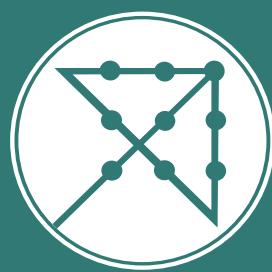




# 2020 ANNUAL REPORT



**ACTED**  
**ZERO EXCLUSION**  
**CARBON POVERTY**

## 2020 ANNUAL REPORT - A PUBLICATION BY ACTED

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### "DON EN CONFIANCE" CERTIFICATION

ACTED is certified by the Chartered Committee of Don en Confiance, an organisation that accredits and monitors French fundraising organisations and foundations. This certifies our commitment to respecting our principles of statuary operation, selfless management and financial transparency. For more information: [www.comitecharte.org](http://www.comitecharte.org)

The figures presented in this annual report come from our 2020 accounts, which were certified by an independent statutory auditor.

June 2020

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Front cover: An ACTED-trained tailor producing face masks - Myanmar. Photo: ACTED.

# Table of Content

<b>MESSAGE FROM THE FOUNDERS AND PRESIDENT OF ACTED</b>	<b>4</b>
<b>ABOUT ACTED</b>	<b>10</b>
OUR REACH AND SCALE IN 2020	12
OUR MISSION AND VISION	14
OUR GOVERNANCE STRUCTURE AND POLICIES	16
ACCOUNTABILITY AND TRANSPARENCY MECHANISMS	18
<b>OUR PROGRAMMES</b>	<b>20</b>
HOW ACTED RESPONDED TO COVID-19	22
THE 2020-2025 PROGRAMMATIC STRATEGY	24
HUMANITARIAN ACTION	28
ACCESS TO BASIC SERVICES	30
INCLUSIVE ECONOMIC OPPORTUNITIES	32
CIRCULAR ECONOMY	34
SUSTAINABLE INFRASTRUCTURE	36
CITIZEN-DRIVEN CLIMATE ACTION	38
COLLABORATIVE AND RESILIENT ECOSYSTEM MANAGEMENT	40
STRENGTHENING INSTITUTIONS AND CIVIL SOCIETY	42
PEACE, STABILITY AND JUSTICE	44
SUMMARY OF 2020 PROGRAMMING PORTFOLIO AND GREEN STRATEGY	46
<b>OUR ACTIVITIES PER REGION</b>	<b>48</b>
CENTRAL ASIA	50
SOUTH AND SOUTH-EAST ASIA	52
MIDDLE EAST AND NORTH AFRICA	54
WEST AND CENTRAL AFRICA	56
EASTERN AFRICA	58
AMERICAS AND CARIBBEAN	60
EUROPE	61
<b>HUMAN AND FINANCIAL RESOURCES</b>	<b>62</b>
<b>DONORS AND PARTNERS</b>	<b>67</b>

# Message from the Founders and President of ACTED

It is difficult, if not impossible to find the right words.

Antonin, Boubacar, Charline, Léo, Myriam, Nadifa and Stella.

On 9th August 2020, you were murdered in a cowardly attack in the Kouré National Park, in Niger.

Your lives were claimed by violence, by the madness of a handful of terrorists – people who are nothing but murderers.

2020 will be a pivotal year in our history, forever etched on ACTED's heart.

Boubacar and the guide travelling with them died because they had chosen to help their country in the most challenging settings. Our national staff are the cornerstone of all interventions. Without them, we would not be able to do anything. As a result, they are the main targets of murderers. Their families grieve for them; we mourn them too. Their commitment and their contributions are a loss to their country and all those they helped.

Our six expatriates had decided to leave behind comfortable lives in France to serve the most vulnerable

populations of one of the world's most deprived countries. They brought with them their commitment, their talent, their skills, and their energy.

These young lives have been cut short. Their loved ones will remain forever devastated. Their future, their lives and the joys and pain to come – all were taken away in a few seconds in a barbarous and absurd way.

All of us, founders, administrators, members and supporters of ACTED, as well as our employees based in more than forty countries, were deeply affected, to the very core of our being.

No one can put a price on supporting the most vulnerable populations of the planet.

But that day, the priceless work had a cost. An incredibly steep cost.

Should we have stopped working with our beneficiaries, left them alone to face dreadful living conditions? From everywhere, from ACTED headquarters and from the countries we work in, volunteers immediately and spontaneously came forward. They offered to go to Niger, support our teams and ensure humanitarian aid kept reaching those most in need. We'd like to thank them. They helped

us stand firm as we came to terms with this tragedy, our deep sense of responsibility, and the emotion that overwhelmed us.

Antonin, Boubacar, Charline, Léo, Myriam, Nadifa and Stella.

You have sadly joined the ranks of the 1,500 aid workers murdered since 2005 when the international community established a world day for aid workers who have been killed or injured.

The killers know what they are doing. They thrive on the distress they have largely contributed to creating. They want it to endure.

There are those in this world who would prefer there were no aid workers. People such as dictators, terrorists, and perpetrators of crimes. There are those who don't understand while some just don't want to know or look the other way. And yet, an aid worker is an individual who, in a practical and selfless way, brings to life the most noble values that are the pride of a humane society.

Antonin, Boubacar, Charline, Léo, Myriam, Nadifa and Stella.

You will not be forgotten.

Our hope is that on 9th August 2021, to mark the first anniversary of this tragedy, we will be able to lay the foundation stones of a school in Niamey. Its classes will be dedicated to each and every one of you.

For ACTED, 9th August will, from now on, be a 'day of remembrance' that will mark this tragedy wherever we have a presence. It will be a tribute to you. It will honour the memory of those in all the countries we work in whose action to help the most vulnerable cost them their lives.

Finally, by the end of the year, we will have established a dedicated organisation whose aim will be to act to put pressure on the authorities: too often, they prioritise state interests ahead of the pursuit of truth and justice. We hope that this initiative will bring together a large number of NGOs to deliver radical change and convince the United Nations to make crimes against aid workers imprescriptible.

In an individualistic, materialistic, and often selfish world, aid work must remain the practical embodiment of human solidarity for children, women and men who have lost everything.



Marie-Pierre Caley  
Co-fondatrice

This is vital.

For us, it's a categorical imperative and a ray of hope, allowing us to come together so that, one day, there may be light where now there is darkness.

We must therefore pursue our humanitarian work, wherever we can, for the benefit of the 20 million people we currently support.

The COVID-19 pandemic that ravaged the world in 2020 made it impossible to ignore that we all share one planet.

The 3.5 million victims and over 150 million people affected in 18 months by the Covid pandemic have reminded us of our fragility. Of course, lockdown measures were a necessary response (as unfortunately was the strengthening of our borders). In developed countries, they transformed our way of life and work practices. In the global South, without social safety nets and with billions of people living from one day to the next, there was a rise in poverty not seen since World War II. These societies were already incredibly fragile. We are all going to have to redouble our efforts.



Frédéric Roussel  
Co-fondateur

Healing the world is no longer enough, we must help rethink it.

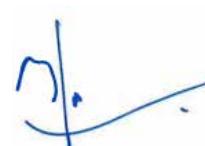
We will continue to act with modesty, realism, and ambition while always seeking to maintain a low profile. However, it is now our duty to make a stand and get our key message across loud and clear: a Zero Exclusion, Zero Carbon and Zero Poverty World is what is required. And when it comes to this, the higher the profile, the better.

The time for thinking globally and acting locally has passed. Acting globally and thinking locally is what is called for. We should take forward the categorical imperative to act globally while engaging with the most at-risk local communities, drawing on their knowledge, experience, and potential so that they too can, without delay, become part of this 3Zero world.

Antonin, Boubacar, Charline, Léo, Myriam, Nadifa and Stella.

For us, nothing will ever be the same again.

In memory of you, we pledge to live by the words 'faster, higher, stronger'.



Bertrand Gallet  
Président

ACTED received more than 1,000 spontaneous condolence messages from 42 countries around the world, from friends and relatives, colleagues and 191 civil society organisations and institutions, in memory of our friends and colleagues. They will not be forgotten.

Here are some examples.

On est ensemble et nous n'abandonnons jamais  
Votre cause qui est aussi la notre ancien  
collègues.  
HABIBATOU

De : Tillaberi TERRAIN

Chers collègues, vous nous avez quitté soudainement et de façon insensée en laissant un vide au sein de nos équipes respectives. Vous restez éternellement dans nos coeurs.

En ces moments difficiles, nous partageons profondément la douleur immense qui nous anime tous. Je vous présente mes plus sincères condoléances. Je prie que leurs âmes reposent en paix, que le paradis soit leur dernier demeure.

Kadri

« Toutes mes condoléances pour vos enfants, proches disparus trop tôt par la volonté de barbares. Je salut leur engagement, leurs valeurs et les porte pour toujours dans mon cœur et mes prières. Qu'ils reposent en paix »

« Mes condoléances les plus attristées à toutes les familles de mes consoeurs et confères qui viennent de perdre leur vie pour une cause noble ; celle de servir la communauté vulnérable. Que vos âmes reposent en paix et que le terre vous soit douce. »

« Mes condoléances à toutes les familles qui ont perdu leurs et à nos collègues car nous faisons tous partie de la même famille ACTED. Je salut leur dévouement et engagement dans le travail humanitaire à côté des vulnérables. Que leurs âmes reposent en paix. »

Marivane

Responsable de projet WASH et Protection  
Province du Bas Uélé

Mes sincères condoléances !

Léo, Myriam, Stella, Nadifa, Antonin, Charlène, que vos âmes respectives reposent en paix.

Il y a quelque chose de plus fort que la mort, c'est la présence des absents dans la mémoire des vivants.

La meilleure façon de vous rendre hommage, c'est de continuer le travail dont vous êtes engagés (à savoir l'aide aux vulnérables)

Affectueusement

Alphonse

Cette tragédie survient au moment où les populations du Niger ont le plus besoin d'assistance pour faire face aux multiples défis imposés par le terrorisme et qui, malheureusement n'épargne personne.

Nos pensées vont d'abord aux familles des victimes, à nous qui travaillons ensemble et à toute la communauté humanitaire.

Trouvez ici l'expression de notre plus grand désarroi face à cette tragédie.

De tout cœur ensemble !!!

ABOUBACAR

C'est avec une profonde émotion que je rends hommage à la mémoire de nos collègues assassinés de façon barbare, notre organisation a été décapitée à travers cette jeune équipe dynamique qui vient d'être recrutée, nos pensées aux familles durement éprouvée nous présentons nos condoléances les plus plus attristées.

Amadou chauffeur.

Malgré la douleur on continue l'œuvre de nos frères et soeurs. Merci pour nous avoir transmis votre force et votre conviction lors des échanges professionnels et lors de la manière occasion au quotidien.

On compte sur vous pour nous soutenir de si vous êtes. Force et courage à ceux qui vous avez perdus. T.

Myriam, Nadifa, Antonin, Léo et vos Amis?  
Je voulais vous faire partie de la même équipe  
que vous (encore ACTED n'est pas le nom) là où vous êtes  
pour toujours actuellement; jeun implore paradis en enfer  
bien que je sais que vous êtes au Paradis

Si je ressens encore l'air de cette terre infectée des méchants,  
c'est juste pour que le sort/destin m'a pas reçu l'ordre de nous  
amener ensemble ce Dimanche 04 Août 2020.

Et, je réalise que cela n'est ni une chance, ni un privilège le fait  
survivre.

Prépare mon induction.

Ton compagnon et ami Sidiq.  
Sadiq Salasam

Greetings,

Please forward the condolence letter below to the families and friends of the fallen victims in Niger  
"My heart goes out to you during this incredibly difficult time. this tragic incident came as a great  
shock to us. We will continue praying for you from our hearts

and please accept our deepest condolences over your loss. may he/she continue to rest with the  
Lord. Please Be strong."

Regards,

Dalya

Senior HR/Admin Officer – Mosul, Iraq

Dear all,

With sadness we have received the news from Niger about our colleagues.

Through this letter please share our solidarity with their families and let them know that we  
will continue the path started by Antonin, Boubacar, Charline, Léo, Myriam, Nadifa and Stella  
, guided by their light to help and assist the most needed around the world]

May them rest in peace with God blessings.

Our condolences for their families from Lebanon and Iraq.

Sincerely,  
Cristina

Assessment Officer in Iraq

S'il y avait un peu plus d'Antonin, Boubacar, Charline, Léo, Myriam, Nadifa et Stella sur cette planète,  
le monde se porterai bien mieux ...

Immense perte pour notre ONG, pour le Niger, pour l'Humanité.

Qu'ils puissent reposer en Paix.

Toutes mes condoléances et mes pensées aux familles, amis, collègues, de France, du Niger et  
d'ailleurs.

On est ensemble

Guilhem

Je vais continuer notre combat et je sais que tu continueras de m'accompagner quotidiennement. Je  
te porte dans mon cœur et je t'assure que nous allons continuer de nous battre pour contribuer aux  
changements que tu aurais aimé voir dans le monde.

Toutes mes pensées de soutien vont à ta famille, à tes amis, et à nos collègues.

Adrien

Area Logistics Officer - Tel Afar, Nineveh, IRAQ

Pour votre mémoire, nous ne cesserons  
jamais de défendre tout ce qui est  
juste: l'humanité.

Reposez en paix. Zouher.

De : Poc3 COMMOOFFICER

It is really a traumatizing situation, what can we do as humanitarian workers, let's take courage and  
continue supporting most innocent and vulnerable population.

God take and God give

Pourtant leur mort m'a bouleversé, et m'accompagne tous les jours depuis.

Moi aussi j'ai rempli des papiers 2 jours à l'avance pour pouvoir changer d'air, quelques heures. Moi  
aussi j'ai été dans cette voiture avec mes collègues, trop heureuse de cette sortie exceptionnelle,  
tant attendue. Moi aussi je me suis vue à leur place ce jour-là.

Je ne crois pas qu'il y ait de mots suffisamment justes pour verbaliser le sentiment d'injustice que  
leur mort m'inspire.

Alors, telle une goutte de pluie dans l'océan, j'allie ma douleur à la vôtre. =)

Léna

T&C Officer

Mes sincères condoléances!

Léo, Myriam, stella, Antonin, Nadifa, Charline, que  
vos âmes reposent dans la paix du Seigneur.  
C'est dans la marche sur le dernier kilomètre  
de l'aide humanitaire que cette séparation  
est survenue. Une chose reste certaine quand  
quelqu'un qui on aime devient un souvenir,  
le souvenir à son tour devient un trésor.

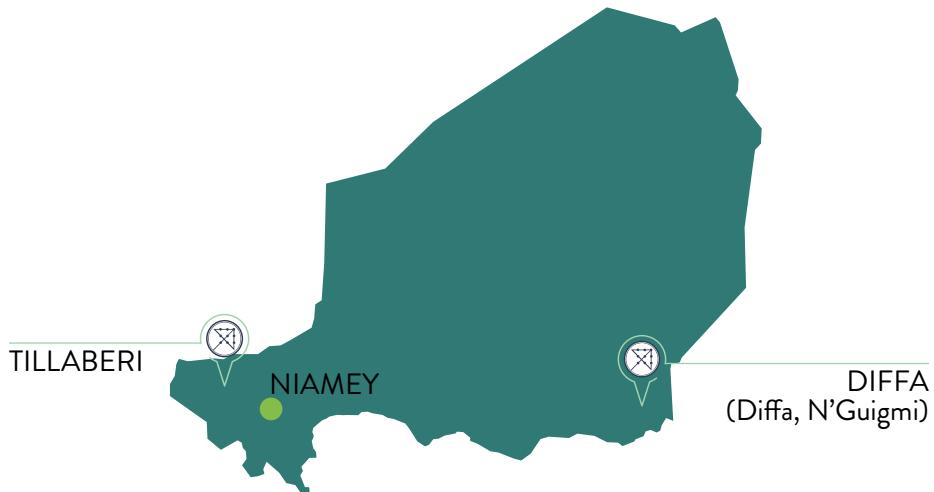
Mes hommages

Ali



# NIGER

In 2020, despite the tragedy, ACTED continued to support more than 360,000 crisis-affected people across the country.



Since 2011, ACTED Niger has been working closely with vulnerable populations to respond to the challenges of climate change, population displacements and other crises affecting the people of Niger.

## OUR ACTION IN 2020

In 2020, ACTED launched two joint initiatives in partnership with IMPACT, including the AGORA initiative (see also pp.30-31), which follows a participatory approach in which local actors and people affected by crises are at the heart of the process of identifying and prioritizing humanitarian needs. City-wide consultations provided the basis for interventions to improve the services available. AGORA is currently active in 9 crisis-affected communities in Niger.

Together with three other NGO partners of the Rapid Response Mechanism (RRM), ACTED responded to the needs of people affected by displacement by distributing emergency shelters and

essential household items to the most vulnerable. The RRM also provided assistance for food security, access to drinking water and sanitation facilities.

Finally, ACTED implemented long-term resilience projects in crisis-affected regions to support agricultural and pastoral production, employment of vulnerable people and youth, and vocational training.



363,374 beneficiaries



€15,520,314 budget



16 projects



162 staff



16 donors & partner NGOs



7 partners

## **Food distributions and cash transfers to support the most vulnerable in the face of food insecurity, while tackling the impacts of the Covid-19 pandemic**

During the lean season, when food stocks are depleted, thousands of people are faced with food insecurity. In 2020, the number of food insecure people increased drastically as compared with the previous year, due to insecurity and the impacts of the Covid-19 pandemic.

In response to the food crisis, ACTED distributed cash and vouchers to close to 15,000 vulnerable people in the Tillaberi region, and organised food fairs to ensure the availability of food when markets are not or not easily accessible. To prevent malnutrition, ACTED organised awareness-raising sessions to train on best nutritional practices, and distributed malnutrition screening equipment to vulnerable families to anticipate the identification of cases and facilitate their management.

ACTED supported close to 11,000 people with food assistance, distributing monthly food baskets to 1,100 families, and supplementary food rations of super cereals to 900 children aged 6 to 23 months.

These vital interventions allowed the most vulnerable to meet their family's most basic needs.

ACTED Niger adapted its activities to respond to the Covid-19 pandemic, while ensuring the continuity of vital interventions. ACTED maintained its emergency activities with modalities adapted to the context. In particular, ACTED provided more than 1,000 Covid kits which allowed more than 8,200 people to better protect

themselves from the virus, and installed 45 hand washing devices to support health services. Finally, the teams also supported the most vulnerable affected by the pandemic with income generating activities.

