access to Soliguide data allows them to develop new projects or services.



## 2022

We chose the **Social Return On Investment (SROI)** methodology to delve deeper into Solinum's impact on society.  
**Soliguide's SROI is valued at 1.93€.**

## 2024

We are reusing this scientific and committed methodology with ESSEC Impact Unlimited.



SROI is an analytical framework for measuring and reporting on a broader conception of value that includes social, environmental, and economic costs and benefits. More than just a number, it tells the story of the changes that have occurred.

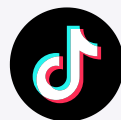
For every **1€** invested in Soliguide, **14.44€** is invested in social value.  
**are created.**

# Tailoring our communications to make information more accessible

## 2025

Solinum strengthened its communication strategy to **reach a wider audience** and better align with the needs and communication habits of the people it serves.

This strategy has enabled Solinum to **communicate more directly with the people it serves** through digital channels, notable with the **new mobile app** and social media.



## OBJECTIVE

To make social information clearer, more engaging, and easier to access.

Application mobile

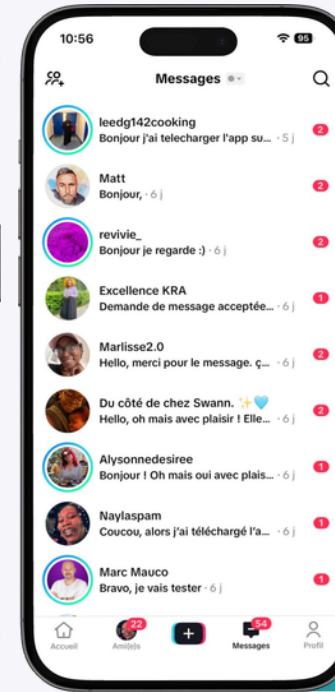


158 187

downloads\*

\*since January 2025

TikTok Creators



397

creators contacted\*

\*since November 2025

14

video collaborations

Messagerie SoliChat



6 724

conversations conducted with those concerned to guide them, \*

\*mainly people who are digitally excluded and lack social support.

Solinum has opened a **messaging service** that allows users to send a text or WhatsApp message directly to our team or via social media. The goal is **to personalize the guidance** provided to individuals and **to offer a solution tailored to their needs**.

# Adapting our approach\* to rural communities.

The expansion of Soliguide into more rural areas has led Solinum to adapt its support and deployment methodologies. With funding from the **European Social Fund, through AVISE**, we have undertaken dedicated work to **better address the realities of access to information in rural communities and to tailor Soliguide's deployment approach accordingly.**

Among the innovative measures introduced, a **seed funding mechanism** has been established to support the launch of new territories led by local organizations operating under a **social franchise model.**

In 2021, Solinum launched a pilot franchise program with a local partner, UDAF de l'Indre, to deploy Soliguide across the region. This deployment model has proven **highly effective**, as local partners bring established networks and in-depth knowledge of their communities.

Moreover, this model is particularly well suited to areas that do not require full-time Soliguide support.

Soliguide's expansion into new areas now relies on **partnerships with local organizations.** In 2025, Solinum launched and renewed a **call for expressions of interest** to identify organizations interested in deploying Soliguide. As a result, **Gers, Indre-et-Loire, and Tarn-et-Garonne** joined the Soliguide initiative in 2025.

Thanks to the support of the **Crédit Mutuel Alliance Fédérale Foundation**, a **seed fund** is allocated to each local project leader for the launch of a new territory.



# Making healthcare accessible to vulnerable people

Health is one of the main blind spots in access to rights.

In 2025, Solinum launched a **national initiative to improve the visibility and coordination of the solidarity health offer.**

The project's objectives are to **improve access to healthcare** for all, **reduce misdirection**, and **help remove peripheral barriers to accessing** better health.

The project is based on the redesign of the services listed on Soliguide through a collaborative process with solidarity stakeholders and end users:

- Supervision by a national steering committee

- Distribution of a questionnaire to assess overall health needs - 600 responses

- Organization of group workshops in several departments

- Testing of the final category by Soliguide users.



© Vincent Calcagni

The new Health category will be **available since spring 2026.**

Also, a **specific research and working group on mental health** was initiated thanks to the support of the Erié Foundation.

# Making information *accessible* across borders

## The Soliguia in Catalonia and Andorra

Alongside its activities in France, Solinum continues to develop **Soliguia** – the adaptation of Soliguide for Catalonia and Andorra. In 2025, major updates **improved the tool, strengthened local partnerships, and broadened access to social information in these territories.**

### end of 2025

**+ 6 000**

online services

**900**

trained professionals

### 2026

The final year of the three-year project co-funded by the European **Interreg POCTEFA** programme. To mark this milestone, we will conduct a comprehensive review of the project and host a closing event.

### Soliguide is coming to the Czech Republic

In 2025, we finalized the framework for the deployment of Soliguide in **the Czech Republic**, in partnership with **Místní místním**, and prepared the assessment tools required **to analyze social needs ahead** of the platform's rollout.

The comparative analysis of existing information tools and social needs will be published this year, with support from **the Erasmus+ programme**, fostering the exchange of innovative practices among European organizations.

# Conclusion

2025 was a **year of adaptation and resilience** for Solinum. Despite a demanding and uncertain environment, **Solinum remained committed to its mission, strengthened its social impact, and continued expanding Soliguide.**

Thanks to the **dedication of our team, partners, and the many organizations** we work with, Solinum is harnessing digital technology to fight poverty and improve access to essential rights and services.

The progress made in 2025 provides a **strong foundation for continuing this work in 2026** and building a **more just, connected, and inclusive social support ecosystem.**

**FOR SURE.**

# On the road to 2026

2026 marks a new chapter for Solinum: **a year of acceleration**. After establishing Soliguide as a trusted reference for social service information in France, **Solinum is scaling up** with one clear goal: to make social information more accessible, useful, and actionable for people experiencing hardship and for those who support them.

## Strengthen the everyday use of Soliguide

The year ahead will be structured around key moments designed to address essential needs at the right time. At the same time, Soliguide will continue to evolve through practical improvements driven by user feedback and usage patterns, including map-based navigation on mobile and the ability to save favorite services.

Finally, a new white paper will establish a shared reference framework to further strengthen and structure social referral practices.

## Accelerate the deployment of Soliguide

Solinum will continue to prioritize the expansion of Soliguide into rural and remote rural areas that remain underserved. French overseas departments will also join the initiative, including Mayotte, with deployment approaches tailored to local realities, such as map-based navigation in areas where postal addresses are unavailable.

At the same time, the health initiative will be scaled up to improve access to healthcare by better connecting people experiencing hardship with appropriate health services.

## Consolidate and expand internationally

Solinum is consolidating its existing deployments in Spain and Andorra, while exploring a new country through a study in the Czech Republic.

In parallel, an international deployment toolkit is being developed to facilitate future implementations, building on the experience gained.

2026: a shared ambition — to amplify the impact where the needs are greatest

# Thanks

We thank all of our partners for their support in advancing our work across France and Europe



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l'Union européenne

Interreg  
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[Find all our partners on the Solinum website](#)

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« La France s'engage has been especially proud to support Solinum's expansion since 2023. The organization embodies our foundation's mission: to champion social innovations that provide practical solutions to unmet or underserved needs. Through our support programme, Solinum has made excellent use of key capacity-building opportunities, strengthening its organizational and management capabilities during this pivotal phase of scaling its impact »

Liza Patris, Head of support program

# *Powering* **SOCIAL INNOVATION**

[Solinum.org](https://solinum.org)

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*Annual Report 2025 - Data as of December 31, 2025*