## **2020 ACHIEVEMENTS**



IN 2020,  
**ACTED SUPPORTED 343,301**  
DISASTER AND/OR CRISIS-  
AFFECTED PEOPLE WITH  
ASSISTANCE COVERING THEIR  
BASIC NEEDS

**53,605** PEOPLE LIVE IN  
ADEQUATE SHELTER AND/  
OR ADEQUATE HOUSING  
AS A RESULT OF ACTED'S  
INTERVENTION

**91,560** PEOPLE BENEFITED  
FROM WATER, HYGIENE AND  
SANITATION ACTIVITIES

**9,823** PEOPLE RECEIVED  
EMERGENCY FOOD RATIONS

**144,871** PEOPLE HAVE  
ACQUIRED OR RECOVERED  
ACCESS TO BASIC SERVICES

**2,527** WATER, HYGIENE AND  
SANITATION FACILITIES BUILT  
OR RESTORED

**3** GOVERNMENTAL UNITS  
SUPPORTED TO ENABLE  
PARTICIPATION OF CIVIL  
SOCIETY IN PLANNING AND  
MANAGEMENT OF PUBLIC  
SERVICE



# ABOUT ACTED

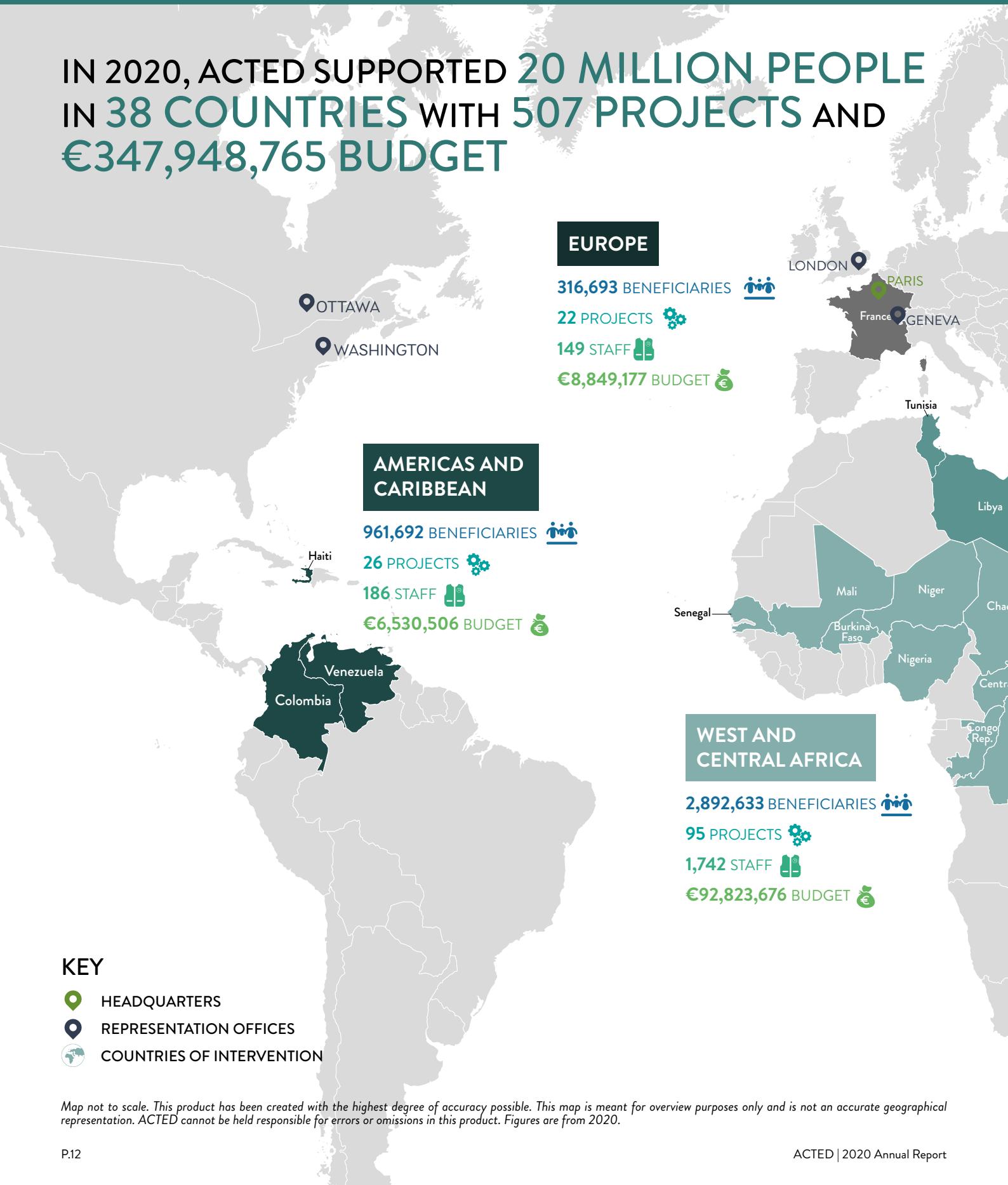
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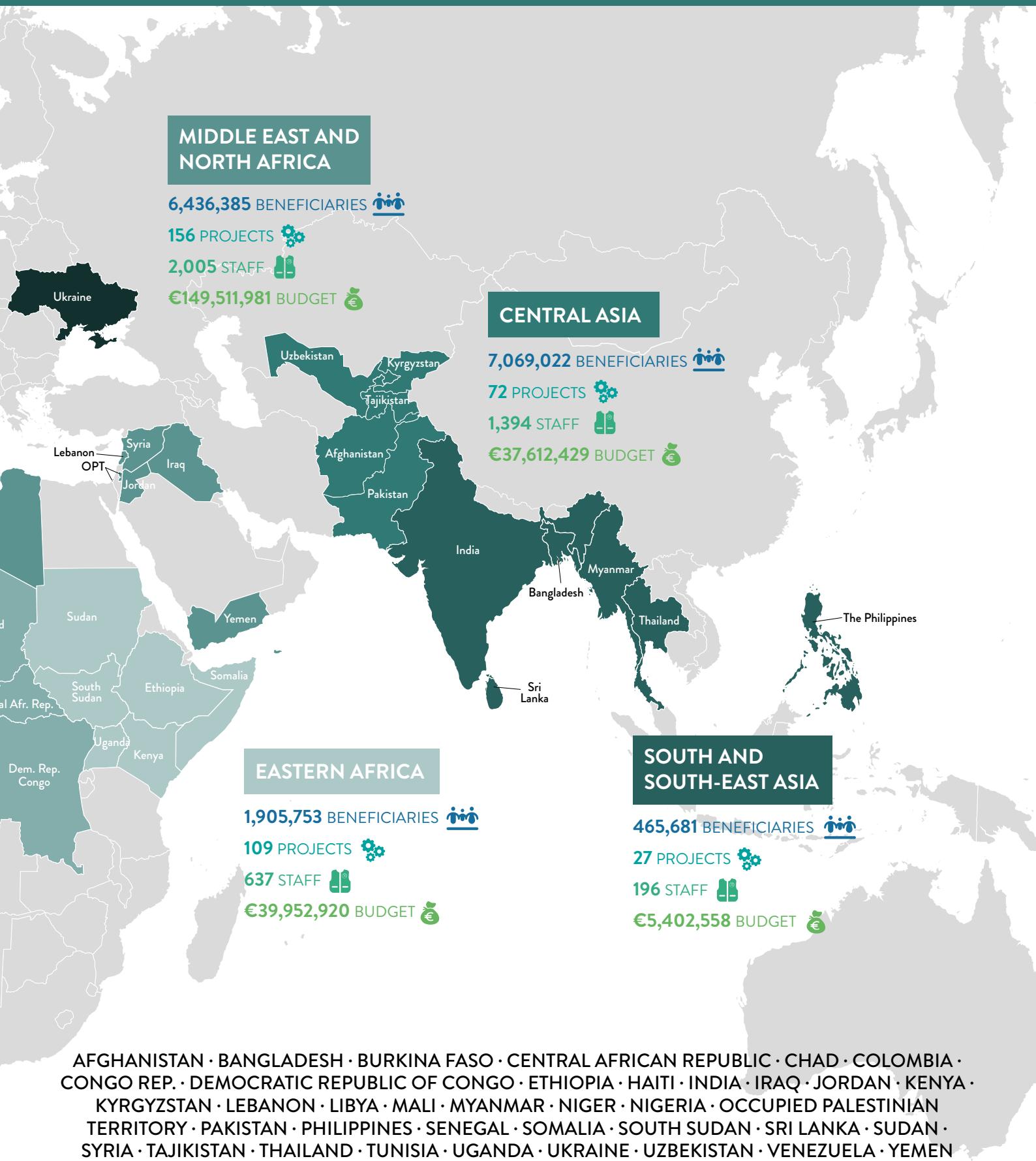
*Infrastructure construction and rehabilitation, like this bridge built by ACTED, facilitate access to markets, health and training centres - South Sudan. Photo: ACTED.*

# OUR REACH AND SCALE IN 2020

IN 2020, ACTED SUPPORTED 20 MILLION PEOPLE IN 38 COUNTRIES WITH 507 PROJECTS AND €347,948,765 BUDGET



Map not to scale. This product has been created with the highest degree of accuracy possible. This map is meant for overview purposes only and is not an accurate geographical representation. ACTED cannot be held responsible for errors or omissions in this product. Figures are from 2020.



# OUR MISSION AND VISION

**With a 27 years history of going the last mile to support the most vulnerable worldwide, ACTED is an international non-governmental organisation implementing emergency, rehabilitation and development projects in 38 of some of the world's most vulnerable countries affected by conflicts, disasters or socio-economic hardship. Independent, private and not for profit, ACTED respects a strict political and religious impartiality.**

## Our vision

ACTED's vision is a 3Zero world:

Zero Exclusion... because nobody should be left behind;

Zero Carbon... because we only have one planet;

Zero Poverty... because poverty should not hold back potential.

***"We need to think local and act global to achieve greater impact for a 3Zero world,"***

## What we do

We go the last mile. ACTED's mission is to save lives and support people in meeting their needs in hard-to-reach areas through programmes and approaches that look beyond the immediate emergency towards opportunities for longer term livelihood reconstruction and sustainable development.

## Our approach

Founded in Afghanistan against the backdrop of a forgotten crisis, ACTED pursues a dual mandate of emergency response and development interventions. We promote the relief, stabilisation and recovery of crisis-affected people in fragile areas by putting local territories at the centre, supported and guided by local knowledge, structures and capacities. We provide tailored support to local needs by breaking down silos through an area-based approach and the complementary use of different aid instruments.

By acting and advocating for a Zero Exclusion, Zero Carbon, Zero Poverty world, ACTED contributes to reaching the Global Goals, driving for an integrated, decompartmentalized approach to humanitarian action, for co-construction and global partnerships towards the sustainable development of territories to achieve greater impact.



Intervention in IDP camps - Yemen. Photo: ACTED.



# Our Values and Principles

Our work is guided by 4 core values:

**Responsibility:** we ensure the efficient and responsible delivery of humanitarian aid with the means and the resources that have been entrusted to us. To fulfil this responsibility, we, as an organisation and as individuals, commit to being accountable, transparent and compliant towards beneficiaries, communities, as well as towards donors, partners and stakeholders.

**Impact:** we are committed to having the most sustainable impact for the communities and the people with whom we engage. All our actions aim to have impact which improves the living conditions of the people, contributing to reaching dignity every human being is entitled to.

**Enterprising-spirit:** we are enterprising and engage in our work with a spirit that creates value and overcomes challenges. Providing effective and timely humanitarian aid which has an impact also comes with being enterprising professionals, applying the highest standards, choosing to be flexible, reactive, daring, forward looking, pro-active, creative and innovative.

**Inspiration:** we strive to inspire and be inspired by all those around us to through our vision, values, approaches, choices, practice, actions and advocacy. We look for inspiration in our team, partners and the world around us, and seek to inspire those we have contact with.

In line with its core values, ACTED adheres to the following 8 principles:

**Independence:** We act in accordance with our own principles. Our actions are in no way influenced by political entities or the internal or foreign policy of a particular government.

**Impartiality:** We operate with strict respect of political and religious neutrality and impartiality.

**Non-discrimination:** We do not accept any form of discrimination based on race, gender, age, sexuality, disability, culture, ethnicity, religion, nationality or beliefs.

**Free and direct access to victims:** We base our operations on the need for free access to victims and full autonomy in our projects. We strive to obtain all the necessary means to reach this goal. We manage the distribution of our resources directly through our partners in order to ensure that they reach the most populations targeted.

**Ethics:** We base our action on legal and fair practices that follow as ethical principles, including the non-exploitation of children and the respect of key social rights.

**Professionalism:** We base our conceptualisation, implementation, management and evaluation of programmes on high standards of professionalism, and capitalises on our experience in order to maximize efficiency and resources.

**Anti-corruption:** We refuse to directly or indirectly support fraudulent actions and undertake to minimize risks of corruption in the implementation of our activities.

**Transparency and accountability:** We commit to be fully accountable and transparent towards our beneficiaries, partners and financials donors, by providing access to information regarding the allocation and management of funds. We undertake to have in hand all necessary tools to ensure the correct management and operations.

ACTED is a signatory of the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organisations in Disaster Relief.

# ACTED Global Governance Structure

**ACTED governance comprises of two main governance levels: the associative governance and the organisational & operational governance.**

**The associative governance is composed of the following bodies:**

## **The General Assembly (GA)**

The General Assembly is the governing body of ACTED. The members of the association meet once a year for a General Assembly and whenever required for an extraordinary General Assembly (GA). The Ordinary and the Extraordinary GA have eight core responsibilities: a) to endorse the Moral Report, b) to endorse the financial statements, annual accounts, statutory auditor's report & allocate incomes, c) to elect the members of the Board of Directors, d) to review the strategic plan and main strategic organisational developments, e) to amend the organisation articles if required, f) to dissolve the organisation endorse ant merger /conversion of the organisation, g) to approve any exceptional financial decision heavily impacting on the organisation's finances notably purchasing real estate as well as issuing bonds.

## **The Board of Directors (BoD)**

The BoD is elected by the General Assembly and is in charge of defining the general content of the policies and overall strategy of the organisation. This BoD meets four times a year and has 5 core responsibilities: a) to oversee the strategic plan and main strategic development directions of the organisation, b) to endorse the organisational ethics, policies and code of conduct, c) to endorse the anticipated budget for the year N-1, the forecast budget for the Year N, and the closing of annual accounts, d) to endorse the operational scope and notably the country missions to be opened or closed and e) to oversee the overall legal compliance at large of the organisation at HQ level as well as at country level.

## **The Bureau of the Board of Directors ("The Bureau")**

The "Bureau" is an offspring of the Board

of Directors that oversees the day-to-day management of the organisation and key organisational risks. The Bureau of the BOD meets at least 10 times a year and has five core responsibilities: a) to follow up, assess and review risks on a monthly basis and notably 9 key categories of organisational risks (operational risks; reputational risks; financial sustainability & fundraising risks; strategic and positioning risks; safety and security risks; transparency risks; information security risks; compliance risks and legal risks) b) to endorse key decisions linked to the organisational risks, c) to take administrative decisions linked to countries of operation if required, d) to pre-review policies and the code of conduct and e) to review membership and endorse decisions relating to members.

***The Committees of the Board of Directors are in charge of the follow up of specific risks and reports once a year to the board:***

### **Risk & Audit Committee**

This committee is overseeing ACTED's key organisational and operational risk management practices, ACTED's internal audit functions, ACTED's internal control mechanisms and ACTED's external audit results. It conducts a yearly risks analysis and proposes a list of priorities to be developed for the coming year which is presented during a BoD meeting.

### **Security and Safety Committee**

This committee is overseeing the analysis of risks to safety and security within the organisation. This committee conducts a yearly review of security and safety risks and proposes a list of priorities to be developed for the coming year which is presented during a BoD meeting.

### **Remuneration Committee**

This committee is overseeing ACTED's compensation strategy. This committee validates the compensation of the upper management and the global salary grid for the year to come.

### **The Safeguarding and Adherence to the Code of Conduct Committee**

This committee is responsible for ensuring

that ACTED's Code of conduct and safeguarding policies are adhered to and respected.

***The organisational & operational governance is composed of the following 4 bodies:***

### **The Executive Committee (ExCom)**

The ExCom is led by the CEO who has delegated authority from the President of ACTED and is composed of the CEO and the Vice CEOs of ACTED. It is the strategic upper management of the organisation and the key decision-making body with regards to ACTED's strategy development, positioning, alignment and risk management.

### **The Directors' Committee (DirCom)**

The DirCom is composed of ACTED HQ Directors and Vice CEOs. It is the upper management of the organisation with regards to operational management. The DirCom has five (5) core responsibilities: a) to contribute to the development and review of ACTED processes and procedures, b) to deploy global organisational changes across department, c) to enforce ACTED's internal control mechanisms, d) to collectively troubleshoot operational risks at country level, e) to ensure efficient cross-departmental information-sharing and communication.

### **The Operational Risk Committee (ORC)**

The ORC is composed of HQ directors and is in charge of reviewing operational risks (related to programmes, finance, logistics, HR, audit, security and legal affairs) in all ACTED countries of operation. It is an early warning and rapid response mechanism that allows ACTED HQ Directors to take relevant actions and to closely monitor the situation in each country missions until the problems are resolved and the situation has improved.

### **The Management Forum (MF)**

The Management Forum is composed of all the upper management of the organisation: the Excom, the DirCom, Country Directors & representatives. It supports the implementation and operationalisation of ACTED's global Strategic Plan, facilitates internal communication and experience-sharing between country missions and to contribute to ACTED's external representation.

# Code of Conduct and Policies



ACTED is governed by a set of 8 global policies that are regularly revised and reinforced:

## Anti-Fraud, Bribery and Corruption Policy

ACTED has a no tolerance approach towards corruption and is committed to respecting the highest standards in terms of efficiency, responsibility and transparency in its activities.

## Conflict of Interest Prevention Policy

To ensure the most efficient, responsible and transparent delivery of aid, ACTED, its staff and partners commit to preventing their private interests conflicting with their duties.

## Anti-Terrorism and Anti-Money Laundering Policy

Never knowingly support, tolerate or encourage terrorism, the activities of those who embrace terrorism and anti-money laundering activities.

## Child Protection Policy

Statement of intent demonstrating ACTED's commitment to safeguarding children from harm within internal procedure, throughout all activities.

## Policy against Sexual Exploitation and Abuse

ACTED adopts a zero tolerance approach towards sexual exploitation and abuse, and is thus committed to their prevention both within the organisation and within the framework of its programmes and beneficiary populations.

## Grievance Policy

A framework for professional grievances raised by staff through internal dedicated channels of reporting, and a proper response mechanism and follow-up.

## Data Protection Policy

To ensure the protection and confidentiality of personal and sensitive data.

## Environmental Safeguarding Policy

ACTED is committed to the promotion of a 3Zero world: zero exclusion, zero carbon, zero poverty. In line with this, ACTED is committed to good environmental stewardship in its operations and in all of its humanitarian and development programming. ACTED commits to minimising the environmental impact of our operations.



# Accountability towards Communities

ACTED's accountability includes a confidential and secure **complaints and response mechanism (CRM)** for the participation of the communities we work with, and for our project teams to use feedback to improve our programming.



## 90,927

FEEDBACK & COMPLAINTS RECEIVED IN 2020 ACROSS 32 COUNTRIES OUT OF 20 MILLION BENEFICIARIES

## WHAT?

62% OF COMPLAINANTS WISH TO **BENEFIT FROM ACTED'S ASSISTANCE**, WHICH IS THE FIRST REASON WHY PEOPLE CONTACT ACTED THROUGH THE CRM

23,868 PEOPLE USED THE COMPLAINTS MECHANISMS TO **THANK ACTED**

## WHO?

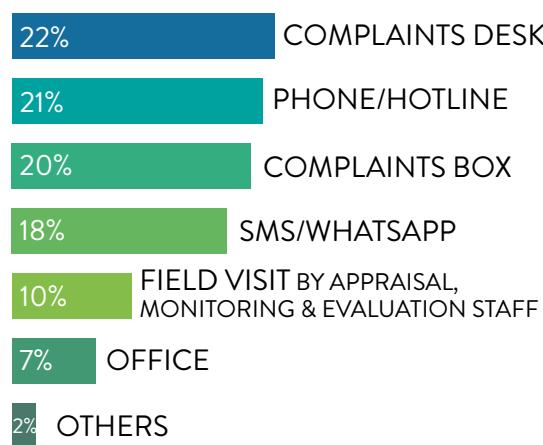


43% OF THE COMPLAINANTS ARE BENEFICIARIES

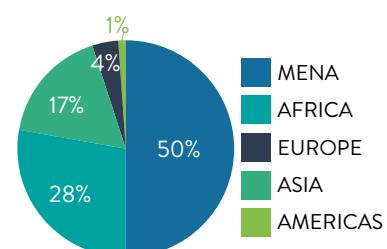
41% OF THE COMPLAINANTS ARE WOMEN



## HOW?



## WHERE?



80% OF THE CASES ARE ACTED-RELATED (ACTIVITIES, APPROACH, STAFF, PARTNERS, CONTRACTORS)

1.6% OF THE COMPLAINTS ARE SENSITIVE

# Transparency and Investigation

ACTED has a no tolerance approach towards corruption and is committed to respecting the highest standards in terms of **efficiency, responsibility and transparency** in its activities. A dedicated **transparency mechanism** has been set up to receive alerts on corruption and is managed confidentially by the ACTED Investigation Unit.



## HOW?

**26%** OF THE CASES ARE IDENTIFIED THROUGH INTERNAL CONTROL

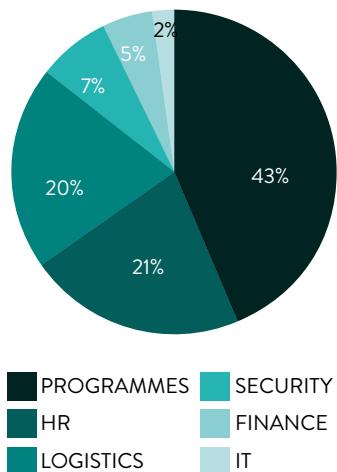
**74%** COMPLAINTS RECEIVED EXTERNALLY  
OF WHICH:

- 36% MONITORING
- 23% EMAIL
- 12% TRANSFER BY COUNTRY COORDINATION
- 2% OTHERS

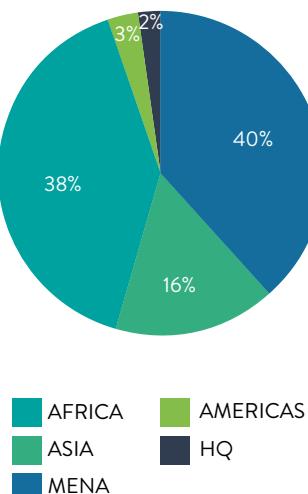


## WHAT?

% OF ALERTS & COMPLAINTS BY DEPARTMENT INVESTIGATED IN 2020



## WHERE?





# OUR PROGRAMMES

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FOCUS ON

# How ACTED responded to Covid-19

2020 was marked by the Covid-19 pandemic, an unprecedented challenge for countries all over the world. Due to the pandemic, a record 260 million people were in need of humanitarian assistance and protection – the highest in decades. In fragile countries, already shaken by conflict, dire humanitarian conditions, and weak economies, this new crisis posed an even larger threat. ACTED continued to deliver humanitarian assistance, while taking all necessary measures to protect those most in need from exposure to the virus. ACTED implemented more than 80 Covid-19 preparedness and prevention projects in 32 countries.

40% of the world's population lack basic hand washing facilities, putting them at immediate risk. ACTED delivered critical water and hygiene services to more than 5 million people to contain the spread of the virus. ACTED worked closely with hospitals and health centres to ensure they are equipped to tackle Covid-19, while organising information and awareness raising campaigns to ensure the understanding, ownership and transmission of key prevention measures. Their effective implementation on site also ensured the continuation of basic sanitation services in the most fragile countries.

Displaced populations living in camp and camp like settings are among the most vulnerable to the pandemic, as they face difficulty to access essential health and other services and are often facing higher protection risks. ACTED contributed to the maintenance of key infrastructure and to the planning and improvement of the sites to ensure a safe living environment for more than 1.3 million refugees and

IDPs in Bangladesh, Yemen, Syria, Iraq, Somalia, DRC, CAR, South Sudan, Nigeria and Burkina Faso, while ensuring they had access to key information about the virus.

***"We have not had enough money to buy soap and other sanitary items for a long time. This made me very worried when I heard about the Covid-19 virus. Several rumors were going on in camp and everyone was saying something different. I didn't know what to do, we live very close to each other so you can't keep distance to people. The items and information we got from ACTED was a big help. Now we can better protect ourselves and others from the virus,"***

Nabil, 41 years old

With heavy impacts on the economy, the pandemic led to critical shortages of essential goods and pushed the most vulnerable into greater food insecurity. Many of the world's poorest people have lost some or all of their income and are struggling to afford increasingly expensive essential items. To support them, ACTED distributed food and basic household items, and provided cash-based assistance. ACTED also worked with local micro, small and medium enterprises to help them meet local market needs, and supported vocational training and job creation. For example, in many countries such as Afghanistan, Nigeria and Thailand, ACTED supported masks production or provided training on soap and sanitizer manufacturing.



Haiti. Photo: ACTED.



### HAITI

ACTED trained over 400 community leaders and health practitioners to build a vast community surveillance and alert network to report suspected Covid-19 cases, as well as raise awareness on the importance of handwashing practices as a prevention measure. These activities reached more than 250,000 people.



### UKRAINE

ACTED worked closely with local authorities to support their Covid-19 response by establishing a hotline which anyone could call to get information about the virus. ACTED also took part in a massive communication effort on key prevention measures, including the production of 4 videos that reached 500,000 people.



### AFGHANISTAN

ACTED provided income generating opportunities for the most vulnerable and in particular women who lost their livelihoods because of the lockdown, by producing more than 2 million masks in its vocational training centres. These were distributed to front line government service providers, such as health centre personnel and vulnerable populations in crowded spaces.



### NIGERIA

ACTED supported vulnerable displaced populations in Stadium Camp, Maiduguri, through preparedness, mitigation and response efforts: the monitoring and maintenance of communal handwashing stations, camp-wide mass media hygiene campaigns, and the development of camp-level preparedness and response plans.



### OCCUPIED PALESTINIAN TERRITORY

In the heavily populated Gaza strip, ACTED provided over 7,000 non-food items (including mattresses, blankets, hygiene kits or clothing) to quarantine sites centres. This helped to improve hygiene conditions and ensured that people in the centres spent their quarantine in dignity.



### SRI LANKA

After the introduction of Covid-19 curfews, ACTED developed an online delivery platform to connect medium, small and micro enterprises with customers and deliver essential supplies. This helped them stay open, keep staff on the payroll and provide the population with essential supplies during the lockdown.

# The 2020-2025 Programmatic Strategy: Zero Exclusion, Zero Carbon, Zero Poverty

2020 marked the launch of ACTED's new Programmatic Strategy for the period 2020-2025: Zero Exclusion (because nobody should be left behind), Zero Carbon (because we only have one planet) and Zero Poverty (because poverty should not hold back potential). The 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs) establish the framework for ACTED's 3Zero strategy, recognizing that ending poverty and other deprivations must go hand-in-hand with strategies that reduce inequality and injustice and spur inclusive, low-carbon economic growth – all while tackling climate change and the deepening environmental crisis.

The 2020-2025 programmatic strategy draws on our technical expertise and organizational strength we have developed over the last 27 years.

It brings our country programmes together in one single and coherent strategy – speaking with one voice. It strengthens our effectiveness and relevance as a global civil society organisation that addresses the challenges of the 21st century. Climate change and environment have now become a fundamental pillar of our programmes. Our 3Zero strategy compels us to “walk the talk” on climate change and the global environmental crisis, take all necessary measures to reduce our climate and environmental footprint at both an organisational and operational level, and upscale our programming related to fighting climate change and preserving the environment. We will take our part into the collective responsibility by greening our operations to ensure that our work does not further contribute to deteriorating the environment people live in and rely on for their livelihoods, especially the most vulnerable, who have contributed the least to environmental degradation, deforestation, desertification and pollution, but are the hardest hit (see page 47).

The Humanitarian-Development-Nexus remains at the heart of ACTED's programmatic approach, reflecting and capitalizing on our expertise and know-how in the field. We believe that better development can reduce the need for emergency relief; better relief can contribute to development; and better rehabilitation can ease the transition between the two. Our approach ensures that humanitarian action and rehabilitation serve as a catalyst for inclusive and low-carbon growth, that we build upon the capacities of every human-being and develop human capital, and accelerate access of the most vulnerable to social and technological innovation.



Our 3Zero strategy is guided by the motto “Think Local – Act Global”, swimming against the prevailing beliefs of thinking global and acting local. However, when global ideas reach local ground, they remain global ideas, and sometimes very foreign ones, which may take over or eclipse local concepts. Occasionally, this approach can lead to overpowering what is local, instead of empowering it. We propose to turn the tables and work to “Think Locally, Act Globally” to empower local communities. Thinking locally and acting globally helps to ensure that adapted solutions, built on local ingenuity and innovations, are brought to the global stage. The 3Zero House (see page 39), one of several flagship initiatives at the core of our programmatic strategy, is specifically

designed to accelerate the innovations of local actors on a global scale. The 3Zero House aims at working with some of the most marginalized communities around the world; connecting them with resources and networks; allowing them to identify and promote localized solutions; building resilient and independent populations.

Finally, as part of our new strategy we are increasing our efforts to measure the long-term positive changes for individuals, communities, and society as a whole, that result from activities or services provided by ACTED. We have developed a set of 26 standard indicators with a focus on outcome and impact and aligned wherever possible with the SDGs.

***"Our approach and ambition: the nexus, from complex emergencies to a 3Zero world. To achieve this, we have to think local and act global. We want to foster an inclusive and low carbon growth; build upon the capacities of every human being and develop human capital; and accelerate access of the most vulnerable to social and technological innovation"***



## Access to Basic Services (pp. 30-31)

ACTED believes that equitable access to basic services such as drinking water, sanitation and hygiene facilities, essential health care, education, energy and social welfare schemes is key to successfully tackling poverty. ACTED's activities aim at improving quality and coverage of services offered by public, private or philanthropic actors to ensure they can meet basic needs of all population groups.

## Humanitarian Action (pp. 28-29)

In emergencies, ACTED responds to save lives, with special attention to the most vulnerable and marginalized and last mile delivery in hard-to-reach areas. ACTED's humanitarian action includes disaster preparedness and early action, emergency response, recovery, and encourages future resilience and equitable development.

## Inclusive Economic Opportunities (pp.32-33)

ACTED encourages inclusive economic growth that is distributed fairly across society and creates opportunities for all by ensuring individuals have adequate skills and capacities to access available livelihood opportunities, and that markets are able to offer decent employment or self-employment opportunities for unskilled, semi-skilled and skilled individuals, especially in sectors where the poor and most vulnerable work and in places where they live.



## Circular Economy (pp. 34-35)

ACTED supports individuals, government institutions, service providers, the private sector and social entrepreneurs to design out waste and pollution, keep products and materials in use as long as possible and regenerate natural systems. The actions minimize waste, pollution and carbon emissions and improve the productivity of resources, resulting in a reduction of the environmental impact of economic activity.

## Sustainable Infrastructure (pp. 36-37)

ACTED promotes the construction, rehabilitation or retrofitting of public infrastructure for production of green energy or for more efficient resource use and consumption. Such infrastructure can improve environmental conditions and therefore people's health and quality of life. It also supports a green economy, creates job opportunities and enhances biodiversity.

## **Peace, Stability and Justice (pp. 44-45)**

ACTED aims to prevent conflict, support post-conflict stabilisation and promote protective living environments by improving trust between and within communities, reducing risk of violence, preventing outbreak of conflict and promoting basic principles of the rule of law such as access to justice so that people are able to have their voices heard, exercise their rights, challenge discrimination or hold decision-makers accountable.

## **Strengthening Institutions and Civil Society (pp. 42-43)**

While empowering citizens to make demands and hold to account those who are meant to be responsible for delivering services and at the same time supporting local public institutions to provide better, more effective services to their constituents, ACTED specifically encourages different stakeholders – from groups of citizens, CSOs and private sector to governments – to work effectively together in co-constructing ways to act collectively in development processes.

## **Collaborative and Resilient Ecosystem Management (pp. 40-41)**

Human activities adversely affect ecosystem resilience such as reduction of biodiversity, exploitation of natural resources, pollution and land degradation. ACTED aims to ensure that ecosystems and natural resources are regenerated, consumed and protected in a more sustainable manner so that local populations can responsibly benefit from them to meet their needs while conserving the ecosystems for future generations.

## **Citizen-driven Climate Action (pp. 38-39)**

With our planet experiencing significant and accelerated climate change caused by greenhouse gases emitted by human activities, ACTED strives to embed climate consciousness in the DNA of all the stakeholders it works with and encourages greening personal lives by promoting lifestyle changes thus building momentum for systemic change to mitigate climate change and further environmental degradation.



A vegetable garden created within ACTED's agriculture and food security intervention - South Sudan. Photo: ACTED.

# Humanitarian Action

**ACTED scaled up its humanitarian operations in 2020 to respond to conflicts, weather events and natural disasters, and the Covid-19 pandemic.**

2020 saw the highest record in decades of 260 million people in need of humanitarian assistance and protection, driven by Covid-19 (see also page 22-23).

Violent conflicts continued to cause death and destruction, displacements, widespread hunger and political and socioeconomic crises. ACTED supported more than 1.3 million refugees and IDPs in displacement sites in Bangladesh, Yemen, Syria, Iraq, Somalia, DRC, South Sudan, CAR, Nigeria and Burkina Faso through provision of CCCM activities to ensure equitable access to basic services and protection. This improved their quality of life and dignity during displacement, while seeking and advocating for durable solutions.

Hunger has been on the rise in 2020 with conflict and pandemic-related movement restrictions severely disrupting supply chains, with knock-on effects on livelihoods that increased food insecurity. ACTED provided more than 1.1 million people with food assistance and more than 1.3 million people with cash-based transfers in 30 countries.

ACTED responded to 13 climate-related disasters including floods, typhoons, extreme cold weather and droughts, in countries where the climate emergency tally is a continuing upward trend over the past years. For

example, ACTED has been a leading actor on the desert locust response in the Horn of Africa, establishing and coordinating the Regional Desert Locust Alliance (RDLA) which brings together 60 national and international NGOs. The Alliance supported 13 million people with livelihood and food security assistance. In India, ACTED provided food, shelter and hygiene kits to 20,000 people affected by tropical cyclone Amphan, the strongest ever recorded in the Bay of Bengal.

In 2020, ACTED maintained its humanitarian footprint in the world's worst humanitarian crises: In Yemen, Syria, the DRC, CAR, Nigeria, Afghanistan, Somalia and South Sudan, ACTED ensured the delivery of life-saving aid in country, supporting 12 million of the most vulnerable while promoting the transition to recovery, resilience-building and self-reliance.

In the Sahel and the Lake Chad Basin, where displacement has dramatically increased and hunger has reached critical levels, ACTED has been a leading actor using the Rapid Response Mechanism (RRM), a tool to monitor humanitarian action, carry out multisector assessments, and conduct essential household items distributions, shelter and WASH interventions. A total of 1.7 million people were supported by ACTED in Mali, Burkina Faso, Niger, Nigeria and Chad.



**8,646,005 DISASTER OR CRISIS-AFFECTED PEOPLE RECEIVED ASSISTANCE TO COVER THEIR BASIC NEEDS**

**477,057 PEOPLE PROVIDED WITH ADEQUATE SHELTER AND/OR HOUSING**

**5,708,686 PEOPLE BENEFITTED FROM WATER, HYGIENE AND SANITATION ACTIVITIES**

**21,796 WATER, HYGIENE AND SANITATION FACILITIES RESTORED**

**1,150,435 PROVIDED WITH EMERGENCY FOOD RATIONS**

**1,341,291 DISPLACED PEOPLE SUPPORTED IN 526 DISPLACEMENT SITES WITH CAMP COORDINATION AND CAMP MANAGEMENT SERVICES**

**€53,298,704 IN CASH AND VOUCHERS DISTRIBUTED TO 1,381,664 PEOPLE TO MEET THEIR BASIC NEEDS**



## Greater flexibility for efficient and long-term response to displacement

In 2020, ACTED embarked with ECHO – the European Commission's Civil Protection and Humanitarian Aid Operations department – on a 3-year Programmatic Partnership (PP).

The partnership aims at supporting displaced populations in Syria, Iraq, the Central African Republic, the Democratic Republic of Congo, South Sudan, Somalia, Burkina Faso and Nigeria, eight countries that are experiencing some of the longest and most dramatic humanitarian crises in the world, and where conflict, locust invasions, droughts and floods worsened by climate change as well as epidemics have contributed to mass displacements and loss of livelihoods.

Displaced populations are among the most exposed to Covid-19 due to their living conditions, often in substandard and densely populated settlements, and lack of access to basic services. This intervention provides vital assistance such as water and food, hygiene items and a shelter to more than 1 million people who have lost everything, and enables them to

reconnect to a better life and find durable solutions to emerge from the crisis.

The programme allows a flexible and long-term response to address the needs of displaced populations. The multi-annual versus the usual annual financing modality ensures greater funding predictability and a more efficient response, by allowing to implement a "phased approach". During phase 1 (set-up phase), we carry out household registration, site planning/layout, site maintenance and improvements, and support governance structures, community groups, and complaints and feedback mechanisms; in phase 2 (reinforce phase), we strengthen local authorities' and partners' service provision capacity and scale down site maintenance support, while scaling up community ownership; phase 3 links affected communities with development actors, focusing on training, mentoring and shadowing local authorities or local partners to ensure handover of activities.

This crucial programme came at a time the number of displaced people is the highest ever, with 70.8 million displaced worldwide, 85% of whom are hosted by developing countries.

Kennedy,  
Communications  
and Community  
Engagement  
Officer in  
Maiduguri,  
Nigeria



ACTED's Camp Coordination and Camp Management activities allow for multisectoral life-saving interventions to support conflict-affected displaced populations in Northern Nigeria. As part of the ACTED-ECHO PP, my role was to contribute to circulate critical information as quickly and effectively as possible to manage the influx of new arrivals in IDP camps. For instance, we produced key audio messages with our community leaders and disseminated them through radio listening groups, thus contributing to building more resilient community structures for over 34,300 displaced people.

# Access to Basic Services

**Facilitating or improving access to basic services for vulnerable populations was among the top three programmatic areas of ACTED, with 76 projects implemented throughout 2020.**

Large segments of the world population still lack access to basic services such as access to drinking water, sanitation facilities, essential health services and education, because they live in places that are historically underserved, too geographically isolated, and economically marginal. Poor access to services is also a key dimension of poverty.

In Libya, ACTED refurbished health facilities and provided medical equipment, built the capacity of service providers and local stakeholders' medical personnel in efficient and inclusive management, operation and maintenance of the upgraded facilities and raised the awareness of the population in access to basic health care services. In the occupied Palestinian Territory, ACTED rehabilitated seven health care facilities, improved water and sanitation equipment, and trained personnel on operation and maintenance in order to mitigate the effects of the COVID-19 pandemic. In Lebanon, ACTED supported social development centers and community based organizations to roll out non-clinical mental health support programs for adults in distress to enable them to cope with stress and trauma from the economic crisis, the pandemic and the Beirut explosion. In the crisis-affected Koro region of Mali, ACTED worked with health care

personnel and community leaders to identify cases of Severe Acute Malnutrition (SAM) among children, set-up referral mechanisms and provided support to health centers in the treatment of SAM cases.

Given the large scale number of out-of-school girls in Pakistan, ACTED implemented an education project which enhanced simultaneously access to and quality of schooling, while addressing socio-cultural, family/ community and system barriers for girls' education. ACTED facilitated Accelerated Learning Programmes (ALP), literacy, numeracy and life skills training for 4,400 girls who have never been to school and 1,100 girls who dropped out. In Uzbekistan, ACTED constructed and rehabilitated preschool kitchens and WASH infrastructures in 35 schools in order to increase enrollment, foster food security for 3-6 years old schoolchildren and promote hygiene best practices. In Afghanistan, ACTED built or rehabilitated 57 schools, trained more than 1,100 teachers and supported over 21,000 students with community-based education or the Accelerated Learning Programme (ALP).

In Ukraine, Niger and the Central African Republic, ACTED implemented three large scale AGORA projects (see box on right).

These projects promote access to and delivery of basic services in fragile, crisis-affected areas by using settlements as the territorial unit for the planning, coordination and provision of basic services. In addition, these projects provide technical assistance to local authorities to better deliver quality services. Over 220,000 people benefitted from improved service provision notably in the sectors of water and sanitation, education, health, food security, economic recovery and the environment.



**THANKS TO OUR OPERATIONS,**

**3,574,635 PEOPLE ACQUIRED OR RECOVERED ACCESS TO BASIC SERVICES**

**291,967 PEOPLE ARE SATISFIED WITH THEIR EXPERIENCE OF BASIC SERVICE PROVISION**

The AGORA approach,  
a flagship programme  
of ACTED

## AGORA

AGORA is a multi-stakeholder initiative that promotes the relief, stabilization and recovery of crisis affected people in fragile areas by putting local territories at the center, supported and guided by local knowledge, structures and capacities. It does so in three ways: using settlements as the territorial unit for the planning, coordination and provision of assistance; ensuring that this planning, coordination and assistance is guided and supports local knowledge, structures and capacity; and developing synergies between local and exogenous aid stakeholders. It aims to provide support tailored to local needs that transcends the humanitarian – development – peace – divide (nexus) by breaking down silos through its territorial approach. AGORA builds on the SDG's commitment to 'leave no one behind' and the outcome of the World Humanitarian Summit and the ensuing Grand Bargain commitments that call for a new way of working, and draws on the experience of humanitarian action, recovery and state/peace-building efforts in fragile or conflict affected contexts over the last decades.

# Renovations to hurricane-damaged St-Antoine hospital enhance access to health care services for thousands of Haitians



One of the medical units rehabilitated by ACTED - Haiti. Photo: ©GaelleLetillyAFD.

**"The rehabilitation of this provincial hospital and the provision of renewable energy are a major step forward in a country where access to healthcare remains very limited" - Marion, Country**

**Director, ACTED Haiti**

In October 2016, Hurricane Matthew caused significant damage on Saint-Antoine Hospital in Jérémie (Grand'Anse), devastating many of its buildings, including the internal medicine and radiology departments, and destroying a significant supply of equipment. Overall, the hurricane destroyed over 70% of the city's buildings.

ACTED, in close collaboration with the

Ministry of Health and Population, the Departmental Directorate of Health and the Hospital's Direction, identified key health services for rehabilitation and re-supply to ensure continuity of care for the patients. ACTED rehabilitated the administrative building, the internal medicine building, the adult as well as the pediatric surgery areas and delivered key biomedical equipment to the hospital. In addition, ACTED equipped the hospital with a large photovoltaic system, consisting of more than 75 solar panels, and trained technicians to pilot and maintain the system. Today, the hospital is almost self-sufficient in energy, relying mostly on renewable sources.

The Saint-Antoine Hospital of Jérémie remains the reference health structure in the department of Grand'Anse with more than 150 beds available and serving the entire population of Jérémie and its surroundings (almost 150,000 people).

# Inclusive Economic Opportunities

**In 2020 ACTED worked closely together with private sector actors, vulnerable employees and job seekers, and governments to enable them to cope with economic development and inclusion challenges.**

On top of pre-existing issues of market inefficiencies, labor force mismatches, and income inequality, Covid-19 has had a devastating effect on economies and livelihoods, in particular for the most vulnerable. Business closures, staff layoffs, and lack of investment will have a lasting effect on economic opportunities, with populations of countries already struggling with economic crises even more severely affected and many falling into extreme poverty.

Throughout 2020, ACTED maintained a significant focus on agricultural livelihoods as an essential source of income and food security, notably through technical training on production, harvesting or livestock rearing techniques, as well as through promoting access to markets and to finance to both farmers and other agricultural value chain actors in 15 countries. In South Sudan, Central African Republic, Syria and Lebanon, ACTED worked to boost local production and strengthen value chains through investments in infrastructure, production and agri-food businesses, including cooperatives, to commercialize agricultural production and ultimately increase the local availability and affordability of food.

In order to enable new and existing businesses to grow or become more

resilient, ACTED provided business development services, access to finance or direct material support, and labor subsidies in Jordan, Lebanon, Sri Lanka, Kyrgyzstan, South Sudan, Tunisia, Uzbekistan and Tajikistan. In response to changing market dynamics during the pandemic, ACTED supported enterprises to rapidly shift their operational models to navigate the evolving context. For example, ACTED facilitated market linkages for enterprises in Lebanon via a digital portal and delivery service to ensure they could continue to generate income during shop closures. Given the importance of involving local businesses in addressing the most pressing social, environmental and economic challenges, ACTED also focused on supporting social enterprise development. In Jordan, ACTED worked closely to expand social enterprises which provide services or products for migrants, refugees and marginalized populations.

ACTED also worked on strengthening the employability of the labor force by ensuring that marginalized and vulnerable groups have access to relevant market-based skills, ranging from essential basic skills, such as digital and financial literacy training, to more advanced vocational and technical skills, in collaboration with local technical institutes in Central

African Republic, Niger, occupied Palestinian Territory, Iraq, Jordan, Lebanon, Ukraine, Afghanistan, Pakistan, Uzbekistan, Thailand and Myanmar.

In an effort to tackle ever-increasing income inequality, ACTED focused specifically on fostering economic opportunities and labor market insertion for marginalized populations, in particular women and youth, notably by improving workplace conditions and offering opportunities to realize entrepreneurial business ideas. In the occupied Palestinian Territory, ACTED supported youth in developing digital skills to enter an increasingly digitized economy. In Ukraine, ACTED supported women to access employment in the Information and Technology, and in the Sciences, Technology, Engineering and Mathematics sectors, while accounting for childcare needs. In Uzbekistan, ACTED supported women who are at risk or survivors of violence to access safe shelters and specialist consultations before participating in a reintegration programme where they receive small grants and coaching/mentoring to develop their own business activity.

**"Thanks to this project, my life has improved significantly. I now gain more money which, as the head of my household, allows me to better support my family. It also opened up a wide range of experiences for me, and allowed me to develop relationships in my community. I feel at home now and not a refugee in a strange place!"**

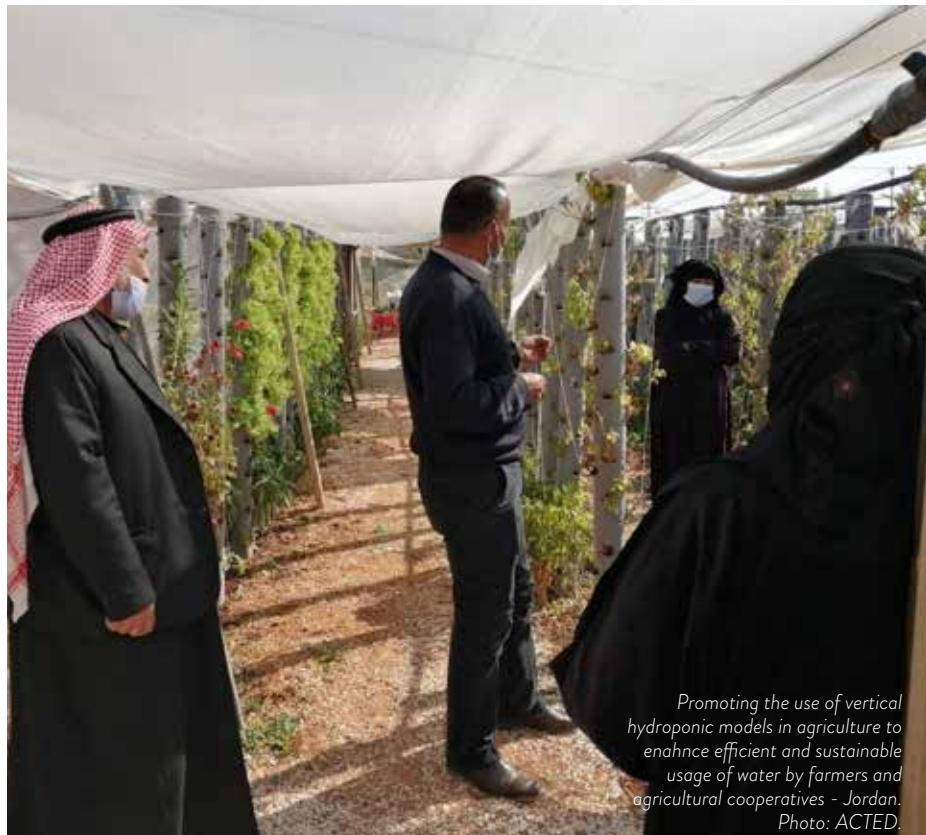
**Suha, Syrian head of food processing microbusiness in Jordan**

**ACTED SUPPORTED 2,480 MICRO, SMALL AND MEDIUM ENTREPRISES (MSMES)**



**185,075 PEOPLE REPORTED TO HAVE INCREASED THEIR INCOME FOLLOWING PARTICIPATION IN ACTED'S PROJECT'S**

## Promoting sustainable opportunities for employment and growth in the agricultural sector in Jordan



*Promoting the use of vertical hydroponic models in agriculture to enhance efficient and sustainable usage of water by farmers and agricultural cooperatives - Jordan.*  
Photo: ACTED.

In Jordan, the agricultural sector has a high potential for growth and is an important source of employment for the rural Jordanian poor, in particular women, as well as for Syrian refugees, noting this is one of the few sectors for which they can obtain a work permit. However, Jordan is amongst the most water scarce countries in the world, with the agriculture sector constituting over 50% of Jordan's water demand. Moreover, the sector is challenged by various factors, including the prevalence of outdated technology, unsustainable farming practices, limited investments, limited water resources, and insufficient financial and technical capacity of farmers, which put at risk the sustainability of agricultural livelihoods.

In this context, ACTED worked closely with 9 agricultural cooperatives and microbusinesses to improve their positioning within the value chain and further develop the sector to the benefit of Jordan's vulnerable

communities. This includes working to build the internal management capacity of these cooperatives, facilitating their access to financing solutions, enhancing their branding and marketing strategies to improve market access, and ensuring decent working conditions for their labor force. In addition, 1,011 Syrian refugees and vulnerable Jordanians received support to establish microbusinesses through technical training, financial support, peer-to-peer networks and registration support.

To ensure the action benefits from the guidance of local institutions and that positive outcomes may be replicated or integrated into future programmes and policies, a project advisory committee including ACTED, the project donor, the Ministry of Agriculture and the National Agricultural Research Center of Jordan oversees the project, with ad hoc participation of other relevant NGO and private sector actors.

# Circular Economy

**Throughout 2020, ACTED expanded its actions promoting circular economy, seeking out immediate opportunities to ensure more sustainable growth strategies and to recapture and valorize waste materials, through 10 projects.**

In 2020, ACTED worked with key actors to enable the transition towards circular economic models, notably via supporting micro and small enterprises to take part in the effort to reduce pollution and keep products and materials in use. Circular economy offers an improved pathway towards sustainable economic development designed to benefit businesses, society, and the environment by designing out waste and pollution, keeping products and materials in use, and regenerating natural systems.

In Lebanon, ACTED provided technical and financial support to innovative businesses contributing to valorization of prominent waste materials which otherwise would be taken to landfill, such as clothing, glass and apples. In Uzbekistan, Tajikistan and Kyrgyzstan, ACTED strengthened community-based tourism (CBT) businesses and encouraged them to adopt sustainable consumption practices while also linking them to project-supported renewable energy companies for business-to-business green energy services.

With municipal services under strain due to the implications of the Covid-19 pandemic, supporting circular waste management became even more relevant. In Jordan, ACTED supported municipal systems to

become more circular, notably through convening community dialogue activities, which allowed community members to reflect on and design the most effective strategies for their community, along with infrastructural and labor support to municipal services to allow for effective sorting and treatment of waste materials. Notably, ACTED forged a public private partnership for the development of a Municipal Solid Waste (MSW) sorting centre on municipal land in Amman, thus sustainably reducing the adverse impact of solid waste on the environment.

To promote regeneration of natural systems, ACTED worked with local communities to promote circular, or regenerative, agriculture, defined as farming and grazing practices that reverse climate change by rebuilding soil organic matter and restoring degraded soil biodiversity – resulting in both carbon drawdown and improving the water cycle. In Uganda, Somalia and Tajikistan, ACTED has conducted regenerative agriculture programmes, enabling improved soil health, water conservation, and improved biodiversity through farmer field schools and direct interventions on agricultural plots and rangelands. Such programmes have been able to improve crop yields while reducing the demand and costs related to irrigation,

all while improving the overall health and productivity of agricultural and pastoral lands.

**4 COUNTRIES RECEIVED SPECIALIZED SUPPORT ON RESEARCH AND DEVELOPMENT FOR SUSTAINABLE CONSUMPTION AND PRODUCTION AND ENVIRONMENTALLY SOUND TECHNOLOGIES**

**THANKS TO ACTED'S SUPPORT, 4 ENTITIES SUBSTANTIALLY REDUCED WASTE GENERATION THROUGH REDUCTION, REUSE, REFURBISHING, REPAIRING, RECYCLING RECOVERING AND/OR REDESIGNING**



# Supporting green growth of the Community-based Tourism Sector in Central Asia



ACTED facilitated a drawing competition on regional environmental issues for youth in border communities to raise awareness for sustainability and regional cooperation - Tajikistan. Photo: ACTED.

International tourist flow to Uzbekistan, Tajikistan and Kyrgyzstan has been growing at unprecedented rates in recent years, more than doubling between 2017 – 2019. While the growth of the tourism industry has the potential to bring new opportunities and sources of income and prosperity to some of the most remote and marginalized communities, it also has the potential to further increase greenhouse emissions and environmental degradation in Central Asia, a region that is already severely vulnerable to the negative impacts of climate change.

In order to mitigate these risks, ACTED launched a strategic programme in Kyrgyzstan, Tajikistan and Uzbekistan to support small rural enterprises to improve their competitiveness. In parallel, the programme contributes to a long-term reduction of the tourism sector's carbon footprint by supporting community-based tourism (CBT)

companies to adopt sustainable consumption practices, as well as by supporting renewable energy and energy efficiency enterprises to expand, ensuring more efficient and circular market systems. This program has relied on the support of strategic national partners overseeing and coordinating tourism actors in the respective countries as well as microfinance associations.

The programme is centered around innovation, inclusion and sustainability, via provision of business development services and enhancing access to finance for green energy companies, formulation of policy recommendations for governments, and marketing and branding activities, including regional branding and marketing of the Silk Road, eco-certification schemes, convening of international forums, and promotion of rural and eco-tourism in Central Asia, especially among European tourists.

**“In the wake of Covid-19, it’s particularly important to support those small businesses who are the lifeblood of the tourism sector in Central Asia. We also need to prepare to build back our economies in a greener, fairer way after the crisis”**

**Peter Ormel, Country Director of ACTED in Kyrgyzstan and Uzbekistan**

# Sustainable Infrastructure

**In 2020, ACTED supported sustainable infrastructure development across its countries of intervention to improve environmental conditions and people's health and quality of life.**

Many of the world's most vulnerable people whom ACTED works with are already experiencing the effects of climate change, from natural disasters to food insecurity and migration. To reduce environmental degradation, ACTED supported the design, building and operating of 690 structural elements, including solar panel installations on public infrastructure such as boreholes, hospitals/health centres and street lights, energy efficiency retrofitting of public buildings, greening of cities, permeable pavement and storm water management, and water-efficiency and conservation installations at public water sources.

ACTED notably promoted the use of green energy as part of rehabilitation works carried out in conflict-affected countries. For example, in Sebha (Southern Libya), where long-term electricity blackouts and fuel shortages have affected health facilities, ACTED installed solar panels to supply a polyclinic with a green and renewable energy source, allowing access to efficient and full-time emergency medical services. Solarisation of public infrastructure has also been key to ACTED's programming in countries such as South Sudan, Somalia, Syria, Haiti, Afghanistan or Pakistan, where solar energy powers water supply infrastructure, hospitals, or schools. In Tajikistan, the retrofitting of 5 public buildings proved how energy efficient

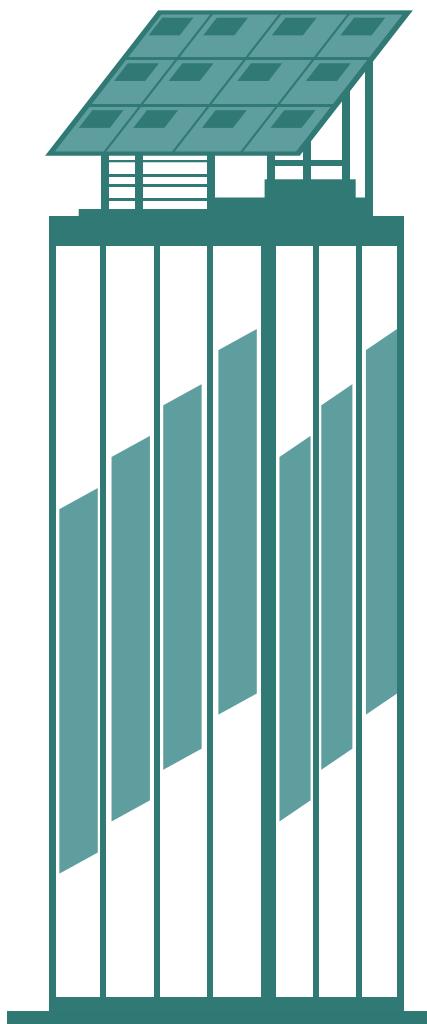
technologies can effectively reduce expenditures on heating materials such as firewood and coal, for example by using thermo-insulation. The energy efficient materials used for the retrofitting were produced by local craftsmen trained by ACTED.

ACTED also supported the development of infrastructure allowing a better use and management of water by supporting the construction of a storm water network in Northern Jordan to reduce annual flooding in refugee camps, or working hand in hand with local authorities set up green infrastructure for storm water management. Rainwater harvesting systems were installed in one Social Development Centre and 3 schools in the southern suburbs of Beirut. Finally, to improve the living conditions and health of vulnerable populations and promote green cities, ACTED supported the 'greening' of public spaces, by rehabilitating two parks in East Amman, Jordan.



*Solar panel installation - Libya. Photo : ACTED.*

**ACTED CONSTRUCTED AND/OR REHABILITATED AND/OR RETROFITTED 690 INFRASTRUCTURE UNITS, MAKING THEM SUSTAINABLE, RESILIENT AND/OR RESOURCE-EFFICIENT**





**Every year, Za'atari Refugee Camp receives heavy rainfall between November and April, resulting in flooding. Through an ambitious drainage system, ACTED helps keeping water away from streets and houses.**

Za'atari Refugee Camp, established in 2012 in Northern Jordan, hosts around 80,000 Syrian refugees fleeing the violence of the Syrian war. Given the emergency context of the creation of the camp, the natural drainage patterns of the area were overlooked: the rain season sees devastating damage to shelters and essential public infrastructure, such as schools and hospitals, as well as road blockages making daily life activities difficult, and halting essential interventions in the camps. The flood also worsens sanitation and hygiene conditions for residents within the camp.

To reduce annual flooding and improve sanitation and hygiene conditions for the residents of the camp, ACTED designed a 35km long drainage network to channel water away from streets and houses during the winter.

ACTED is leading the construction of the drainage network in 8 of the 12 most affected districts. Due to these works, the 2019/2020 rainy season was the first time key infrastructure in target districts have not flooded since establishment of the camp. Following the installation of the drainage system, camp residents also took the initiative to extend the trench network into their neighbourhoods to ensure water invading streets and houses is channeled towards the main drainage system. ACTED also provided temporary employment opportunities for camp residents to carry out the construction of the drainage network, and more than 1,400 persons benefited to date from income generating opportunities, as well as technical, skill development for future employment.

ACTED led the construction of part of the stormwater drainage network in Za'atari refugee camp. The cash-for-work modality allowed community members to access a small revenue.  
Photo : ACTED.

***"Before the construction of the drainage network, when water was flooding my home, we had no choice but stay indoors and close the shop. We worried because of the reduction in our income, not to mention the loneliness which comes from not being able to visit our grandchildren living in other areas of the camp,"***

**Rita, camp resident**

# Citizen-driven Climate Action

**ACTED recognizes that sustainable change to fight climate change is not possible without the involvement and collective action of individuals. As part of ACTED's 3Zero Strategy, the inclusion of Citizen-driven Climate Action is a new sector of intervention contributing towards the creation of a Zero Carbon World, by fighting climate change through innovation and action.**

In 2020, ACTED implemented citizen climate related actions in Pakistan, Afghanistan, Jordan, Iraq, Niger, Mali and France. In conflict-affected areas of Mali, 500 farmers were trained on climate-smart agricultural production techniques and 1,500 households received improved cooking stoves to limit the need for wood and charcoal – reducing the risk of desertification. In Iraq, 75 persons were trained on climate-smart agricultural techniques that will be replicated via a Farmer Field School approach throughout their communities, and more than 500 households (3,000 persons) were reached with awareness raising campaigns on the importance of environmental conservation and protection.

In Afghanistan almost 2,000 farmers were trained on climate-smart agricultural adaptation techniques, and 3,000 tree seedlings were distributed to contribute to reforestation efforts. More than 2,500 farmers were trained in new oilseed crop management while 13 oil crop processing facilities were supported to extract the oil that enables them to create by-products such as 'oil seed cakes' that provide alternatives for animal feed, and production of laundry

soap – promoting circular economy and increasing income generation. In North Jordan, Jordanian communities and Syrian refugees were brought together in over 100 joint forums to raise their awareness on recycling and waste disposal systems. The forums reached over 1,136 participants and served as a common and inclusive space for community exchanges to strengthen awareness for resource-efficient waste management. In Za'atari and King Abdullah Park refugee camps, 77 households were provided with water saving devices enabling them to implement household water conservation efforts.

Through its EU project 1Planet4All, in 2020 ACTED contributed to sensitise and mobilise 56,733 young people and 'multipliers' on climate change, in France. Sharing climate information through social media, a poll on youth and climate, and events, helped raise awareness on these crucial issues.

## Building the first 3Zero House in Metro-Manila, Philippines

Fabien, Country Representative, ACTED Philippines



We have been working with our local partner and co-founder of the 3Zero Global Alliance, Gawad Kalinga, to renovate a 6-storey building at the heart of the 14-million people metropole. With our 2,000 square meters of collaborative spaces, we will strengthen the capacity of social enterprises and civil society organisations and their cooperation to boost local solutions and innovations. We have been using a majority of recycled materials for the furniture, maximizing natural airflow to reduce air-conditioning while converting the roof deck in an urban garden to grow our own herbs and vegetables.



# Gather, Strengthen, Grow: The 3Zero House, a Unique Hub for Social Innovation

ACTED's flagship initiative - The 3Zero House - is designed to accelerate and empower the innovations of local actors on a global scale. The 3Zero House is a physical or digital collaborative space that aims to serve as a unique hub that connects diverse actors from every sector - local social enterprises, civil society organizations (CSOs), and other agents of change - with resources and networks; mobilizing them to identify and promote localized solutions that can fuel the ecological transition, and the digital transformation towards a Zero Exclusion, Zero Carbon, and Zero Poverty world.

**The 3Zero House has three main functions: to Gather, Strengthen and Grow.**

**229,049**  
**PEOPLE ENGAGED**  
IN CAMPAIGNS  
FOR SUSTAINABLE  
DEVELOPMENT  
AND LIFESTYLES  
IN HARMONY  
WITH NATURE  
THROUGHOUT  
2020



**Gather:** The 3Zero House aims to unite diverse stakeholders and fuel conversations around the common 3Zero goals and agenda. Offering a mix of programmes, adapted to each country - such as ideation workshops, competitions, hackathons, presentations, networking events, debates, working groups, or other formats - the 3Zero House will be a place where actors can break silos, identify issues and foster innovative collaborations to solve local challenges.

**Strengthen:** The 3Zero House would offer space and/or resources devoted to the development of human capital. Leveraging ACTED's expertise, and partnerships with the private sector and academia, tailored trainings, mentoring, and coaching for CSOs, Social Entrepreneurs, or individual 'agents of change' will enable tailored, real-time, evidence based capacity strengthening.

**Grow:** The 3Zero House will provide space to promote experimentation, and prototyping of innovative solutions



that will help to drive and empower promising projects supporting the 3Zero goals, forward into completion. Either directly through small grants and specialized trainings, developing mentoring networks, or, indirectly, through specialized collaborative partnerships in incubation or acceleration services, and exposure to social investment fund opportunities for the projects. The 3Zero House aims to grow joint ventures merging for profit and non-profit components to innovate while CSOs will be connected with the innovative social enterprise solutions to scale out their application in communities.

**The 3Zero house is all about empowerment and engagement with communities, organisations, and individuals to drive the change needed towards a 3Zero world.**

# Collaborative and Resilient Ecosystems Management

**ACTED promotes resilient ecosystems to support communities and livelihoods while protecting the environment. Activities within Collaborative and Resilient Ecosystems Management continued to be scaled up throughout 2020 to respond to the global challenge of reversing climate change and its effects on ecosystems across 18 countries, through 28 projects.**

Ecosystems and the natural resources they produce are critical to the livelihoods of billions of people around the world, and sustain the rest of the population with clean air, water, and food. Protecting and maintaining ecosystems and their natural resources in order to reverse trends of global warming is the critical challenge of this decade. ACTED recognizes that ecosystems must be addressed in a holistic manner, supporting the preservation and sustainability of natural resources, while also meeting the needs of communities who live in and around them, and the needs of future generations to come.

Innovative solutions are being utilized such as data collection and satellite mapping technology to better understand the usage and trends within ecosystems and the risks of disasters in Eastern Ukraine through multi-hazard analyses. In Tajikistan, ACTED continues to work with communities on integrated natural resources management such in the Zerafshan Valley and the Syr Darya Basin, supporting rural livelihoods and

key watersheds through collaborative approaches with communities and the local and national government. Communities throughout South Sudan, Kenya, Jordan, Lebanon, Pakistan, and Afghanistan took part in trainings on climate adaptation agricultural techniques allowing them to respond to changing climatic conditions and better meet their food security needs. Activities also aimed to address natural disasters, such as the desert locust infestation in Kenya, where 126 management teams were established and supported for surveillance and pest control operations. Teams in Pakistan and Eastern Ukraine supported the resilience of communities to respond to disasters through trainings and capacity building of community based disaster risk management committees that identify risks and hazards and implement community mitigation projects. All of these critical activities contributed to the preservation of ecosystems, and supported communities to respond and adapt to changing environmental conditions.

## Supporting Community Resilience and Adaptation to Climate Change in Uganda

Anne, Field Officer in Nakapiripirit, Uganda



I've been working as a field officer on ACTED's REVIVE project in Karamoja. This project has helped me to develop my skills in community facilitation and agricultural development and training, and I've helped communities build their resilience to climate change. My knowledge of the local language and culture has also been useful in mobilizing community members as part of the project. I'm happy to be working with ACTED, and I hope to continue building my career as an agricultural trainer to support and advocate for farmers and communities.



**1,896 HECTARES** OF  
DEGRADED LANDS  
REHABILITATED/  
REGENERATED



**6 COUNTRIES**  
PROVIDED WITH  
SPECIALIZED  
SUPPORT FOR THE  
CONSERVATION AND  
SUSTAINABLE USE OF  
BIODIVERSITY AND  
ECOSYSTEMS



## **THRIVE or ‘Towards Holistic Resilience in Vulnerable Environments’ is ACTED’s Flagship initiative to build holistic long-term, community resilience in rangeland areas for agriculturist, pastoralist, and agro-pastoralist populations.**

THRIVE is centred on interactions among ecosystems, market systems, and social cohesion; that together drive rural livelihoods. ACTED addresses these systems and the inter-connected dynamics among them through three pillars of THRIVE: REVIVE, EMERGE and INTEGRATE.

THRIVE’s first pillar – REVIVE focuses on the effects that landscape degradation and desertification have on livelihoods, and champions nature-based solutions to restore ecosystem functions and productivity. REVIVE draws on complimentary practices that together enable the restoration of degraded landscapes. Community engagement ensures that communities are bought-into the approach and heavily designed in the design and implementation. Water harvesting earthworks start the repair cycle by rehydrating the landscape, and allowing water to stop, soak, and spread within the area stopping soil runoff and erosion. This combined with vegetation strategies such as re-seeding, the promotion of biodiversity, and reforestation restart the vegetation growth that can thrive from the harvested water sources. Finally, regenerative grazing techniques and land use management are integrated to reinforce the collaborative potential of agricultural and pastoral populations that further revive degraded lands.

Throughout 2020, THRIVE programmes have been implemented in 5 countries – South Sudan, Uganda, Somalia, Nigeria, and Niger. These programmes have collectively restored more than 1,896 hectares of degraded lands, trained more than 3,800 households on REVIVE techniques ranging from regenerative agriculture, water harvesting earthworks, holistic land and livestock management and perm garden principals for improving agricultural techniques and adapting to improved nature-based practices. More than 50,000 seedlings have been planted to support reforestation efforts and grassland restoration through re-seeding techniques. REVIVE has allowed communities who have suffered from degrading landscapes to better adapt to changing climatic conditions while improving their food security, nutritional outcomes, and restoring balance in their ecosystems for increased overall function and better yields from both agricultural and pastoral products.

# Strengthening Institutions and Civil Society

**In 2020, ACTED implemented 77 projects supporting over 1,500 civil society organisations (CSOs) and/or local authority capacity building in 25 countries, ranging from those classified as middle income to those suffering from severe instability and conflict.**

In Sri Lanka, ACTED provided training to 21 grassroots co-existence societies to improve their organisational development and programmatic capacities on promoting inter-religious collaboration, conflict mitigation and early warning systems. ACTED also supported 2 CSOs working with female garment workers to tackle gender-based violence in the garment industry. 13 staff members were trained in counselling GBV survivors and potential victims.

In Uzbekistan, ACTED played a leading role in strengthening local actors' capacities to prevent gender-based and domestic violence and foster inclusive development, reaching 264 CSOs and 3,732 people who benefitted from GBV prevention and response activities, of which 76% are women.

2020 also marked the completion of a four-year nationwide and multi-stakeholder programme in Lebanon supporting collaborative planning and implementation of 49 priority grassroots projects in as many municipalities for over 800,000 residents. The programme has fostered civil society engagement in inclusive decision and policy making, coupled with the provision of small grants to contribute to governance ideas and

service delivery in their municipalities. Lastly, ACTED continued its work with water authorities in Beirut, Mount Lebanon and the North with technical capacity-building aimed at improving service delivery in the water sector to their constituents.

In countries where INGOs have limited access to areas affected by conflict, local organisations play a key role, and by empowering them with training and grants, ACTED ensured that services can continue and serve the most in need. In Libya, for example, ACTED trained 16 protection actors on humanitarian principles and human rights and 9 CSOs on protection principles and techniques to improve local protection monitoring.

In Afghanistan, ACTED facilitated dialogue between citizens, local authorities and service providers, while also empowering citizens to ensure services are delivered in a transparent manner. 445 Community Development Councils were supported to identify, prioritize and implement community-led development activities. ACTED supported and provided grants to 58 Manteqa Development Platforms (MDPs) for the implementation of critical service delivery projects. More than 230

government staff were trained on effective service provision.

In Ukraine, ACTED supported local authorities to improve their disaster, industrial and environmental risk management capacities. This resulted in the development of risk mitigation and response plans in 10 areas of conflict-affected Eastern Ukraine, and the development of 4 Water Risk Assessments and 2 Water Safety Plans to increase water safety availability.

**ACTED ENHANCED THE CAPACITY OF 1,503 CSOS AND GOVERNMENT INSTITUTIONS**

**126 GOVERNMENTAL UNITS SUPPORTED TO ENABLE PARTICIPATION OF CIVIL SOCIETY IN PLANNING AND MANAGEMENT OF PUBLIC SERVICES**



## ACTED's Signature Civil Society Capacity Building Tool – the Grassroots Organization Capacity Assessment (GOCA)

Since 2012, the GOCA is used to analyse the organisational and institutional capacity of CSOs and develop tailored capacity building plans. The provision of small grants allows CSOs to apply their learnings in projects, while enabling ACTED to evaluate the impact of the capacity building provided.

The GOCA toolkit includes a detailed assessment and scoring based on five pillars of organisational development - Governance and Administration, Organizational Management, Financial Management, Project Cycle Management, and External Relations and Resource Mobilization - captured with more than 200 easily measurable indicators covering the 5 pillars. Each organisation receives an individualized score following the initial assessment ranging from zero (incipient/embryonic) to five (self-sustained), to identify their exact

stage of organisational development. Based on this, a detailed training plan is developed. Subsequent GOCA assessments are conducted throughout the CSO capacity building programme to measure the growth of the organisation and revise the trainings and joint action plan as needed.

Throughout 2020, ACTED worked to revise and improve the GOCA tool to be more tailored to the diverging types of civil society that ACTED supports – on the one hand continuing support to grassroots organisations at the early stage of their development with a more simplified tool; and on the other hand expanding the scope of the tool to better support larger NGOs that are at a more mature stage of their development to tackle issues such as risk mitigation, fraud prevention, or minimum humanitarian standards.

Muhammad,  
Director of  
the Livelihood  
Improvement  
Project funded  
by ACTED  
(Qarabulli, Libya)



When we founded the Organization of Development Pioneers (ODP), we were driven by a dream to bring about radical changes in society and accomplished large infrastructural projects in different municipalities. But real change starts with people: this is what we witnessed with the Improving Livelihoods Project, designed to train 16 young people with different professional specialisations in Qarabulli Municipality. This programme was a major turning point not only for the trainees, but also for us as a development organisation concerned with making a societal change, because we realized that simple changes have a great impact on the societal level, for individuals, families and the entire society.

# Peace, Stability and Justice

**Conflict, insecurity, and limited access to justice remain a great threat to sustainable development. In 2020, ACTED worked in 12 countries to reduce all forms of violence, end conflict and insecurity and promote the rule of law and human rights.**

The number of people fleeing war, persecution and conflict exceeded 80 million, the highest level ever recorded. Everyday, 100 civilians – including women and children – are killed in armed conflict despite protection under international law. Creating stronger bonds across communities is critical in countries experiencing conflicts, hostility and mistrust between different groups or the state and its citizens. In 12 countries of intervention, ACTED worked to increase trust between and within communities in some of the world's toughest conflict zones, reducing risks of violence, preventing conflict outbreaks and promoting basic principles of the Rule of Law to make sure that people have their voices heard, and are able to exercise their rights, challenge discrimination or hold decision-makers accountable.

By fostering dialogue and peaceful interactions between communities in conflict, ACTED supported populations to build tolerance and trust. For example, in conflict-affected Mindanao, the Philippines, ACTED supported the peace process in Marawi, bringing local officials, community members and returnees together to build dialogue and mitigate tensions between different groups. More than 3,800 people participated in peacebuilding activities, and local

communities were empowered to participate in the process to rebuild the city.

In areas of communal tensions, ACTED supported peaceful coexistence and collaboration around common economic and social interests – in Rakhine state, Myanmar, characterized by a strong divide among diverse ethnic and religious groups, ACTED reinforced inter-communal decision-making around key infrastructure and services.

ACTED worked to reinforce social cohesion in areas hosting refugee or displaced populations. With the massive influx of refugees in Jordan following the outbreak of the Syrian crisis in 2011, the provision of basic services has become a burden for many municipalities that face enormous pressure on health, education and infrastructure services. Moreover, the difference in cultures and customs between the Syrian and the local community make it necessary to strengthen social integration, enhance communication between the two communities, and identify their needs. ACTED organised 100 dialogue forums in 2020, comprised of both Jordanians and Syrians, with the common interest to increase sustainable waste practices in their communities. In Libya,

ACTED implemented small-scale infrastructure rehabilitation activities benefitting both displaced and non-displaced community members to promote social cohesion and community resilience.

ACTED also supported local media in promoting peace, stability and justice. Local media such as community radios are critical platforms to share factual information, provide space for communities to exchange, and decrease rumors and misinformation which often generate further tensions. In Niger and the Central African Republic, ACTED and its partners provided training and support to local radios to provide key information and peaceful messages. In the Philippines, ACTED trained 35 media on responsible journalism, fact checking and spotting of fake news, and religious freedom, to support objective reporting around religious discrimination and social cohesion issues.

ACTED empowered civil society to hold local stakeholders accountable for discriminatory practices on behalf of marginalized and vulnerable groups. For example, in South-East Asia, ACTED built the capacity of civil society organisations to better monitor abuses, and support the protection of religious freedom. In Sri Lanka and

the Philippines, ACTED facilitated effective cooperation between civil society and local institutions to lay the foundation for long lasting trust and improved social cohesion. In Lebanon, ACTED and its partners established an alliance of NGOs working with lesbian, gay, bisexual, transgender, queer and intersex (LGBTQI) issues and started documenting human rights violations at work, with the aim to foster an inclusive society.

***"There are no boundaries between different religions. Our focus is on humanity by creating peace in one collective space,"***

***Ms. Hiruni, member of a Coexistence Society, a community organisation supported by ACTED in Sri Lanka***

In Sri Lanka, coexistence societies work with local youth to challenge stereotypes, increase muslim-buddhist interactions and put an end to religious tensions. Coexistence societies practice innovative mechanisms to engage students and have massively expanded their role in their respective communities since their inception through strong coordination with other civil society groups and schools. However, they still lack the knowledge of official laws and policies that would enable them to ensure the accountability of the government when acts of discrimination or harassment occur. ACTED is supporting to close this knowledge gap by providing training of trainers on religious freedom laws and policies.



**103,967 PEOPLE REPORTED ACTED'S PROJECTS HAD A POSITIVE IMPACT ON THE PEACE AND STABILITY OF THEIR ENVIRONMENT**

## Supporting peaceful interactions in fragile conflict-affected areas



*Making the foundation for a solar panel installation within cash-for-work activities involving youth from different communities, to promote social cohesion - Myanmar.  
Photo : ACTED.*

Rakhine State is home to multiple ethnic communities and has often been affected by conflict, predominantly resulting from the religious and social differentiation between these multiple communities. Rakhine state is also one of the poorest areas of Myanmar, where communities suffer from poverty, limited social services, meager living conditions, and a scarcity of livelihood opportunities.

In 2020, ACTED aimed to support greater interaction between communities of different ethnic backgrounds, while supporting livelihoods and access to basic services of the most vulnerable. ACTED conducted a participatory assessment to identify priority infrastructure works that would improve the livelihoods of several communities. In parallel, ACTED set up and trained 11 Peace Development Committees composed of community leaders from various

communities to support the supervision of the infrastructure works, and provided capacity building in conflict mitigation to help them identify and reduce the impact of conflicts that might arise during the rehabilitation works, or at any time in their communities. ACTED and the committees identified youth from various communities to implement the works, through a cash-for-work scheme.

This approach supported peaceful interactions between communities that have otherwise limited exchanges, and improved the livelihoods of targeted communities through direct income and key infrastructure rehabilitation works such as road repairs allowing better access to markets. Road repairs also contributed to offering new opportunities for enhanced inter-communal interaction, economic collaboration, and social cohesion.



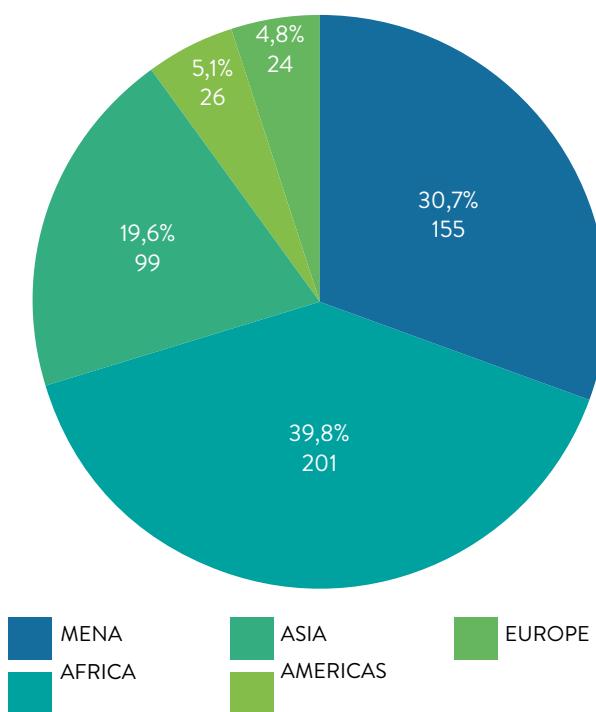
# 2020 Programming Portfolio

IN 2020, ACTED IMPLEMENTED **507** PROJECTS THAT REACHED **20 MILLION** BENEFICIARIES IN 38 COUNTRIES

## BREAKDOWN BY THEMATIC AREA



## PROJECT REPARTITION PER REGION



## ACTED'S LARGEST MISSIONS IN 2020

SYRIA  
2.6 million beneficiaries  
€77.57M budget

AFGHANISTAN  
6.3 million beneficiaries  
€25.55M budget

CENTRALE AFRICAN REPUBLIC  
567,959 beneficiaries  
€24.50M budget

DEMOCRATIC REPUBLIC OF THE CONGO  
556,510 beneficiaries  
€24.06M budget

# ACTED's Greening Strategy

In 2020, ACTED, together with nine other NGOs, formally committed to reduce its greenhouse gas emissions by at least 30% by 2025 and 50% by 2030 in line with the IPCC recommendation, and to measure the environmental and carbon impacts of our actions on a regular basis.

**11%** OF OUR PROJECTS WITH GREEN PROGRAMMING COMPONENTS IN **26** COUNTRIES



ACTED has been implementing mitigation measures since 2018, including a partnership for waste collection and recycling with ELISE, a specialist in collection and recycling of office waste, green energy provision with Plüm énergie in our Paris Headquarters, and the carbon offsetting of all international flights booked by the Headquarters through investing into household biogas plants in Nepal in partnership with atmosfair.

In addition, each country field office started to implement unique Green Action Support Plans which included initiatives such as the solarization of offices, for example in Haiti, the Central African Republic and Syria, staff awareness raising and training, banning single-use plastics, reducing printing and photocopying, and shifting vehicle fleets to hybrid or electric cars, among others.

## FOCUS ON 2 GREEN PROJECTS:

### COLIBRI (Sri Lanka)

The Community Livelihood and Biodiversity Recovery (COLIBRI) project



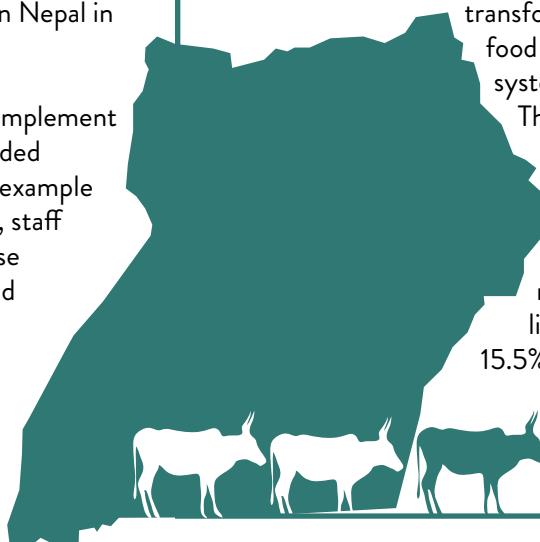
strengthens civil society's capacity to preserve biodiversity in Sri Lanka, including both fragile forest and coral reef ecosystems. COLIBRI promotes inclusive, data driven management of protected areas, community-led monitoring and enforcement to reduce harmful or illegal activities, and promotes sustainable livelihood practices at the household level for farmers, fishers, tourism operators and other local stakeholders (e.g. no take areas for fishing, climate smart agriculture, etc.). In doing so, the project will contribute to the protection and sustainable management of approximately 50,000 hectares of forest and 400km<sup>2</sup> of marine ecosystems that together contain over 1,700 species of flora and fauna.

### SIRGE (Uganda)

ACTED is helping to transform the beef industry into a more sustainable and environmentally responsible industry – one that can provide economic opportunities for communities in rural Uganda without costing the earth. The SIRGE project (Strengthen an Innovative System for the reduction of Greenhouse Gas Emissions) aims at measuring and reducing greenhouse gas (GHG) emissions and environmental impacts of the beef industry in Uganda by allowing rural communities and relevant institutions to access new technologies and data to support sustainable

transformation of agriculture, food and livelihoods systems in rural areas.

This informs Uganda's strategy to achieve its nationally determined contributions to climate change mitigation, as the livestock sector produces 15.5% of global GHG emissions – more than the transport sector.





Awareness-raising sessions for schoolchildren to fight against child and juvenile domesticity and promote child protection and women's rights through interactive discussions, Q&A games and group workshops - Haiti. Photo: ©Gertrude Sejour.



# OUR ACTIVITIES PER REGION

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# CENTRAL ASIA



## AFGHANISTAN SUPPORTING COMMUNITY-LED RURAL DEVELOPMENT

ACTED worked with civil society, local communities, and authorities to improve local governance, rural livelihoods, and basic service delivery in Northern Afghanistan. ACTED provided 41 block grants to local communities to implement rural infrastructure projects such as rehabilitation or construction of schools, health centres and roads identified as part of inclusive local development planning efforts.



## UZBEKISTAN PROTECTING WOMEN AT RISK OF VIOLENCE

ACTED built the capacity of service providers, civil society and local authorities in gender-based violence prevention and response, while providing psycho-social support, access to shelter, and economic empowerment solutions to female survivors.

## PAKISTAN SUPPORTING DISASTER-AFFECTED COMMUNITIES

Droughts, floods, locust invasions and the Covid-19 pandemic threatened the food security of vulnerable populations in the country. ACTED provided cash assistance to help the most affected communities in Sindh meet their food needs, as well as shelter, water, sanitation emergency assistance to support vulnerable families in Sindh and Khyber Pakhtunkhwa regions.





7,069,022 beneficiaries



€37,612,429 annual budget



72 projects



1,394 staff

## KYRGYZSTAN PROMOTING PUBLIC-PRIVATE PARTNERSHIPS FOR LOCAL ECONOMIC DEVELOPMENT

ACTED established

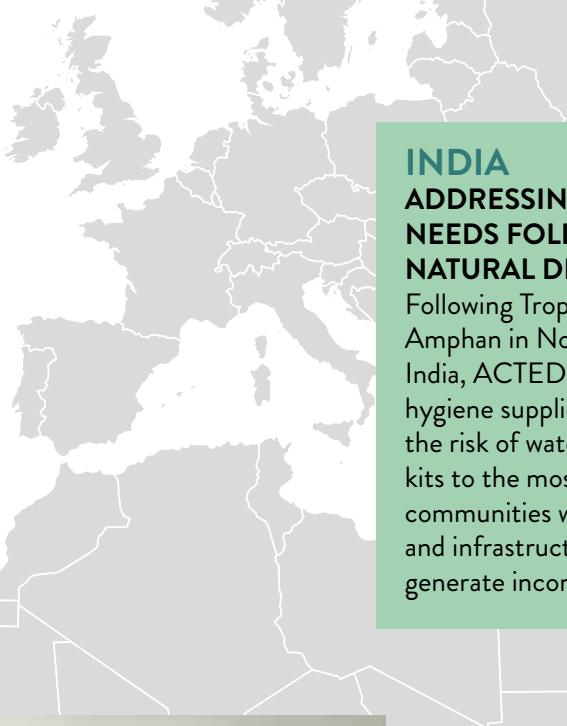
local development platforms gathering representatives of the private, public, and civil society sectors to support public-private dialogue, jointly identify local economic development priorities, and thus promote economic and social development.



## TAJIKISTAN BOLSTERING SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES

In this highly vulnerable country, sustainably managed natural resources allow to improve livelihood and food security and contribute to environmental conservation. ACTED provided training on adapted soil and water conservation methods, promoted reforestation and energy efficiency, and supported the integration of sustainable watershed management into local development plans.

# SOUTH AND SOUTH-EAST ASIA



## INDIA

### ADDRESSING URGENT NEEDS FOLLOWING NATURAL DISASTERS

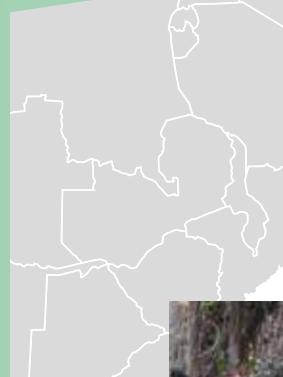
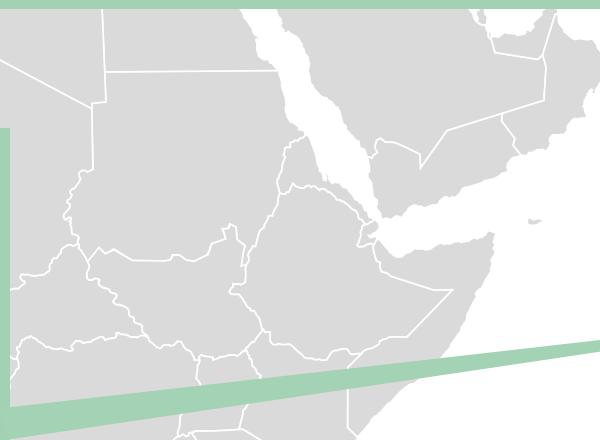
Following Tropical Cyclone Amphan in North-East India, ACTED distributed hygiene supplies to reduce the risk of waterborne diseases, and food and shelter kits to the most vulnerable families. Disaster-affected communities were involved in the cleaning of canals and infrastructure repair works which allowed them to generate income to cover their essential needs.



## SRI LANKA

### SUPPORTING CIVIL SOCIETY TO ADDRESS GENDER-BASED VIOLENCE

Women employed in the garment sector are often subject to labor law violations and gender-based violence. In the Northern and Western Provinces of the country, ACTED supported civil society organisations in contributing to the protection and empowerment of women garment workers through capacity building, referral systems and peer networks, while empowering women to engage in advocacy campaigns for broad awareness raising.



## BANGLADESH

### PREPARING FOR THE MONSOON SEASON IN COX'S BAZAR CAMPS

ACTED improved the living conditions of residents in 5 camps hosting Rohingya refugees from Myanmar by facilitating the repair, rehabilitation and construction of bridges, pathways and stairs through cash-for-work. This supported camp residents during the annual monsoon season, which brings significant damages to shelters and infrastructure, and puts safety and mobility of camp residents at risk.





**465,681** beneficiaries



**€5,402,558** annual budget



**27** projects



**196** staff

## THAILAND BOOSTING EMPLOYMENT OPPORTUNITIES FOR YOUTH, REFUGEES AND RETURNEES

ACTED offered vocational training courses and internships to refugees from

Myanmar and youth from the deep South so that they can better access job opportunities. ACTED also provided business development advisory services and supported women's cooperatives with income generation activities in refugee camps along the Thai-Myanmar border.



## MYANMAR PROMOTING PEACE AND RECONCILIATION IN RAKHINE

ACTED supported conflict-affected communities to address deep-rooted issues of inter-ethnic tensions and mistrust through small-scale projects (including the construction and rehabilitation of key infrastructure), and training of local Peace and Development Committees to help them identify and mitigate potential conflict.



## PHILIPPINES SUPPORTING FARMING COMMUNITIES IN BENGUET PROVINCE

ACTED's training on sustainable agriculture practices allowed local farmers to increase their productivity and access new market opportunities. Farmers could sell their products at decent prices and enhance their incomes, while increasing their resilience and capacity to protect their crops from natural disasters.

# MIDDLE EAST AND NORTH AFRICA



## LEBANON SUPPORTING LOCAL ACTORS IN THE BEIRUT BLAST RESPONSE

As part of a multi-sectoral response to the Beirut Blast, ACTED worked with local first responders to scale up and coordinate their response to the priority shelter, protection, debris management and basic needs of affected communities, providing support to 15,656 people.

## TUNISIA

### SUPPORTING YOUTH AND WOMEN TO PREVENT VIOLENT EXTREMISM

ACTED enhanced participation of youth and women in public and economic life as a way to prevent violent extremism in the rural areas of Tunisia.



## LIBYA FOSTERING CHILD-SENSITIVE SERVICES IN CONFLICT-AFFECTED COMMUNITIES

In Benghazi and Derna, ACTED worked closely with the Ministry of Education to train teachers and social workers on child protection and pedagogy issues, including mental health and psycho-social support for children; social and emotional learning; identifying and addressing violence against children; and child development.

## JORDAN

### SHORT-TERM EMPLOYMENT TO FIGHT CLIMATE CHANGE

In an effort to improve community resilience, ACTED rehabilitated the Zeglab Dam catchment area to effectively reduce soil erosion and strengthen sustainable water management. This also provided short-term employment opportunities to over 480 vulnerable Jordanians and Syrian refugees.





**6,315,935** beneficiaries



**€149,511,981** annual budget



**156** projects



**2,005** staff

## OPT ENSURING PROVISION OF URGENT ASSISTANCE

ACTED ensured over 24,000 individuals had access to immediate shelter and non-food items through rapid response mechanisms in both Gaza and the West Bank, while improving community-based preparedness to future shocks via training of local responders and prepositioning of essential items in Gaza.



## YEMEN

### IMPROVING RESILIENCE OF CRISIS-AFFECTED COMMUNITIES

Given the dire needs of internally displaced and conflict-affected households across Yemen, ACTED simultaneously addressed emergency shelter, WASH, and food security needs while also improving resilience of crisis-affected communities through rebuilding public infrastructure and strengthening community-led maintenance schemes.



## SYRIA BUILDING SELF- RELIANCE OF CONFLICT- AFFECTED HOUSEHOLDS

Following almost 10 years of conflict, ACTED has continued to provide immediate food assistance to over 185,300 of the most vulnerable households. ACTED also supported the ability of households to sustainably meet their food needs via the provision of inputs and trainings to restore their livelihoods, support to local businesses and rehabilitation of local markets.



## IRAQ

### ADAPTIVE AND CONFLICT-SENSITIVE SUPPORT TO RETURNEES

Following the closure of camps in Iraq, ACTED worked with 10,000 IDPs affected by these changes to support return to their communities of origin, ensuring they were able to meet their basic needs and promoting social cohesion amongst returnees and residents.



# WEST AND CENTRAL AFRICA



## SENEGAL INCLUSIVE ECONOMIC OPPORTUNITIES IN THE MATAM REGION

ACTED supported rural populations faced with the lack of income opportunities through vocational training in innovative sectors such as solar energy, and supported agricultural groups in order to provide employment opportunities and reintegrate young migrant workers back into their area of origin.

## MALI • NIGER • BURKINA FASO PROVIDING LIFESAVING ASSISTANCE IN HARD-TO-REACH AREAS OF THE THREE-BORDERS REGION

ACTED responded to urgent needs of particularly vulnerable populations in the border regions between Burkina Faso, Mali and Niger affected by conflict and political instability. As one of the few actors to have access to these areas, ACTED provided water and food assistance and supported the restoration of basic health, sanitation and hygiene services. ACTED also implemented longer-term livelihood support activities through trainings and input distributions.



## NIGERIA RESPONDING TO CLIMATE CHANGE-RELATED CHALLENGES IN NORTH-WEST NIGERIA

Agricultural training in agro-ecology and soil regeneration, coupled with inputs and tools distributions, contributed to strengthen food security, in particular of those most vulnerable to the effects of climate change.

In addition, ACTED implemented training and awareness-raising campaigns to reduce tensions over access to resources and supported the rehabilitation of community infrastructure by local communities. This contributed to social cohesion, while providing income opportunities.



## CONGO REP. RESPONDING TO THE CLIMATE EMERGENCY

ACTED provided shelter, water and sanitation support to people affected by unprecedented floods in 2020. In particular, ACTED rehabilitated water points, distributed hygiene kits and carried out hygiene promotion activities.



**2,892,633** beneficiaries



**€92,823,676** annual budget



**95** projects



**1,742** staff

## CHAD • NIGER SUPPORTING DISPLACED POPULATIONS IN THE LAKE CHAD BASIN

Communities in the Lake Chad regions are suffering from the security crisis and the impacts of global warming. In Chad, ACTED implemented food and cash distributions while promoting new economic opportunities for communities who used to rely on fisheries for their livelihoods before being forced to leave after they lost their livelihoods as a result of the drying up of Lake Chad. In Niger, ACTED supported access to basic services and infrastructure, the creation of economic opportunities and the reinforcement of local governance and technical services in the Diffa region to allow displaced people with no prospects of return to integrate in urban centres.



## CAR STABILIZING CRISIS AREAS

ACTED implemented a large-scale socio-economic recovery programme in the South-East despite the crisis situation. In collaboration with local communities, ACTED launched a participatory needs analysis with the aim to establish local recovery plans. These will serve as a roadmap for the implementation of infrastructure works, economic initiatives and support to local authorities.



## DRC

### REACHING THE MOST ISOLATED POPULATIONS

Despite logistical and security constraints, ACTED supported people in hard-to-reach, isolated and forgotten areas of the North of the country, including Central African refugees. In the East of the country, affected by massive displacement, ACTED's mobile teams provided flexible and rapid assistance to displaced people.



# EASTERN AFRICA

## SUDAN

### RESPONDING TO REFUGEE INFUX FROM ETHIOPIA

In 2020, ACTED reopened its Sudan mission, after 5 years of absence from the country. Following an escalating conflict in the Tigray region of Ethiopia which forced tens of thousands of families to flee from their homes with many of them seeking refuge in neighboring Sudan, ACTED launched a durable shelter intervention in the Tenedba refugee camp.



## SOUTH SUDAN

### CAMP COORDINATION AND CAMP MANAGEMENT IN CAMP AND OUT-OF-CAMP SETTINGS

ACTED provided CCCM services for displaced populations across the country,

coordinating service provision and providing essential food, shelter, WASH and protection assistance to the most vulnerable. Through its CCCM response, ACTED also reinforced community governance structures to promote community representation and ownership in camp or site management.



## UGANDA

### PROMOTING REGENERATIVE AGRICULTURE TO PROTECT THE ENVIRONMENT

ACTED partnered with local communities in the Karamoja region to adapt agricultural practices to the new realities presented by climate change. ACTED provided training on regenerative agriculture, established a community learning centre to promote ecological agricultural practices, set up 2 community tree nurseries and planted 20,000 trees to contribute to the region's biodiversity regeneration. This promoted peaceful coexistence between communities, while providing income opportunities.





**1,905,753** beneficiaries



**€39,952,920** annual budget



**109** projects



**637** staff

## ETHIOPIA

### EARLY RECOVERY FOR CONFLICT AND DROUGHT-AFFECTED POPULATIONS

The Somali regional state of Ethiopia is struggling under the twin burden of conflict and drought. As harvests and livestock decline, populations experience food insecurity and malnutrition. ACTED worked on improving livelihoods and dietary diversity of agro-pastoral communities by providing trainings, inputs and unconditional cash transfers to the most vulnerable.



## SOMALIA

### SUPPORTING IDPs

In 2020, ACTED provided CCCM, water and sanitation, shelter and livelihoods support in over 200 IDP sites that often have complex land tenure issues and thus eviction risks are high. ACTED took a leading role in the coordination with stakeholders involved in the settlement maintenance, closure, and relocation of IDP sites, staying abreast of developments regarding site closures or relocations, and advocating for basic protection and humanitarian principles.



## KENYA

### A FLEXIBLE APPROACH TO ADDRESS FLOODING AND THE LOCUST CRISIS

Agro-pastoral populations of Northern Kenya are particularly vulnerable to the combined effects of flooding, locust infestation and extended dry periods. ACTED led the Kenya Cash Consortium which provided rapid cash assistance to disaster-affected families in 2020 through local mobile money platforms to allow them to meet their basic needs.



# AMERICAS AND CARIBBEAN



**961,692** beneficiaries



**€6,530,506 annual budget**



**26** projects



**186 staff**



HAITI

## SUPPORTING POST-DISASTER RECOVERY

Rural populations whose livelihoods rely on agriculture, fisheries and commerce were left destitute after Hurricane Matthew which devastated the Grand'Anse department in 2016. Since then, ACTED has supported their recovery. In 2020, ACTED fostered their access to income generating activities and savings, while reinforcing the health system and the fight against malnutrition.

# COLOMBIA • VENEZUELA

## RESPONDING TO PROTECTION NEEDS AND IMPROVING RESILIENCE OF CRISIS-AFFECTED COMMUNITIES

ACTED addressed relief and protection needs of vulnerable populations affected by the Venezuelan crisis, notably providing support to women and children at risk of violence, sexual exploitation, or human trafficking. ACTED organised awareness raising campaigns, provided legal and psychosocial assistance to the most vulnerable, and managed gender-based violence cases to reduce risks of sexual exploitation and abuse.



# EUROPE



316,693 beneficiaries  
€8,849,177 annual budget  
22 projects  
149 staff

## FRANCE

### 1PLANET4ALL: 56,700 YOUTH SENSITIZED TO ACT FOR CLIMATE IN 2020

As a partner of an EU supported development education project across 12 countries, ACTED aims at sensitising and mobilising youth on the climate crisis in France through diverse communication and awareness-raising actions. In 2020, ACTED launched a poll on youth and climate, which enhanced understanding and visibility of French youth's views and commitment towards climate, and flagged key drivers to keep engaging with them on these issues.



## EUAV: A THIRD DEPLOYMENT DESPITE THE PANDEMIC

In 2020, ACTED deployed 8 young volunteers on humanitarian missions within the European Union Aid Volunteers programme. This third deployment was arguably the most challenging yet. Despite a deployment hampered by the Covid-19 pandemic, all volunteers showed tremendous adaptation skills. The project proved to be a success once again, as 5 volunteers were offered positions within ACTED during 2020.

## UKRAINE

### REDUCING VULNERABILITY TO INDUSTRIAL, ECOLOGICAL AND CONFLICT RISKS IN CONFLICT-AFFECTED AREAS

Fighting along the line of contact in Eastern Ukraine exacerbate the risks posed by industrial and ecological hazards. ACTED built the understanding and capacity of local authorities and communities to manage and respond to disaster risks in the Donetsk and Luhansk regions through the development of mitigation/response plans, community emergency plans, live simulations, trainings, and recommendations for national stakeholders. ACTED engaged first responders of government ministries in taking action to promote disaster preparedness, mitigation and risk management.







# HUMAN AND FINANCIAL RESOURCES

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*Emergency kit distributions for displaced populations - Central African Republic. Photo: ACTED.*

# Human Resources

6,309

STAFF IN 2020 -INCL. PERMANENT & ON MISSION STAFF-

5,902

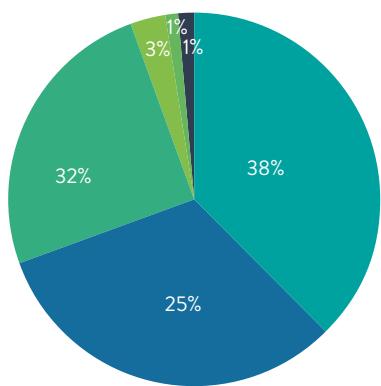
NATIONAL STAFF

407

INTERNATIONAL STAFF, INCL. 71 HQ STAFF

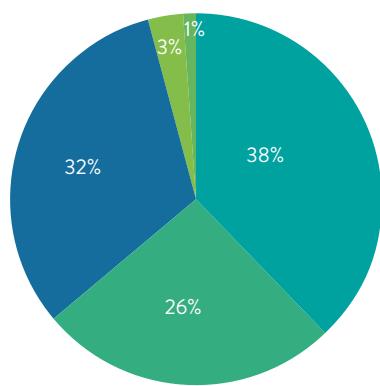
TOTAL ACTED STAFF  
BREAKDOWN IN 2020 PER  
GEOGRAPHICAL AREA

AFRICA      MENA      EUROPE  
ASIA      AMERICAS      HQ

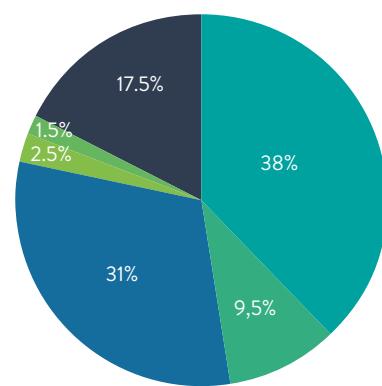


ACTED NATIONAL & INTERNATIONAL STAFF  
BREAKDOWN IN 2020 PER GEOGRAPHICAL AREA

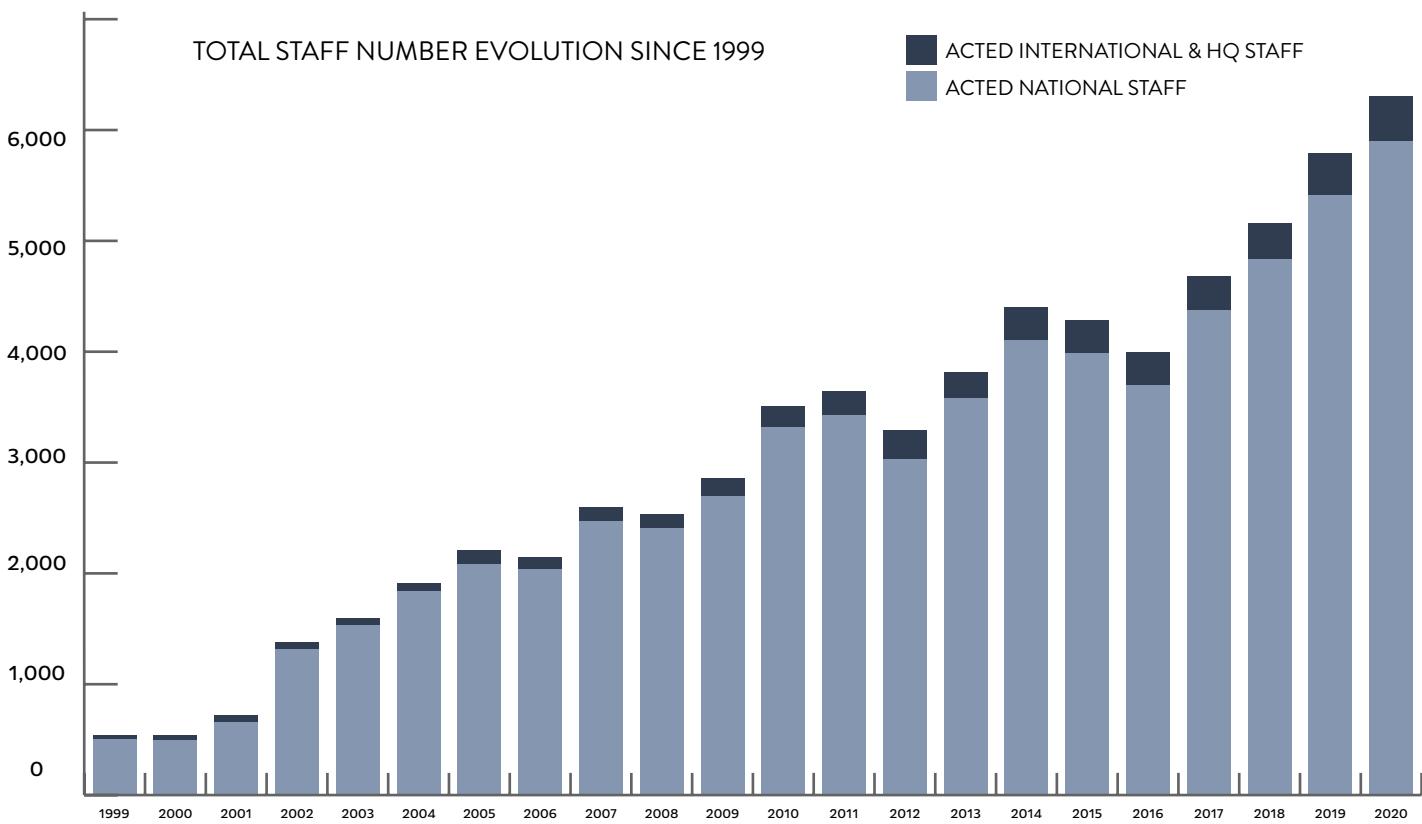
TOTAL ACTED NATIONAL  
STAFF -INCL. PERMANENT &  
ON MISSION-



TOTAL ACTED  
INTERNATIONAL STAFF  
-INCL. PERMANENT & ON  
MISSION-

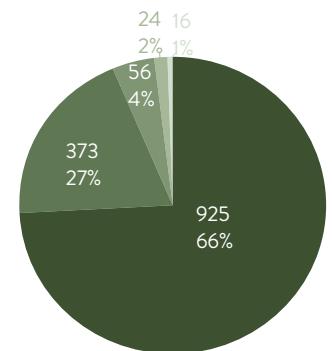


## ACTED STAFF EVOLUTION SINCE 1999



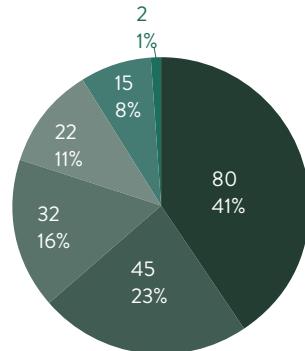
# STAFF BREAKDOWN PER REGION AND COUNTRY

CENTRAL ASIA - TOTAL 1,394



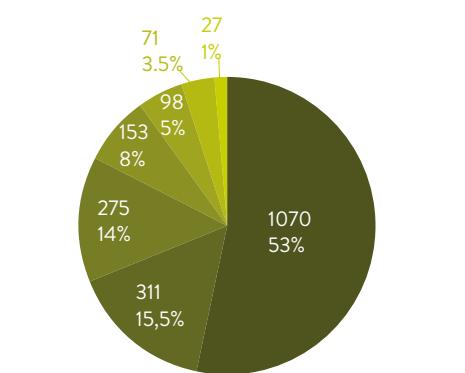
AFGHANISTAN    KYRGYZSTAN  
PAKISTAN    UZBEKISTAN  
TAJIKISTAN

SOUTH & SOUTH-EAST ASIA - TOTAL 196



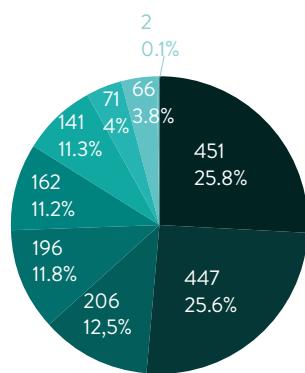
BANGLADESH    MYANMAR  
SRI LANKA    THAILAND  
PHILIPPINES    INDIA

MENA - TOTAL 2,005



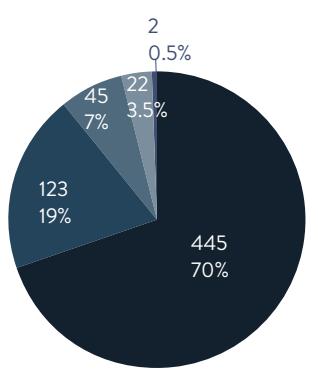
SYRIA/TURKEY    JORDAN    OPT  
IRAQ    LIBYA/TUNISIA  
YEMEN    LEBANON

WEST & CENTRAL AFRICA - TOTAL 1,742



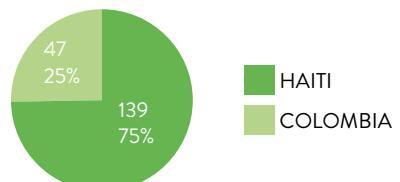
CAR    MALI    CONGO  
DRC    NIGER    BURKINA FASO  
NIGERIA    CHAD    SENEGAL

EASTERN AFRICA - TOTAL 637

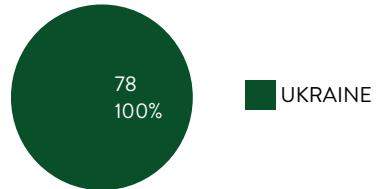


SOUTH SUDAN    KENYA    ETHIOPIA  
UGANDA    SOMALIA

AMERICAS & CARIBBEAN - TOTAL 186



EUROPE - TOTAL 78

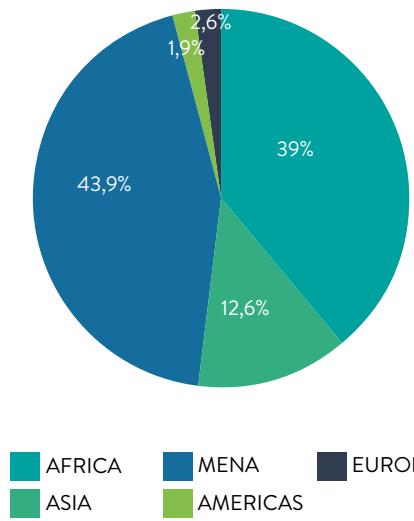


# Financial Resources

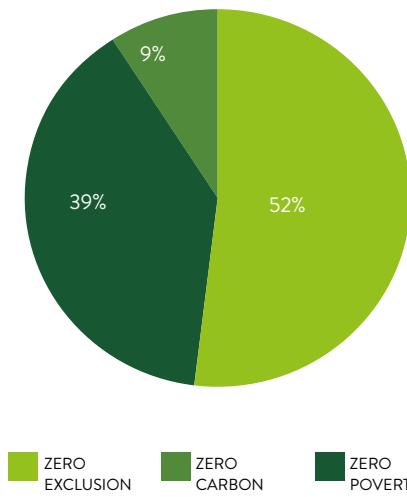
€347,948,765

TOTAL BUDGET IN 2020

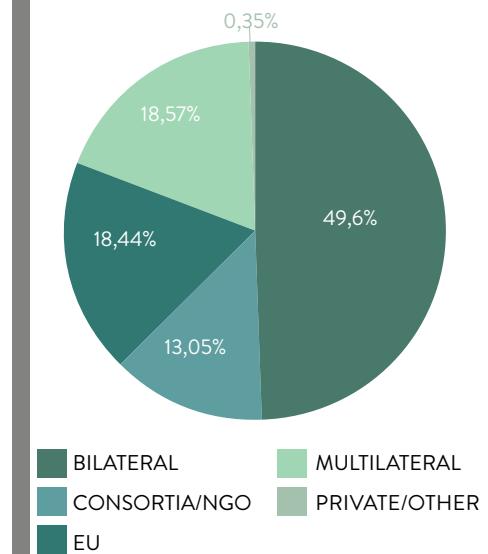
BUDGET SHARE PER REGION



BUDGET SHARE PER PROGRAMMATIC PILLAR



BUDGET SHARE PER DONOR TYPE



OPERATIONS

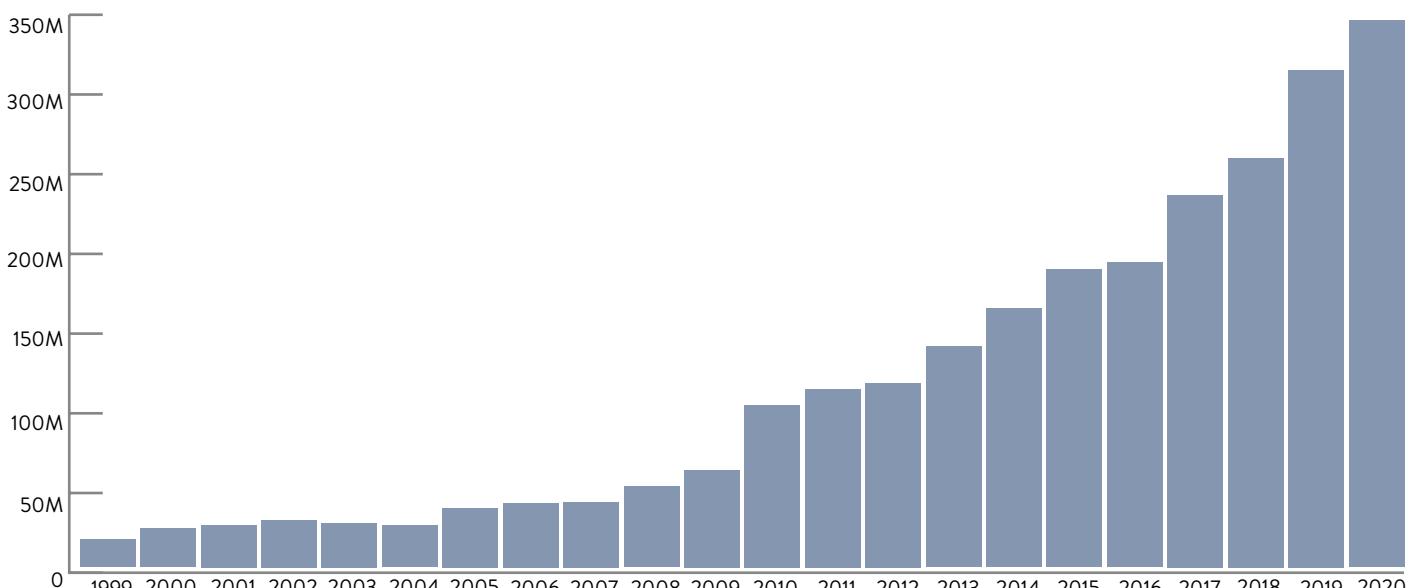
96%

HQ  
4%

4%

HEADQUARTERS EXPENSES IN 2020 / TOTAL EXPENSES AS PER ACTED INCOME STATEMENT

## ACTED BUDGET EVOLUTION SINCE 1999





# DONORS AND PARTNERS

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World's No. 1 partner  
in the fight against poverty  
and disease  
ACTED (1980) 2017 30 years and growing  
Emergency response to Cyclone Amphan in Odisha  
and West Bengal

Over 3,000 households were provided with ration kits to support their basic needs following Cyclone Amphan's destructive impact. 1,200 shelter kits were distributed to households that were severely damaged following the Cyclone - India. Photo: ACTED.

# List of donors who supported ACTED in 2020

## LIST OF ACTED DONORS IN 2020

(per alphabetical order)

	AFG	TAJ	PAK	KYR	UZB	SLK	MMR	THA	PHL	IRQ	LBN	PSE	JOR
AGENCE D'URBANISME ET DE DÉVELOPPEMENT PAYS DE SAINT-OMER													
AGENCE DE L'EAU RHÔNE MÉDITERRANÉE CORSE													•
AGENCE FRANÇAISE DE DÉVELOPPEMENT (AFD)							•			•	•	•	
AGENCE MÉTROPOLITAINE DES DÉCHETS MÉNAGERS - SYCTOM													•
ALSTOM FOUNDATION									•				
BELGIAN DEVELOPMENT AGENCY - ENABEL				•									
CENTRE DE CRISE ET DE SOUTIEN (CDCS) - MINISTÈRE DE L'EUROPE ET DES AFFAIRES ETRANGÈRES FRANÇAIS										•		•	
CHANEL FOUNDATION												•	
COCA-COLA FOUNDATION							•						
COMMUNAUTÉ D'AGGLOMÉRATION DE BÉTHUNE-BRUAY, ARTOIS LYS ROMANE													
CONSEIL DÉPARTEMENTAL DES CHARENTES-MARITIMES												•	
CONSEIL DÉPARTEMENTAL DES HAUTS-DE-SEINE												•	
CONSEIL DÉPARTEMENTAL DES YVELINES												•	
CONSEIL RÉGIONAL BOURGOGNE-FRANCHE-COMTÉ										•	•		
CONSEIL RÉGIONAL D'ÎLE-DE-FRANCE										•	•		
DEUTSCHE GESELLSCHAFT FÜR INTERNATIONALE ZUSAMMENARBEIT (GIZ)					•								•
DUTCH MINISTRY OF FOREIGN AFFAIRS												•	
EUROPEAN COMMISSION - BÊKOU TRUST FUND													
EUROPEAN COMMISSION: EU REGIONAL TRUST FUND IN RESPONSE TO THE SYRIAN CRISIS (EUTF MADAD)										•	•		•
EUROPEAN UNION	•	•			•	•	•			•	•		•
FEDERAL FOREIGN OFFICE - GOVERNMENT OF GERMANY										•			
FEDERAL PUBLIC SERVICE FOREIGN AFFAIRS, FOREIGN TRADE AND DEVELOPMENT COOPERATION - KINGDOM OF BELGIUM										•			
FONDATION ENGIE						•							
FONDATION SUEZ											•		
FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS (FAO)	•										•		
GLOBAL AFFAIRS CANADA (GAC), GOVERNMENT OF CANADA								•					



## LIST OF ACTED COUNTRIES OF INTERVENTION

LIST OF ACTED DONORS IN 2020

(per alphabetical order)

	AFG	TAJ	PAK	KYR	UZB	SLK	MMR	THA	PHL	IRQ	LBN	PSE	JOR
GOVERNMENT OF THE CENTRAL AFRICAN REPUBLIC - PROGRAMME NATIONAL DE DÉSARMEMENT, DÉMOBILISATION, RÉINTÉGRATION ET RAPATRIEMENT (UEPNDDRR)													
INTERNATIONAL LABOUR ORGANIZATION (ILO)													•
INTERNATIONAL ORGANIZATION FOR MIGRATIONS (IOM)			•										
ITALIAN AGENCY FOR DEVELOPMENT COOPERATION (AICS)												•	
KFW DEVELOPMENT BANK													
MINISTÈRE DE L'EUROPE ET DES AFFAIRES ETRANGÈRES FRANÇAIS - GOUVERNEMENT DE LA RÉPUBLIQUE FRANÇAISE		•					•			•			
MINISTRY OF FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION OF THE UNITED ARAB EMIRATES (UAE)													
MINISTRY OF FOREIGN AFFAIRS OF FINLAND		•											
MINISTRY OF RURAL REHABILITATION AND DEVELOPMENT (MRRD), AFGHANISTAN	•												
NEW ZEALAND EMBASSY IN MOSCOW					•								
NORWEGIAN MINISTRY OF FOREIGN AFFAIRS	•												
OFFICE DE L'EAU MARTINIQUE													
ORGANISATION INTERNATIONALE DE LA FRANCOPHONIE (OIF)													
RÉGION AUVERGNE-RHÔNE-ALPES										•			
RÉGION BRETAGNE											•		
RÉGION HAUTS-DE-FRANCE											•		
RÉGION SUD										•	•	•	
SCHNEIDER ELECTRIC FOUNDATION							•						
SHELTERBOX TRUST													
SINDH EDUCATION FOUNDATION (SEF)				•									
SOLIDARITY ACCORHOTELS										•			
START NETWORK			•					•					
SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY (SIDA)													
SWISS AGENCY FOR DEVELOPMENT AND COOPERATION (SDC)		•											•
SYNDICAT INTERCOMMUNAL DE L'EAU POTABLE DU BASSIN CANNOIS (SICASIL)													•
SYRIA RECOVERY TRUST FUND													
TOULOUSE MÉTROPOLE											•		
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT - BUREAU FOR HUMANITARIAN ASSISTANCE (BHA)	•		•							•			•
U.S. DEPARTMENT OF STATE - BUREAU OF DEMOCRACY, HUMAN RIGHTS, AND LABOR (USDRL)						•			•				
U.S. DEPARTMENT OF STATE - BUREAU OF POPULATION, REFUGEES, AND MIGRATION (BPRM)													•
UK AID OF THE UK GOVERNMENT	•	•	•										•

## LIST OF ACTED COUNTRIES OF INTERVENTION

LIST OF ACTED DONORS IN 2020

(per alphabetical order)

	AFG	TAJ	PAK	KYR	UZB	SLK	MMR	THA	PHL	IRQ	LBN	PSE	JOR
UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)				•							•		
UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION (UNESCO)	•	•											
UNITED NATIONS ENTITY FOR GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN (UN WOMEN)											•		•
UNITED NATIONS HIGH COMMISSIONNER FOR REFUGEES (UNHCR)	•							•	•	•			
UNITED NATIONS INTERNATIONAL CHILDREN'S EMERGENCY FUND (UNICEF)	•			•						•			•
UNITED NATIONS OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS (OCHA)	•		•							•		•	•
UNITED NATIONS OFFICE ON DRUGS AND CRIME (UNODC)	•												
UNITED NATIONS POPULATION FUND (UNFPA)											•		
VILLE DE PARIS													
VILLE D'EYBENS			•										
WORLD BANK					•								
WORLD FOOD PROGRAM (WFP)			•							•	•		•

LIST OF ACTED COUNTRIES OF INTERVENTION

LBY	YEM	SYR	TUN	COG	COD	TCD	CAF	NER	MLI	SEN	NGA	BFA	KEN	UGA	SOM	ETH	SSD	HTI	UKR	EUR
					•		•										•		•	
•		•			•							•					•			
•		•		•			•	•	•			•					•	•	•	
•	•	•			•		•	•			•				•		•		•	
							•													
		•																		
					•		•	•	•			•	•	•			•	•		

# List of partners in 2020

ACTED is committed to working with like-minded partners (civil society, government, academia, private sector, etc.) who have a compatible vision with ACTED's to support those in urgent need and protect people's dignity, while co-creating longer term opportunities for sustainable growth and fulfilling people's potential. ACTED believes that its vision can be achieved even more effectively by working with others. Therefore, the number of partners with whom ACTED engages grows year by year and partnerships have become a fundamental way of work for ACTED.

ACTED welcomes and engages with partners in a variety of ways, including long-term partnerships, shorter-term strategic alliances, one-on-one relationships and active participation in networks and coalitions. Working in consortia is an increasingly common form of intervention. A consortium is defined as an association of two or more entities that jointly participate in the design and delivery of a common goal by pooling their resources. Of the 507 projects ongoing by ACTED in 2020 around the globe, almost 20% of projects were implemented in consortium.

ACTION CONTRE LA FAIM (ACF)	BOUSLA FOR TRAINING AND INNOVATION	DOCTORS OF THE WORLD SPAIN AND FRANCE (DOTW)
ADULT BASIC EDUCATION SOCIETY (ABES)	BRITISH COUNCIL	ÉCHELLE APPUI AU DÉVELOPPEMENT
ADVENTIST DEVELOPMENT AND RELIEF AGENCY (ADRA YEMEN)	CARE	ENTREPRENEURS DU MONDE (EDM)
AFRICA'S VOICES FOUNDATION LIMITED (AVF)	CARITAS MARAL	EUROPEAN CENTRE FOR ECOLOGICAL AND AGRICULTURAL TOURISM (ECEAT)
AGA KHAN FOUNDATION (AKF)	CASH LEARNING PARTNERSHIP (CALP)	FAMILLE VILLARD
AGENCE DE DÉVELOPPEMENT ET DE SECOURS ADVENTISTE (ADRA)	CATHOLIC RELIEF SERVICES (CRS)	FAMILY HEALTH INTERNATIONAL
AGENCY COORDINATING BODY FOR AFGHAN RELIEF AND DEVELOPMENT (ACBAR)	CENTER FOR EVALUATION AND DEVELOPMENT (C4ED)	360 (FHI 360)
AKKAR NETWORK FOR DEVELOPMENT (AND)	CHEMONICS INTERNATIONAL INC.	FÉDÉRATION DES ASSOCIATIONS DU FOUTA POUR LE DÉVELOPPEMENT (FAFD)
AKKAROUNA ALLIANCE2015	CHS ALLIANCE	FEDERATION OF SRI LANKAN LOCAL GOVERNMENT AUTHORITIES (FSLGA)
AMERICAN REFUGEE COMMITTEE (ARC)	CITÉS UNIES FRANCE	FINANSOL
AMERICAN UNIVERSITY OF BEIRUT (AUB)	CIVIC INITIATIVES SUPPORT CENTRE (CISC)	FONDATION MAURICE A. SIXTO (FMAS)
ANALYTICAL CENTER BIZEXPERT APPLIED RESEARCH INSTITUTE JERUSALEM (ARIJ)	COLLABORATIVE CASH DELIVERY PLATFORM (CCD)	FONDATION POUR LE DÉVELOPPEMENT ET L'ENCADREMENT DE LA FAMILLE HAÏTIENNE (FONDEFH)
AQUASSISTANCE ASSEMBLÉE DES DÉPARTEMENTS DE FRANCE	COLLECTIF DES ORGANISATIONS DES JEUNES SOLIDAIRES DU CONGO KINSHASA (COJESKI)	FREE PRESS UNLIMITED (FPU)
ASSOCIATION AGROPASTORALE DE NDA	COMITATO INTERNAZIONALE PER LO SVILUPPO DEI POPOLI (CISP)	FREE TRADE ZONES AND GENERAL SERVICES EMPLOYEES UNION (FTZ&GSEU)
ASSOCIATION DES MAIRES DE FRANCE	COMITÉ DE LA CHARTE	FUNDACIÓN TECHO
ASSOCIATION DES VOLONTAIRES POUR LE SERVICE INTERNATIONAL (AVSI)	COMMUNITY IN NEED AID (CINA)	FUTURE IN OUR HANDS DEVELOPMENT FUND (FIOH)
ASSOCIATION OF MICROFINANCE INSTITUTIONS (AMFI)	COMPETENCY-BASED ECONOMIES THROUGH FORMATION OF ENTERPRISE (CEFE NET)	GAIHAHITA (GHHT)
ASSOCIATION OF MICROFINANCE INSTITUTIONS OF TAJIKISTAN (AMFOT)	CONCERN WORLDWIDE	GASHBUN ORGANISATION
ASSOCIATION OF PRIVATE TOURIST AGENCIES OF UZBEKISTAN (APTA)	CONFÉDÉRATION PAYSANNE DU CONGO (COPACO-PRP)	GAWAD KALINGA (GK)
ASSOCIATION POUR LE DÉVELOPPEMENT DE NGUENAR ET VILLAGES ENVIRONNANTS (ASDEN)	CONSEIL NATIONAL DES ONGS DE DÉVELOPPEMENT (CNONGD)	GEPAD
AYUDA EN ACCIÓN	CONVERGENCES	GFA CONSULTING GROUP
BAKHMET LEAGUE OF BUSINESS AND PROFESSIONAL WOMEN	COOPERAZIONE E SVILUPPO (CESVI)	GLOBAL NETWORK OF CIVIL SOCIETY ORGANISATIONS FOR DISASTER REDUCTION (GNDR)
BIBLIOTHÈQUES SANS FRONTIÈRES	COOPERAZIONE INTERNAZIONALE (COOPI)	GOODEED
	COORDINATION HUMANITAIRE ET DÉVELOPPEMENT (CHD)	HANDICAP INTERNATIONAL / HUMANITY & INCLUSION (HI)
	COORDINATION OF HUMANITARIAN ASSISTANCE (CHA)	HEALTH WORK COMMITTEES (HWC)
	COORDINATION SUD	HELVETAS
	CROIX-ROUGE MALIENNE	HEVI COMMUNITY-BASED ORGANISATION
	DANISH RED CROSS	HIVOS
	DANISH REFUGEE COUNCIL (DRC)	HORIZONS FOR GREEN
	DÉLÉGATION SPÉCIALE À LA VILLE DE BANGUI	
	DIGITAL OPPORTUNITY TRUST LEBANON (DOT)	

DEVELOPMENT  
IHSAN RELIEF AND DEVELOPMENT  
IMPACT INITIATIVES  
INDEPENDENCE DIRECTORATE OF  
LOCAL GOVERNANCE (IDLG)  
INSTITUT NATIONAL DE  
RECHERCHE EN SCIENCES  
ET TECHNOLOGIES POUR  
L'ENVIRONNEMENT ET  
L'AGRICULTURE (IRSTEA)  
INTERNATIONAL COUNCIL OF  
VOLUNTARY AGENCIES (ICVA)  
INTERACTION  
INTERNATIONAL RESCUE  
COMMITTEE (IRC)  
INTERNATIONAL UNION FOR  
THE CONSERVATION OF NATURE  
(IUCN)  
INTERSOS  
JORDAN ENVIRONMENTAL UNION  
(JEU)  
KYRGYZ COMMUNITY-BASED  
TOURISM ASSOCIATION  
"HOSPITALITY KYRGYZSTAN"  
(KCBTA)  
LEBANESE WOMEN DEMOCRATIC  
GATHERING (RDFL)  
LEBANON SUPPORT (LS)  
LOCAL ADMINISTRATION COUNCIL  
UNIT (LACU)  
LUMINUS SHAMAL START  
MA'AN DEVELOPMENT CENTER  
MASCONTOUR GMBH  
MEDAIR  
MÉDECINS DU MONDE  
MEHR KOZDA  
MEHRJON  
MERCY CORPS  
MOVE WELFARE ORGANIZATION  
NATIONAL ASSOCIATION OF  
MICROFINANCE INSTITUTIONS  
(NAMI)  
NGO FORUM SOUTH SUDAN  
NORWEGIAN REFUGEE COUNCIL  
(NRC)  
ORGANIZATION FOR RESEARCH  
AND COMMUNITY DEVELOPMENT  
(ORCD)  
ORGANIZATION OF PROMOTING  
AFGHAN WOMEN'S CAPABILITIES  
(OPAWC)  
ORISSA STATE VOLUNTEERS AND  
SOCIAL WORKERS ASSOCIATION  
(OSVSA)  
OXFORD COMMITTEE FOR FAMINE  
RELIEF (OXFAM)  
OXUS  
OYDIN NUR  
PANI  
PASTORAL RESOLVE (PARE)  
PEACE ACTION SOCIETY  
ORGANISATION FOR SOMALIA  
(PASOS)  
PEOPLE IN NEED (PIN)  
PHENIX CENTRE FOR SUSTAINABLE  
DEVELOPMENT  
PUBLIC FOUNDATION  
COORDINATION CENTER FOR NGO  
SUPPORT (CSSC)  
RAHMIDILLIK

REFORMIST'S SOCIAL WELFARE  
(RSWDO)  
RÉGIONS DE FRANCE  
RÉSEAU NATIONAL DES ONGS DE  
DROITS DE L'HOMME DE LA RDC  
(RENADHOC)  
RÉSEAU POUR LA REFORME DU  
SECTEUR DE SÉCURITÉ ET DE LA  
JUSTICE (RSSJ)  
RÉSONANCES HUMANITAIRES  
RESOURCE CENTRE FOR GENDER  
EQUALITY (ABAAD)  
RESOURCE CONFLICT INSTITUTE  
(RECONCILE)  
RIGHT TO PLAY INTERNATIONAL  
(RTP)  
RIGHT TO PROTECTION (R2P)  
RURAL AGENCY FOR COMMUNITY  
DEVELOPMENT AND ASSISTANCE  
(RACIDA)  
SAFERWORLD  
SAHEL ÉTUDES ACTIONS POUR LE  
DÉVELOPPEMENT (SEAD)  
SAVE THE CHILDREN  
SEARCH FOR COMMON GROUND  
(SFCG)  
SOCIAL LIFE AGRICULTURAL  
DEVELOPMENT ORGANISATION  
(SADO)  
SOCIAL, HUMANITARIAN,  
ECONOMICAL INTERVENTION FOR  
LOCAL DEVELOPMENT (SHEILD)  
SOCIÉTÉ CANADIENNE DE LA  
CROIX-ROUGE  
SOCIETY OF RURAL WOMEN  
(AKATSIYA)  
SOINS INFIRMIERS  
ET DÉVELOPPEMENT  
COMMUNAUTAIRE (SIDC)  
SOLIDARITÉS INTERNATIONAL (SI)  
ST. EPHREM PATRIARCHAL  
DEVELOPMENT COMMITTEE (EPDC)  
STANTEC  
STAROBILSK WOMEN'S COUNCIL  
TAJIK COMMUNITY-BASED  
TOURISM ASSOCIATION (TCBTA)  
TAJNOR CONSULTING (TAJNOR)  
TERRE DES HOMMES (TDH)  
UNION NATIONALE DES FEMMES  
(UNAF)  
UNITED NATIONS GLOBAL  
COMPACT  
UNITED YOUTH FOR PEACE AND  
DEVELOPMENT (UNYPAD)  
VISION ET DÉVELOPPEMENT (V&D)  
VOICE OF OLDER PEOPLE AND  
FAMILY (VOP FAM)  
VOLUNTARY ORGANISATIONS IN  
COOPERATION IN EMERGENCIES  
(VOICE)  
WE LOVE SOUSSE (WLS)  
WELTHUNGERHILFE (WHH)  
WEWORLD - GVC  
WOMEN'S CENTER  
WORLD VISION  
YANG'AT COMMUNITY  
DEVELOPMENT ORGANISATION  
YEMEN FAMILY CARE ASSOCIATION  
(YFCA)  
YUKSALISH



Kyrgyzstan. Photo: ACTED.







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